



MEMO TO THE PLANNING COMMISSION

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Project: Housing Element 2022 Update

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Recommendation: None – Informational Item Only

Background

The Housing Element 2022 Update is San Francisco's first housing plan 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. 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 last update was adopted in 2014. Since then, the Planning Department pursued multiple initiatives that evaluated and analyzed housing needs and strategies in collaboration with our community partners. Phase I of this Housing Element Update started with a hearing at the Planning Commission on May 28, 2020 and was focused on an extensive outreach and engagement process to discuss the shared values and key ideas heard during those recent multiple initiatives.

Overview of Policy Shifts

During Phase 1, San Francisco communities expressed a strong commitment to pursuing major shifts in how we plan for housing in this city. We heard, through a variety of engagement forums for the Housing Element as well other initiatives, a clear consensus that the City should focus on not just stopping but repairing the harms done to American Indian, Black, Chinese, Japanese, Filipino, Latinx, and all communities of color. The goals, policies

and actions that resulted from this outreach and engagement process are all designed to launch a new era of housing policy in San Francisco in which the City would:

- Recognize **right to housing** for vulnerable groups
- Expand programs to **bring back displaced communities**
- **Increase resources** within Priority Geographies for acquisition and rehabilitation, tenant protections, and homeownership to advance racial and social equity
- **Invest in community facilities** and infrastructure in Priority Geographies to improve resources for residents
- Increase investment in permanently **affordable housing within High-Opportunity Areas**
- Increase housing choice in **High-Opportunity Areas** for all income levels and focus on small to mid-rise multi-family buildings

Definitions and boundaries for Priority Geographies and High opportunity areas are included in Attachment E.

Overview of Phase I of Outreach and Engagement

Phase 1 wrapped up in December 2020 resulting in 1,631 survey respondents, more than 220 listening session participants, and 118 digital participation platform respondents, who in total shared more than 2,400 comments and rated key policy ideas summarized from past outreach and engagement efforts. In addition, the department engaged with the Housing Policy Group, a group of over 40 housing policy, advocacy, and development organizations, on critical topics and tension points over the course of nine meetings.

Through an extensive review process in collaboration with other City agencies, SF Planning processed all input received from the public and the Housing Policy Group to use as a basis for the first draft of goals, policies, and actions, updates and an accompanying context statement for the Housing Element 2022 Update.

Phase II of Outreach and Engagement

On April 8, 2020, SF Planning announced the launch of Phase II of outreach and engagement and the release of the first draft of the Housing Element, which included the following documents:

- A **Context Statement** describing the roots of San Francisco's housing challenges and the City's commitment to dismantle housing inequities.
- A complete and comprehensive **Public Input Summary** including the synthesis of public and Housing Policy Group input, as well as online platform and survey results.
- The **Draft Needs Assessment Summary** including an overview of past and current housing needs.
- A **first draft of the Housing Element goals, policies and actions** that incorporate public input prioritizing advancing racial and social equity and balancing the different and sometimes competing community needs.

For Phase II, SF Planning has secured funding and resources to partner with key community-based organizations and is calling for assistance from these groups to design and lead focus group conversations. These focus groups will represent communities of color, vulnerable groups, and various geographies, and some will address specific topics (e.g. homelessness and supportive services). The updated online platform allows the public to review and

share input on the draft goals, policies, and actions. Public hearings and sessions will provide more opportunities for residents and community members to provide input directly to City decision makers. Finally, during Phase II staff will continue to collaborate with the Housing Policy Group and will receive advice from the Community Equity Advisory Council on the draft Housing Element. The outcome from this phase will be a final Draft to be submitted to the California Department of Housing and Community Development for review in accordance with State law.

The following timeline illustrates the upcoming key milestones and processes:



The purpose of this informational hearing is for project staff to share an overview of the draft goals, policies and actions, an overview of Phase I outreach, and the outline approach for Phase II of outreach and engagement.

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. Context Statement
- B. Public Input Summary
- C. Draft Needs Assessment Summary
- D. First draft of the Housing Element goals, policies and actions
- E. Priority Geographies and High Opportunity Areas

Context Statement

Dismantling San Francisco's Housing Inequities

San Francisco's housing problem is an economic problem that impacts nearly all residents. It is also a racial and social equity challenge, with severely disparate outcomes for American Indian, Black and other Communities of Color, partially as a result of discriminatory policies and programs that the City implemented or supported over the past decades.

The Housing Element 2022 Update is San Francisco's first housing plan that centers in racial and social equity.

The City is committed to addressing this past by recognizing housing as a right and investing in policies that advance racial and social equity. The Office of Racial Equity and the Planning and Historic Preservation Commissions' equity Resolutions provide guidance for a housing plan that can respond to the scale, complexity, and depth of the problem and its intersection with the city's health and environmental challenges.

San Francisco's housing problems are not new. These problems have been getting worse steadily over decades. Today's housing crisis is, in part the result of the inequitable choices that the City made in prior generations.

We underbuilt housing, encouraged auto-oriented sprawling development patterns, did little to challenge racial and economic segregation, and prioritized housing as a commodity rather than a human right. San Francisco has been working to change policies and find new resources to address the symptoms of these problems. We have been building more housing, expanding investments for the unhoused, and taking bold actions to slow displacement and evictions. And we have planned and built more urban style, dense, walkable and transit accessible neighborhoods. But the underlying challenges and issues persist.

Dismantling the underlying inequities requires more structural changes than the City has been able to implement so far. We can overcome our history and build a more affordable, more resilient and more just city, but we have to make real changes. These changes will require sacrifice and investment. 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.

The housing challenge in San Francisco is not new.

The City has struggled to house its residents and workers for several decades. Homelessness has expanded to over 8,000 unhoused residents in San Francisco today. Nearly 44,000 households, 42% of low income renter households, spend more than half of their income on housing, leaving less income for food, health, and education. A widening wealth gap between top earners and everyone else has further polarized our economy. The median income for Black households is \$30,442, 23% of median income for a white household, and for American Indian households' median income is \$61,250, 46% of a white household's median income. Many workers are moving to less expensive cities and enduring long commutes. Over the past two decades, high-income households have been moving into the city while American Indian, Black, and other communities of color, and essential workers have been displaced.

Our strong economy has triggered higher housing needs.

Jobs have grown faster than new housing, driving up housing costs and displacement. The San Francisco Bay Area has enjoyed a rapid and robust economic growth around its innovation, professional services, and visitor sectors as well as its diverse culture and natural resources. Our region has remained one of the top attractors of venture capital investments over the years, with San Francisco alone gradually increasing its share of Bay Area investment over the last ten years from 21 percent to 39 percent. This wealth has brought many workers from other states and countries to the region. At the same time, growing interest in urban living has caused many people to exchange large single-family homes and cars for smaller apartments close to jobs, restaurants, performances, and shops. These trends made San Francisco a magnet for young professionals, empty nesters, and young couples. This strong demand for housing in San Francisco has led to rapidly increasing rents and prices, which impact everyone in the city, and have created an economic and health crisis for our residents who are not at the top of the income ladder. The long-term trends have temporarily reversed during the pandemic with a decline in jobs and many office workers suddenly able to work from home and some choosing to relocate to less expensive places in the region or beyond. At one point, nearly 80,000 households left the city according to U.S. Postal Service change of address requests, and average rents had fallen by 30%. But there is no reason to expect these changes to last or to plan for declining demand for housing in San Francisco.

These problems are the result of the inequitable choices that the City made in prior generations.

We have accepted racial and economic segregation.

The combination of high costs, insufficient investment in affordable housing and tenant protections, restrictive zoning, auto-oriented sprawling development patterns, and opposition to new housing have allowed racial and economic segregation to continue unchallenged for decades. Many of our high opportunity neighborhoods are out of reach for communities of color and low-income families due to a lack of affordable housing options and legal and political opposition from residents.

The cost of a housing unit is more expensive in single-family or two-family zoning than in zoning that allows multi-family buildings. In addition, the few multifamily housing projects proposed in the few available lots in primarily single-family neighborhoods have confronted strong opposition from many neighbors. Restricting housing production, including permanently affordable housing, in these neighborhoods limits the housing choices available to lower income residents and residents of color.

Concentrating new housing in certain neighborhoods also imposes a heavy burden of change on east-side neighborhoods with higher concentrations of low-income and communities of color. The great majority of new housing development in the city has been concentrated in neighborhoods on the east side of the city that were previously zoned for production, distribution and repair (PDR) activities or occupied by communities of color. The Eastern Neighborhood rezoning allowed for a major increase in the production of new housing, including affordable housing. Without significantly scaling up anti-displacement investments, there remains little chance that development in those neighborhoods can happen without further displacement of communities of color or small PDR businesses.

We have prioritized housing as a commodity rather than as a human right.

Housing is an important investment for many people. For most homeowners, their house is their largest asset. Many small investors buy rental properties to provide economic security for their families.

Draft Housing Element 2022 Update – Context Statement

And investment in larger rental properties fuels the returns in the retirement plans for most working-class people. A City has a legitimate role to play in ensuring the stability of these investments over time. But unlike other investments, housing is also key to the health and wellbeing of communities. Governments play an essential role in supporting all residents to enjoy a healthy place to live and prosper.

When housing's value as an investment is prioritized over its value as shelter and home, we lose something that is critical to the life of a city. When housing is a scarce resource, prices rise based on what the highest earners can afford. Lower income households are left paying unsustainably high shares of their income to stay in the city – if they can secure housing at all.

San Francisco has been a national leader in building a stock of non-commodity, subsidized affordable housing which prioritizes permanent affordability and offers safe, high quality housing to families of every type and income level. But skyrocketing construction costs and dramatic cutbacks in federal and state investment in affordable housing, particularly the elimination of Redevelopment funding through the state, have limited the city's ability to keep pace with the demand and need for affordable housing.

San Francisco has been working to change policies and find new resources to address the symptoms of these problems.

More than many other cities, San Francisco has worked on policies and legislation to expand housing affordability and develop new housing options. 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 the 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 investments. 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.

San Francisco has spearheaded climate change adaptation strategies contributing to the reduction of our region's greenhouse gas emissions. The City adopted a Transit-First Policy and advanced building housing near transit through either high-rise residential towers close to jobs in downtown, or expanding housing production in industrial areas close to regional and local transit in the Mission, South of Market, and Hayes Valley. The City has also been implementing major pedestrian and bike safety infrastructure and safety improvements. Right before the pandemic almost 40% of trips were by foot, bike, or transit, putting us halfway through the City's goal for 2030 to reach 80% of all trips by non-auto modes.

Despite these investments San Francisco's affordability crisis has only worsened.

While the City was successful in opening new housing options, these investments were not nearly enough to meet the needs of communities of color, low-income workers, and at times further exacerbated their displacement; many were forced out of the city given the increase in rents. This displacement has also been impacting the environment by imposing longer commutes and led to the loss of local businesses, art and entertainment activities.

Regionally and Statewide underbuilding has resulted in an increasingly acute housing shortage that San Francisco is only one small part of. The State is increasing the number of housing units that cities need to consider in their housing plans. San Francisco's share has tripled so that the City is now

Draft Housing Element 2022 Update – Context Statement

expected to permit over 82,000 units of new housing during the period from 2023 to 2031, more than half which should be affordable to very low, low- or moderate-income households.

The recent COVID pandemic further spotlighted the inequities of the housing situation in San Francisco.

In spite of the City's proactive response (relative to other American cities), the American Indian, Black, Latina, and Asian population was heavily impacted by the virus with higher infection, hospitalization, and death rates than the citywide averages. Essential workers and their families were exposed to the virus at higher rates than office workers who could work from home and were not living in overcrowded conditions. The homeless population was the most vulnerable since they had no place to go when the stay-at-home policies were in place. The loss of jobs with the shutdown also pushed people without a safety net out of San Francisco.

If the COVID pandemic can be seen as a dress rehearsal for the coming disruptions of climate change, San Francisco has a lot more work to do if we are to avoid repeating the worst inequities on an even greater scale. Climate change is likely to disproportionately impact exactly the same communities and for all the same reasons.

Dismantling these underlying inequities requires the kind of structural changes which were unthinkable in the past but seem like common sense today.

Throughout the first phase of community outreach and engagement for the Housing Element, San Francisco Communities expressed a strong commitment to pursuing major shifts in how we plan for housing in this city. We heard, through a variety of engagement forums for the Housing Element as well other initiatives, a clear consensus that the city should focus on not just stopping but repairing the harms done to American Indian, Black, Chinese, Japanese, Filipino, Latinx, and all communities of color.

The goals, policies and actions included in this first draft are all designed to launch a new era of housing policy in San Francisco in which the City would:

- Recognize **right to housing** for vulnerable groups
- Expand programs to **bring back displaced communities**
- **Increase resources** within Priority Geographies for acquisition and rehabilitation, tenant protections, and homeownership to advance racial and social equity
- **Invest in community facilities and infrastructure** in Priority Geographies to improve resources for residents
- Increase investment in permanently **affordable housing within High-Opportunity Areas**
- Increase housing choice in **High-Opportunity Areas** for all income levels and focus on small to mid-rise multi-family buildings

As we embark on a second round of outreach to discuss these policy considerations, among others, it is important to remember that it is within our power to overcome our history and build a more affordable, more resilient, and more just city.

These changes will require more residents in more parts of the city to accept some of the burdens of neighborhood change. They will require everyone to support more investment in housing and

Draft Housing Element 2022 Update – Context Statement

permanently affordable housing and transitional housing for the homeless in particular. These changes will take many years and, in the end most parts of the city will look somewhat different than they do now. But these changes are essential to preserving the cultural heritage, the vitality and the diversity that we all love about San Francisco today. If we start now, we can leave our grandchildren a better city than the one we inherited.



FINAL REPORT - APRIL 2021

Housing Element Update 2022 Outreach Summary



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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 aa 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

	Learning from Past Efforts December 2019 - May 2020	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
	Phase I Vetting Key Ideas with the Community May 2020 - March 2021	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
	Phase II Refining Policies Together April 2021 - March 2022	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
	Phase III Moving Towards Adoption April 2022 - December 2022	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

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>
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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:

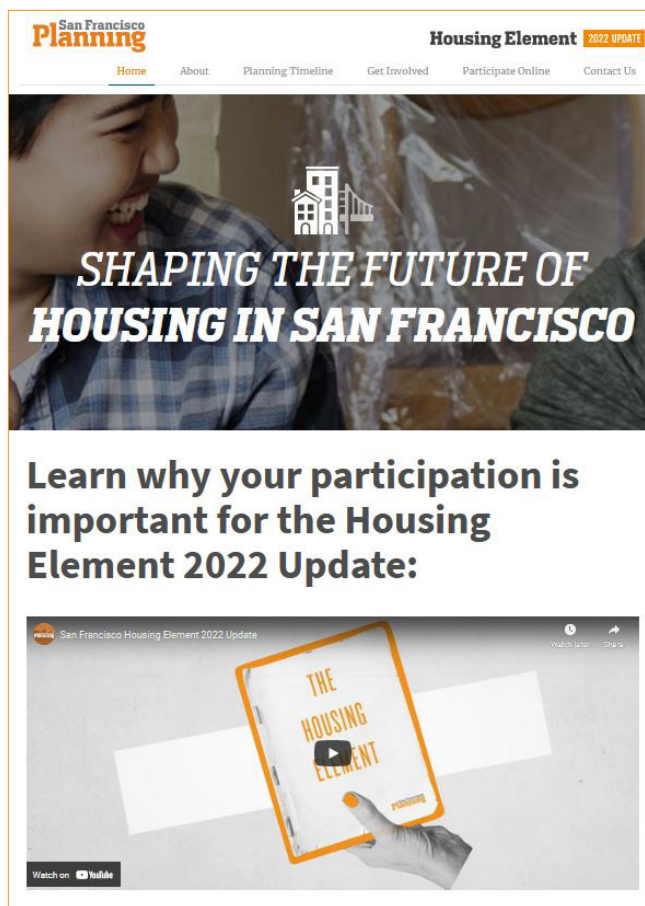
- Review of the Planning Department materials and content for accessibility
- Outreach to traditional media outlets to secure interviews and stories about the project
- Development of the selection criteria for the resident ambassador group (HEARD), recruitment of the members and facilitation of HEARD 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

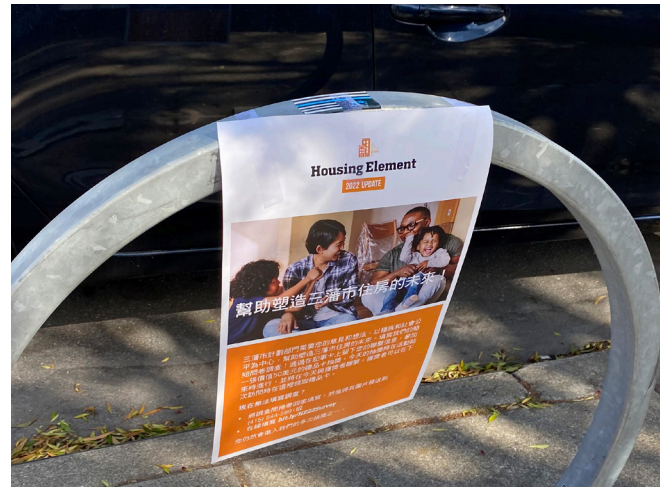
- **Social media:** Multiple messages were posted through Facebook and Twitter to share the project's promotional video, direct residents and community members to the website, invite people to participate online using the digital participation platform, invite people to take the survey, and inform the 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.



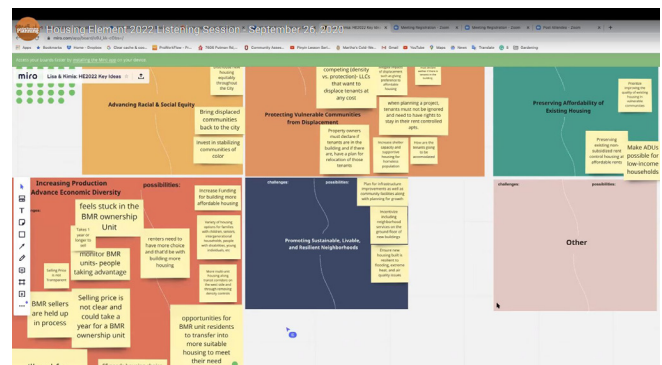
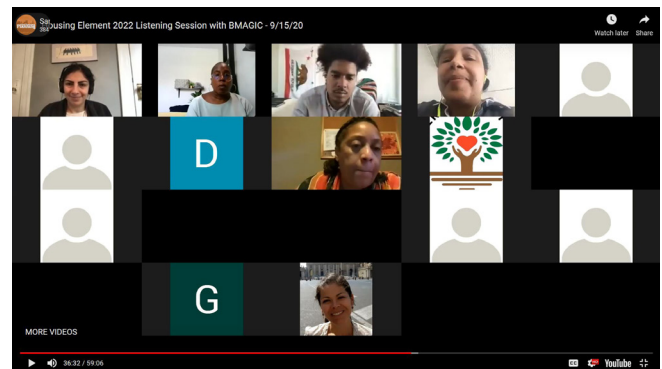
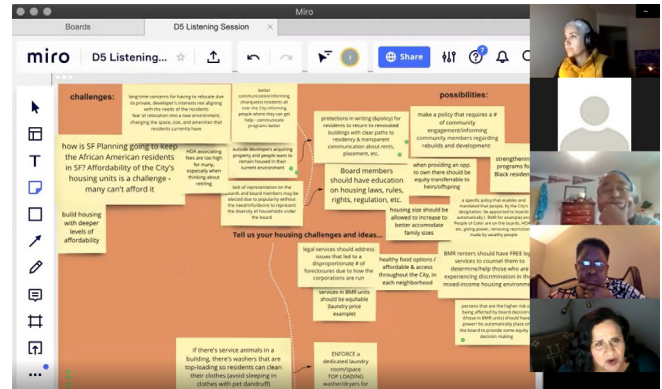
II.2 Outreach and Engagement for SF Residents and Community Members

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:

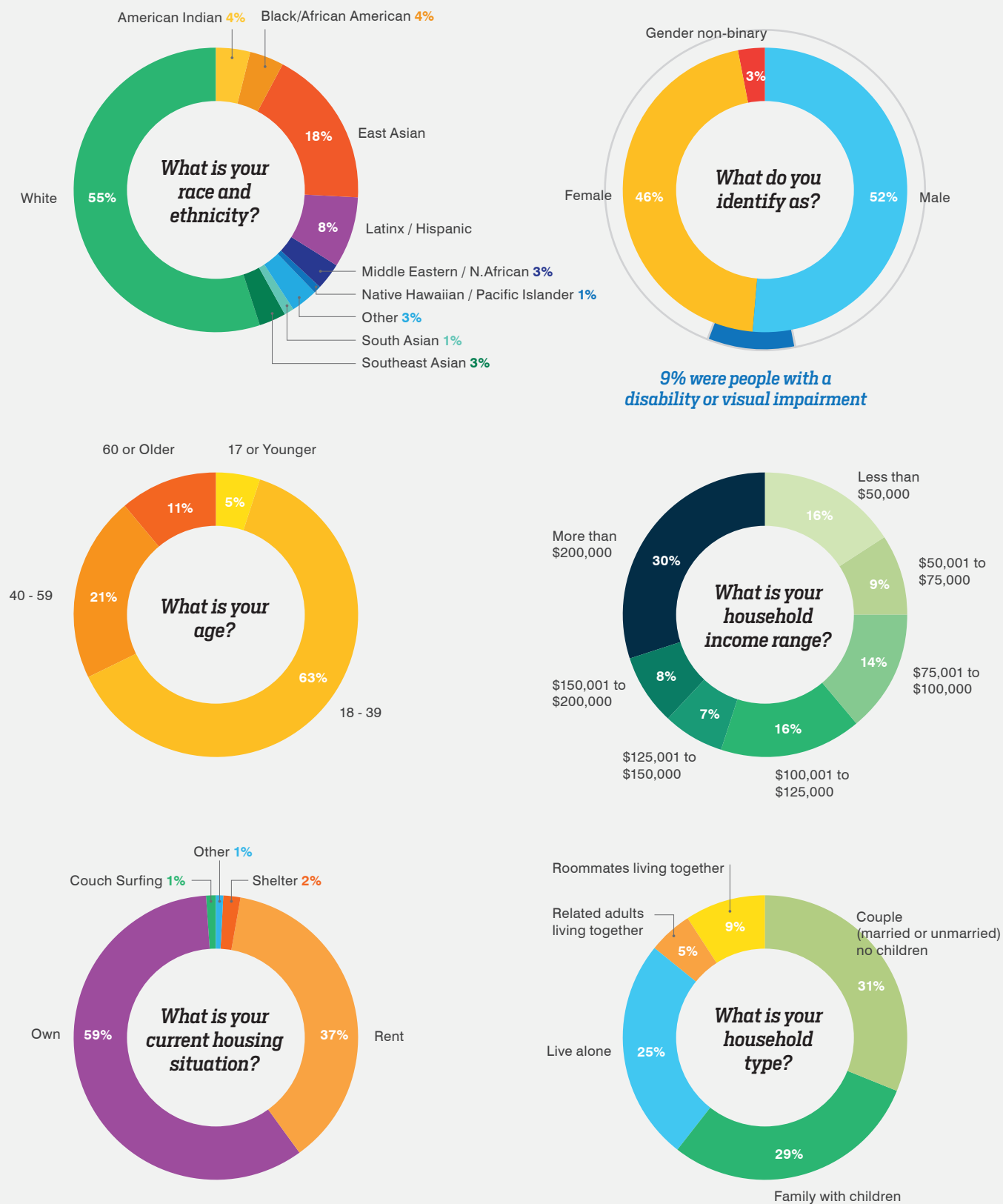
- A diversity of race/ethnicity, socioeconomic status, geography, age, abilities, housing types, and length of residence to ensure that HEARD elevated the voice of communities that had been historically underrepresented
- Commitment to attending all three meetings; if a member did not have access to 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



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

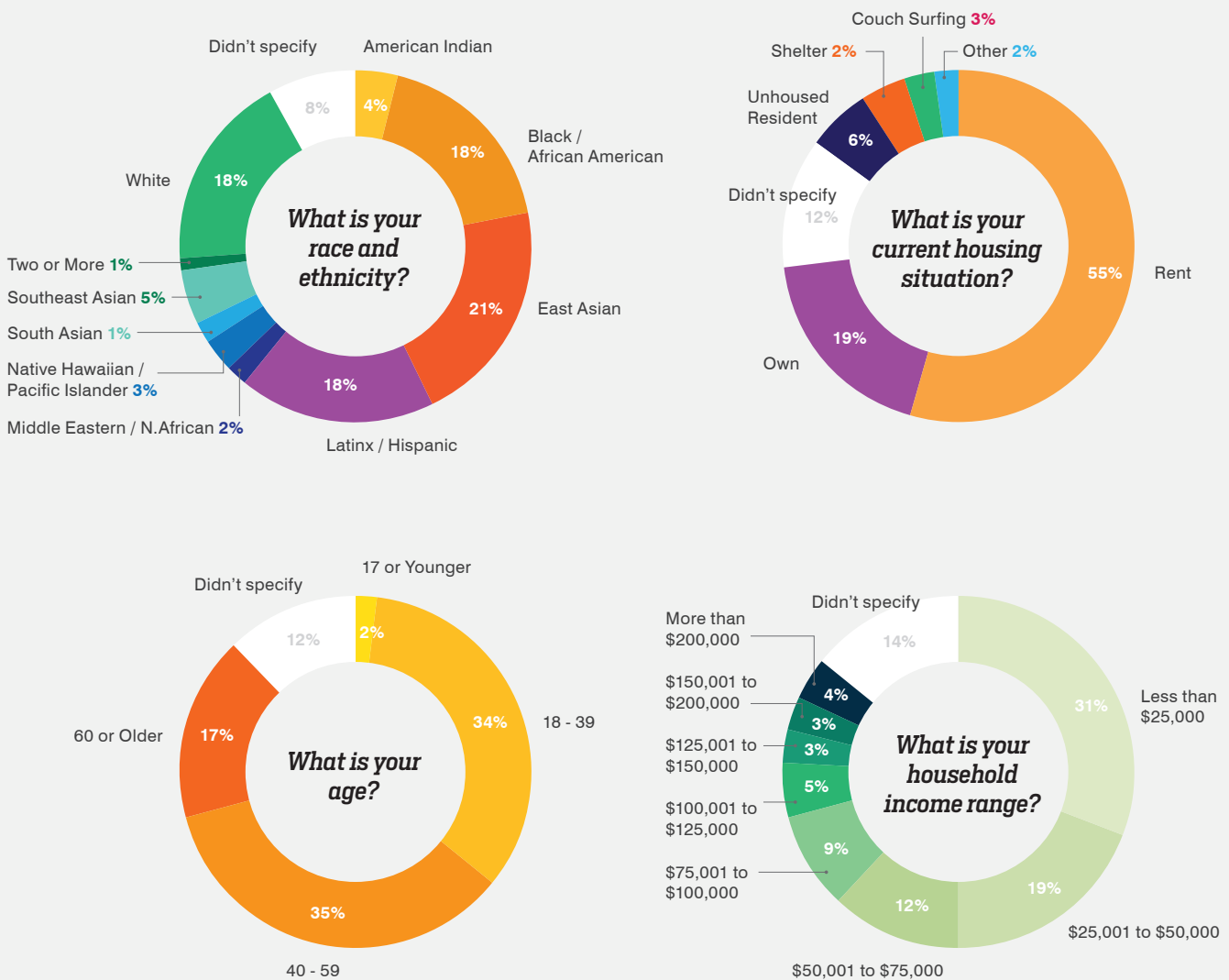
Survey

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

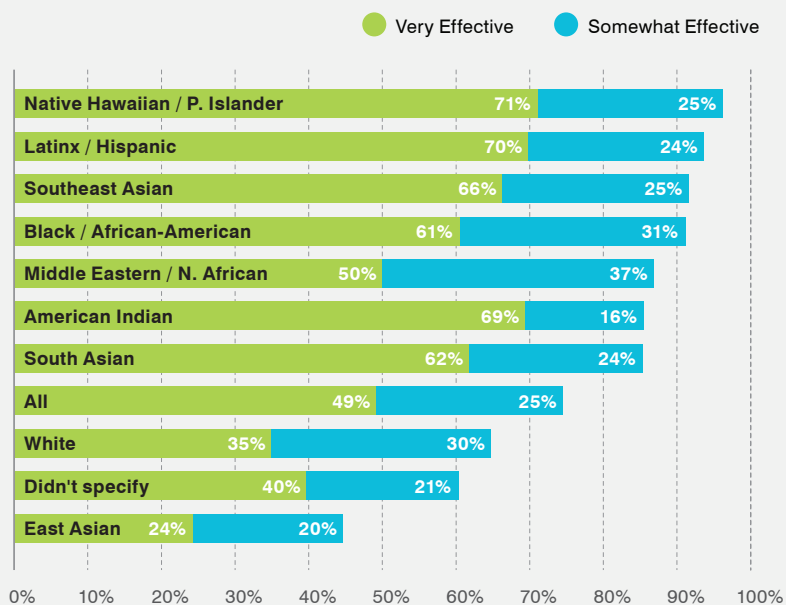
SURVEY SPOTLIGHT

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

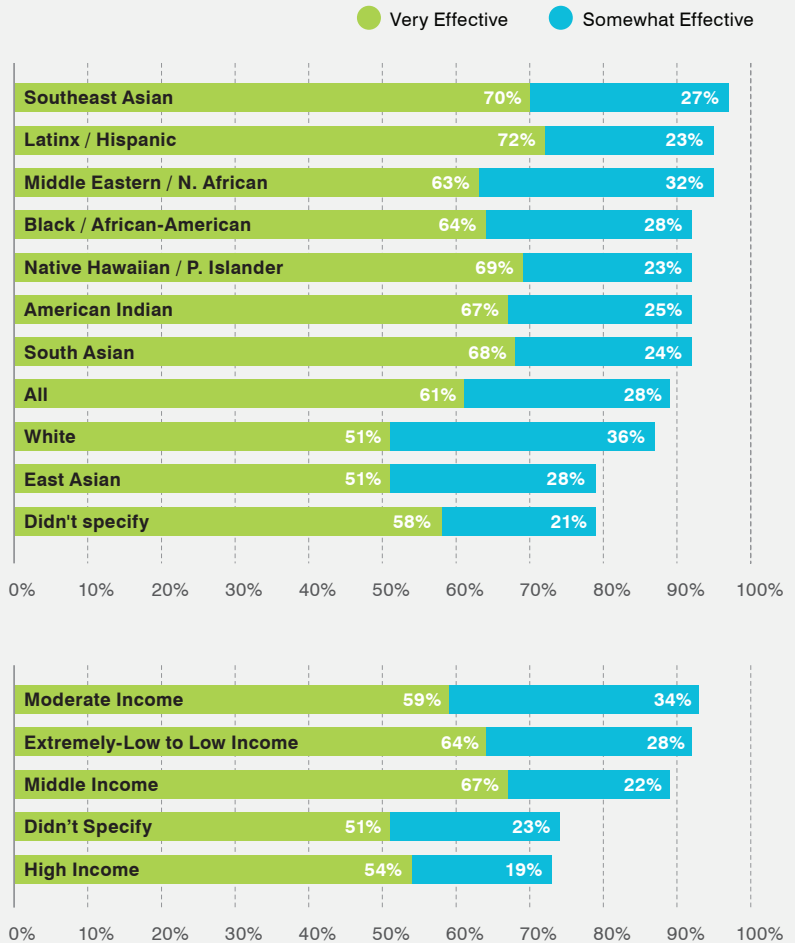
SURVEY SPOTLIGHT

Section 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:

- 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.

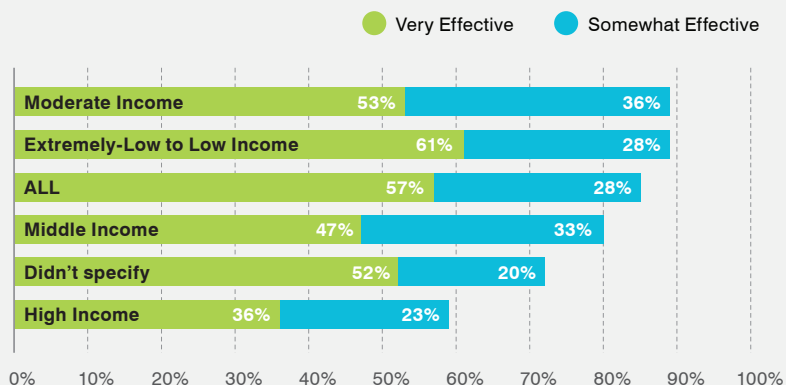
SURVEY SPOTLIGHT

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

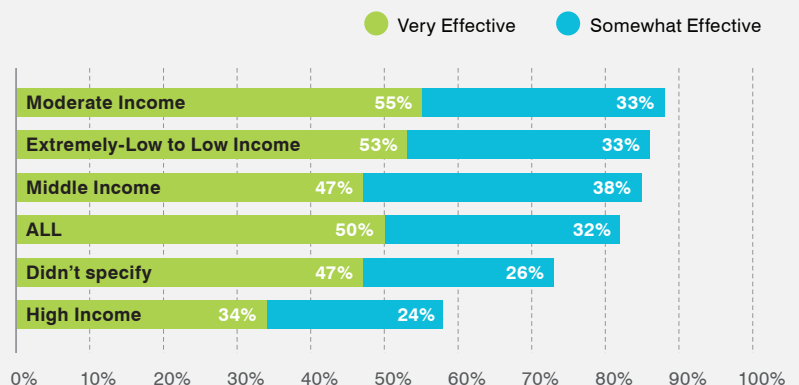
SURVEY SPOTLIGHT

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

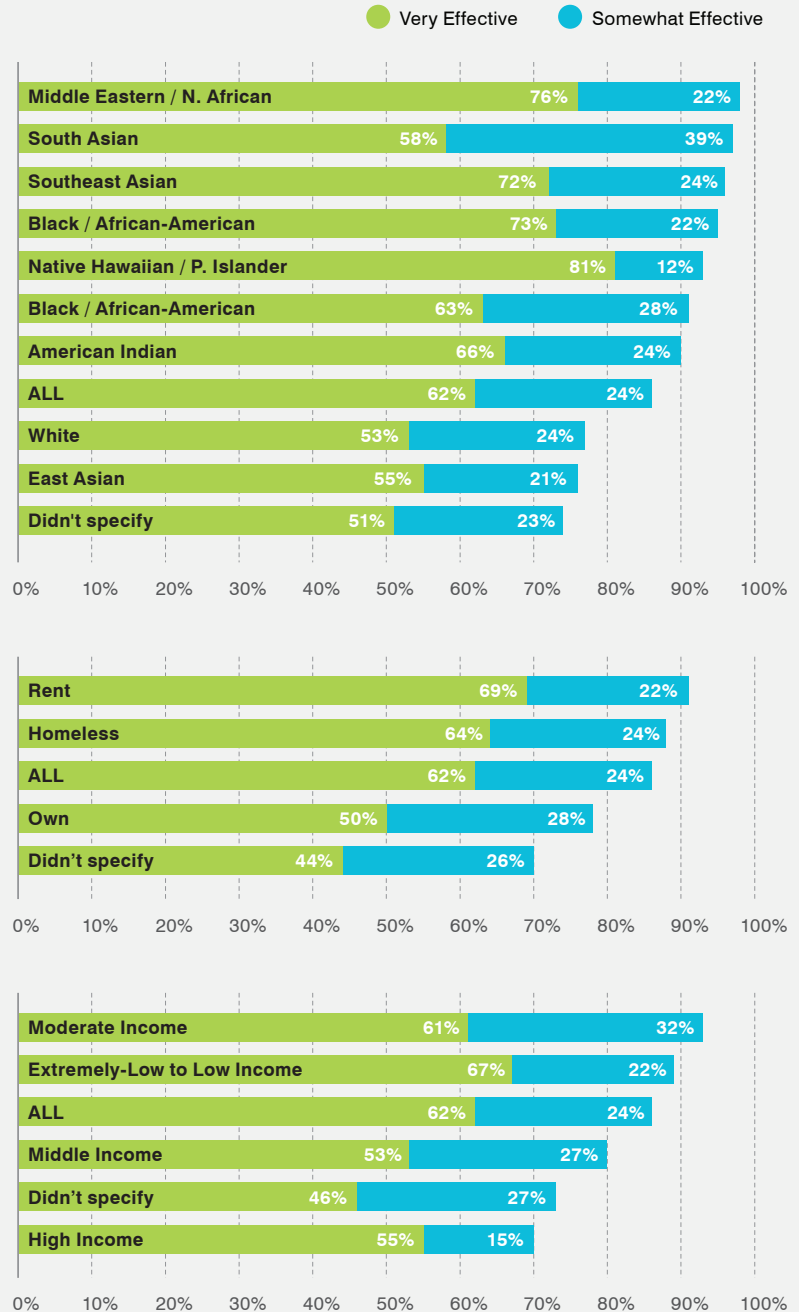
SURVEY SPOTLIGHT

Section 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:

- 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

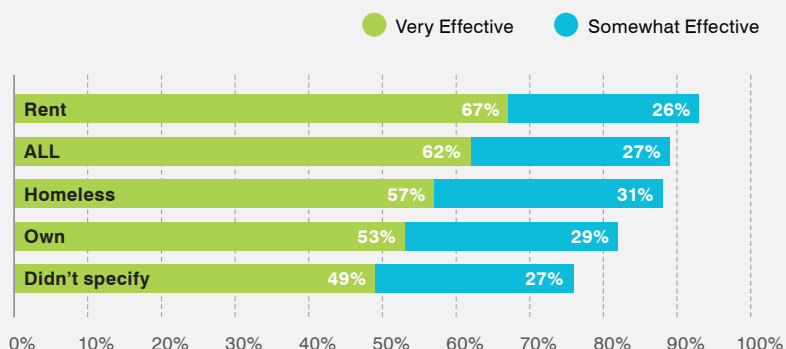
SURVEY SPOTLIGHT

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

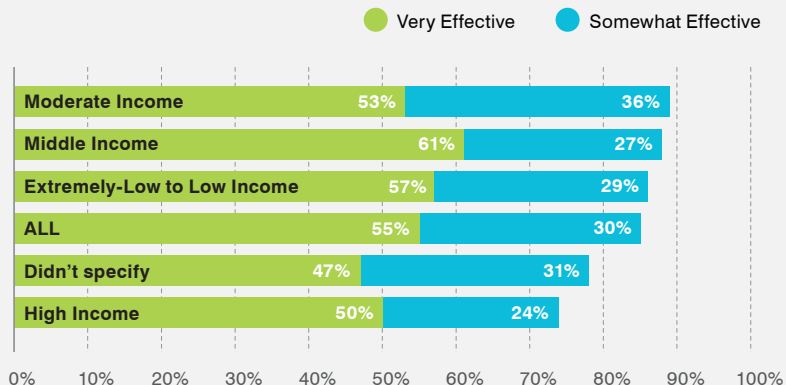
SURVEY SPOTLIGHT

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

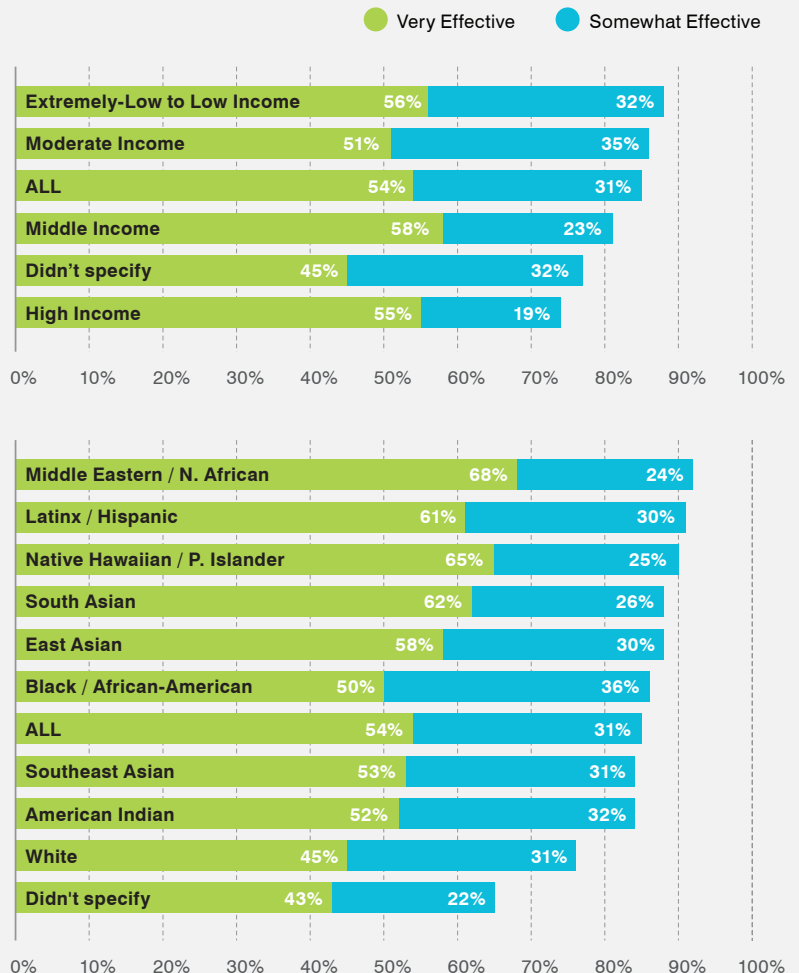
SURVEY SPOTLIGHT

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.

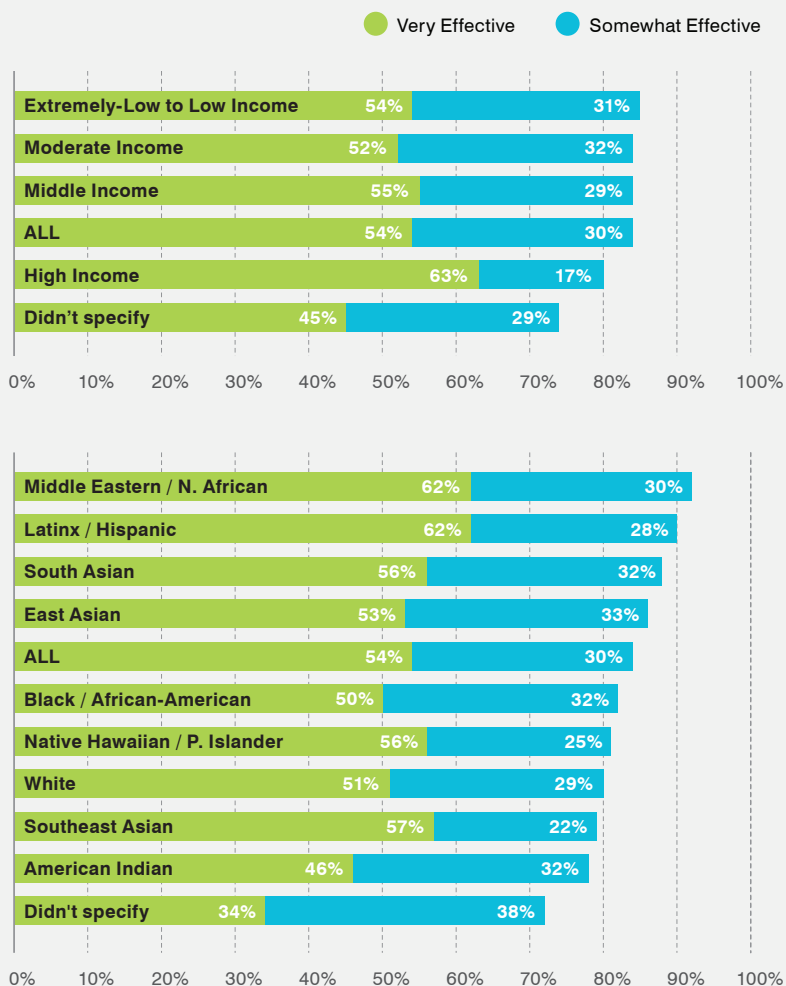
SURVEY SPOTLIGHT

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:



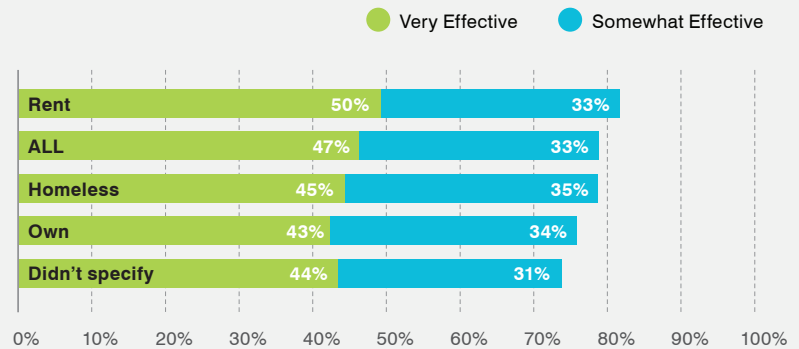
SURVEY SPOTLIGHT

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.

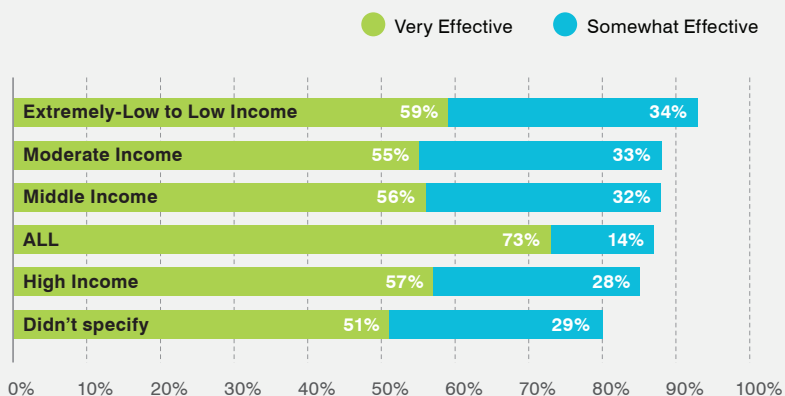
SURVEY SPOTLIGHT

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

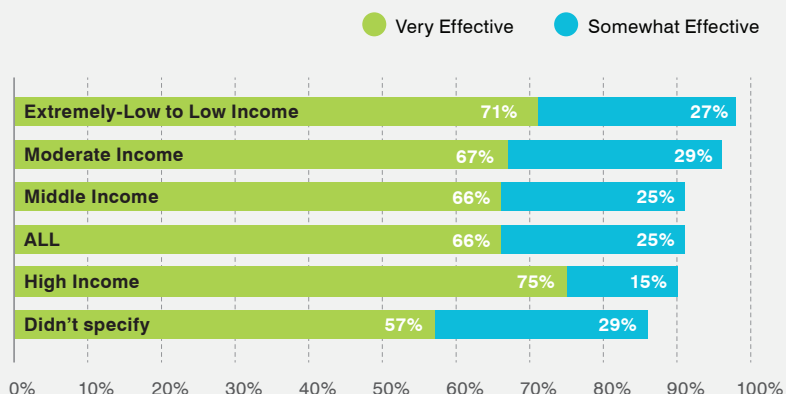
SURVEY SPOTLIGHT

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 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 than 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 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.

- » *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, VI.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

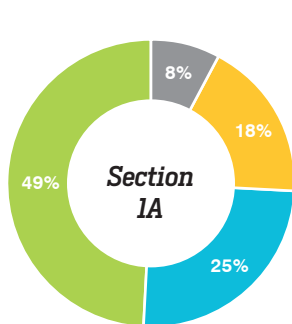
Appendix A: Survey Results

HOUSING ELEMENT 2022 UPDATE – PHASE 1 SURVEY

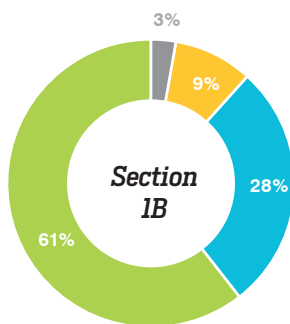
How **effective** would each of the solutions below be in addressing your housing challenges?

1. Racial and Social Equity:

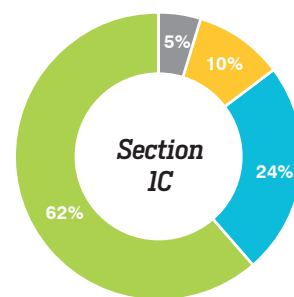
To reverse the long-term impact of discriminatory housing policies that led to disparate health and economic outcomes for communities of color, we could...



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.)

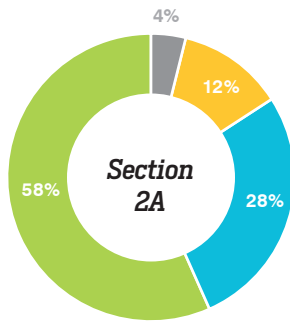


1C. Ensure affordable housing units are built equitably throughout the city instead of being concentrated on just the east and southeast sides. (safety, health care, etc.)

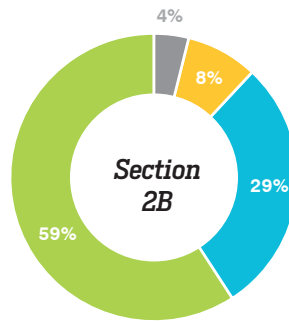
● Very Effective
 ● Somewhat Effective
 ● Not Effective
 ● Do Not Know

2. Housing Security:

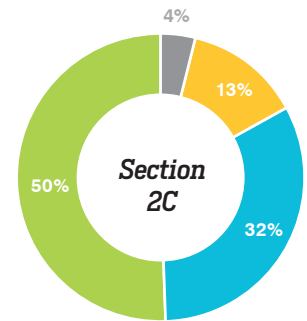
To prevent displacement of San Francisco residents and address homelessness, we could...



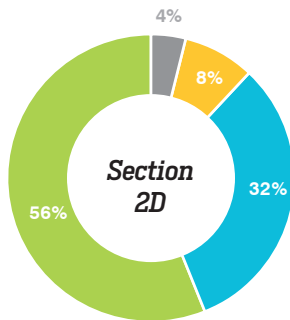
2A. Expand tenant protections including eviction protections, legal services, local preference programs and rental assistance.



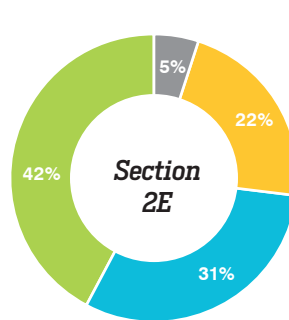
2B. Expand programs that prioritize housing and support to tenants who are evicted through no fault of their own (e.g. move-in of the landlord, demolition, significant home improvements, etc.



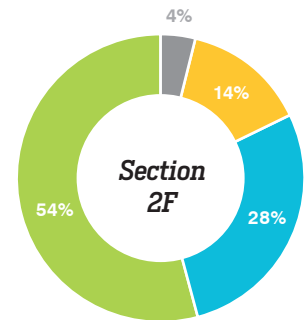
2C. Increase rental assistance to prevent evictions due to nonpayment of rent.



2D. Subsidize housing for eligible middle-income households such as teachers, nurses, and first responders.

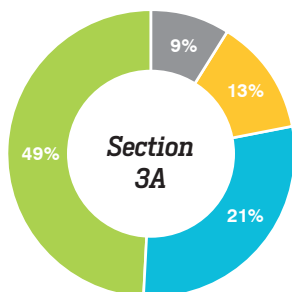


2E. Increase the capacity of and build more homeless shelters throughout the city.

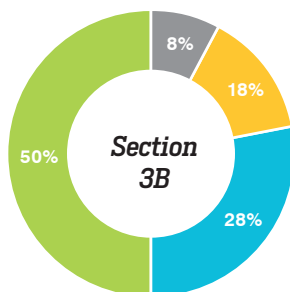


2F. Expand permanent supportive housing for people and families experiencing homelessness.

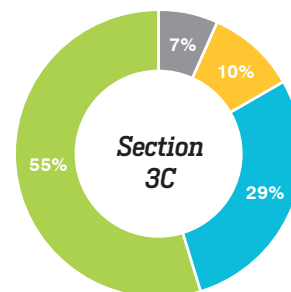
Very Effective Somewhat Effective Not Effective Do Not Know

3. Affordability:**To preserve affordability of existing housing, we could...**

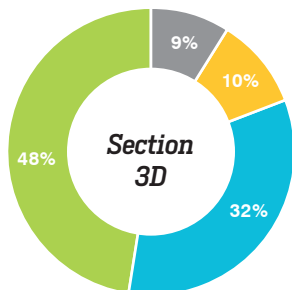
3A. Tax and regulate the rapid resale of residential homes for extracting high profit particularly through evicting long-time tenants.



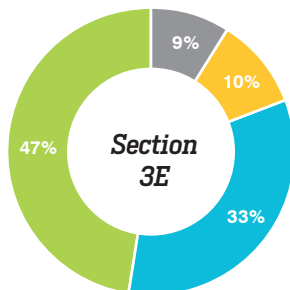
3B. Tax residential units that are kept vacant for long periods of time.



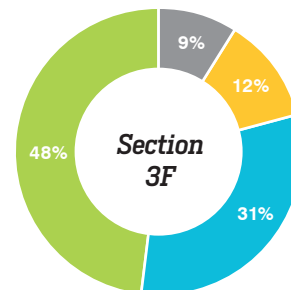
3C. Acquire and convert more rent-controlled buildings to permanently price-controlled housing for low- to moderate-income households.



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).

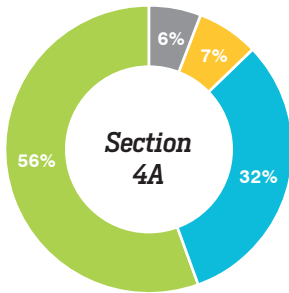


3F. Provide financial loans to low-income homeowners to encourage legalizing in-law units built without permits.

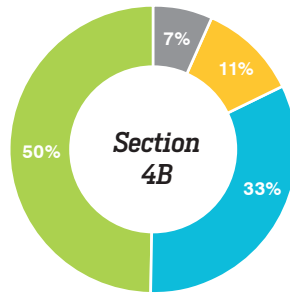
Very Effective Somewhat Effective Not Effective Do Not Know

4. Building More Housing:

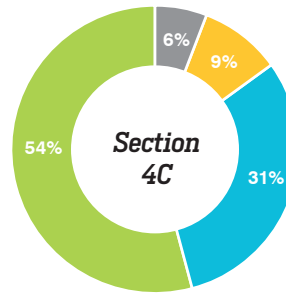
To ensure we build different types of housing for all types of households, including affordable housing, we could...



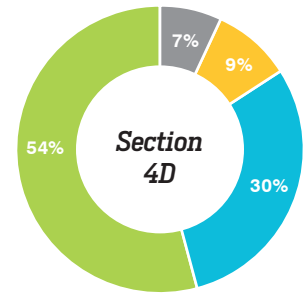
4A. Require a mix of multi-bedroom units and child-friendly amenities in new buildings to promote housing for families.



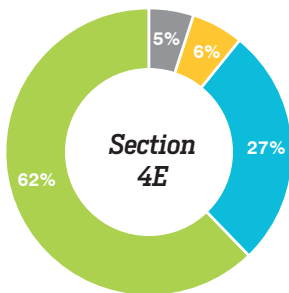
4B. Create zoning changes that would allow for more housing within the eastern parts of the city (Downtown, Mission, SOMA, Bayview, etc.).



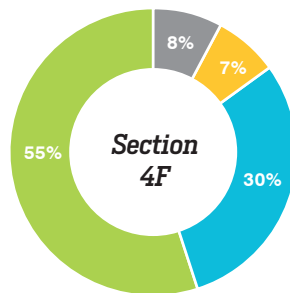
4C. Create zoning changes that allow for small multi-unit apartments in low density residential neighborhoods.



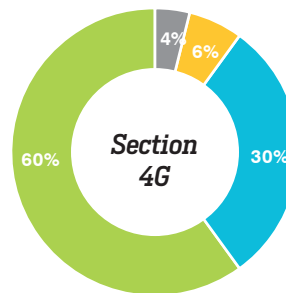
4D. Create zoning changes that would allow for more housing along transit corridors in the west side of the city along transit corridors (Richmond, Sunset, Parkside, West Portal, City College, etc.).



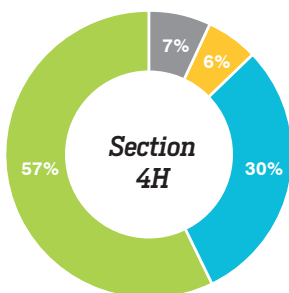
4E. Build affordable housing on underutilized publicly-owned land to reduce costs along with market-rate housing to help finance higher numbers of affordable units.



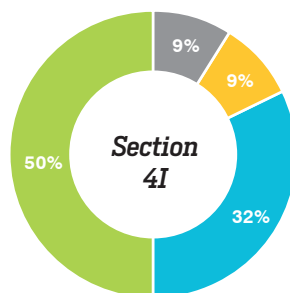
4F. Secure new funding sources such as bonds for affordable housing.



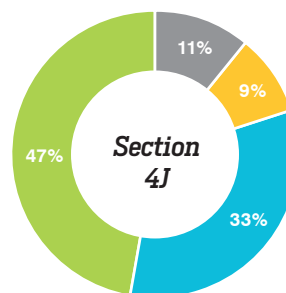
4G. Encourage a variety of housing types in all neighborhoods that offer amenities for seniors, children, people with disabilities, etc.



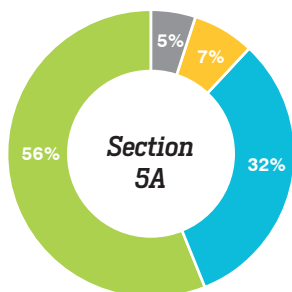
4H. Make it easier for certain housing types to get approved to be built, e.g. buildings with more affordable units than required or smaller multi-unit buildings (4–15 units) that offer lower rent/prices.



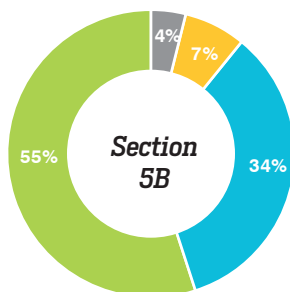
4I. Create training programs to expand the supply of skilled construction workers.



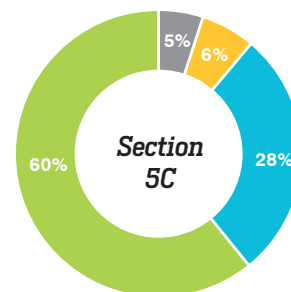
4J. Use new construction methods and materials such as modular housing (housing that is built in a factory environment and assembled at the construction site) to reduce costs.

5. Sustainability, Climate Resilience, Livability:**To make existing and future housing sustainable, climate resilient, and livable, we could...**

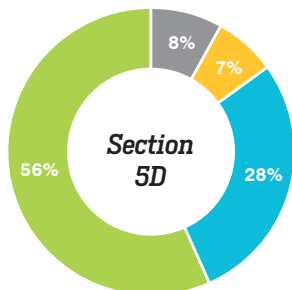
5A. Direct new multi-family housing units, especially affordable housing, near public transit to accommodate transit improvement investments.



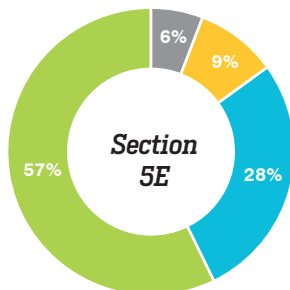
5B. Encourage walking and biking by including retail shops, grocery stores, restaurants, childcare, community centers, health facilities, etc. on the ground floor of new residential buildings.



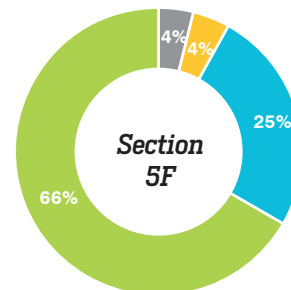
5C. Ensure new housing in areas vulnerable to flooding is built to be safe from floods and storms and provide open space and amenities to improve neighborhood resilience as well.



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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Summary of the Draft Needs Assessment of the 2022 Housing Element

April, 2021



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Introduction

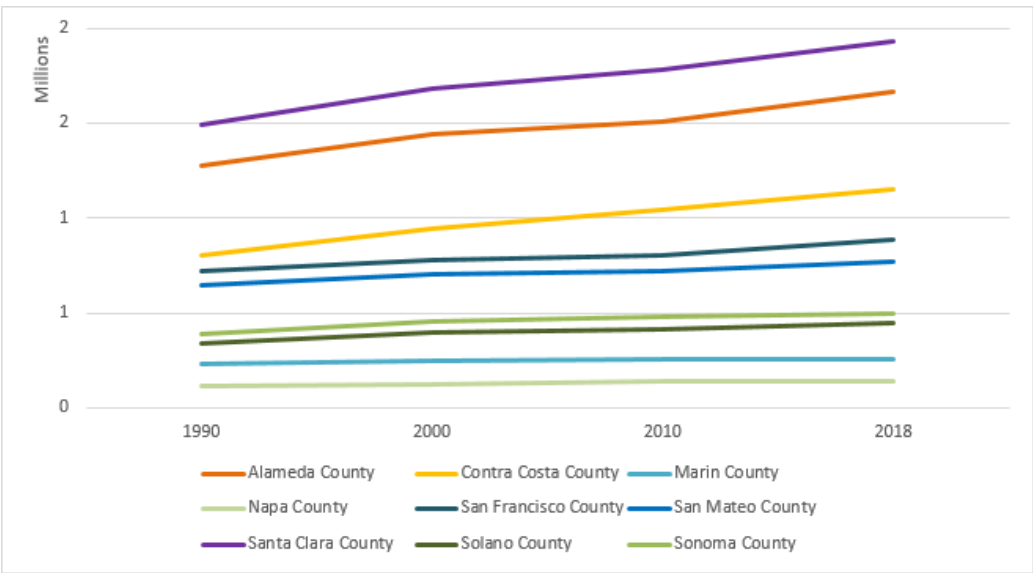
This summary highlights key information from the Draft Needs Assessment prepared for the 2022 Housing Element covering residents and workers, housing and housing costs, vulnerability and equity, and the Regional Housing Needs Allocation (RHNA). The summary covers both recent and long term trends in demographics, employment, and housing from a variety of data sources. This summary and the Needs Assessment itself are meant to provide data and analysis to inform policies and objectives for housing in San Francisco.

Population Change and Race and Ethnicity

After Decades of Slower Growth, Rapid Population Growth Since 2010 Halted by Covid-19

In the period since 1990, San Francisco has grown more slowly than other counties in the Bay Area. But between 2010 and 2018, the city grew much faster - 10% growth over the period, nearly 80,000 more residents. In 2020 San Francisco’s population growth seems to have stopped or reversed, at least temporarily, due to the Covid-19 pandemic, economic slowdown, and turn to remote work for some. San Francisco’s closest neighboring counties, San Mateo and Marin, were the slowest growing counties in the region from 1990 to 2018. The slower growth in these counties reflects less housing added over the nearly 30-year period.

Figure 1: Total Population by Decade for Bay Area Counties, 1990-2018

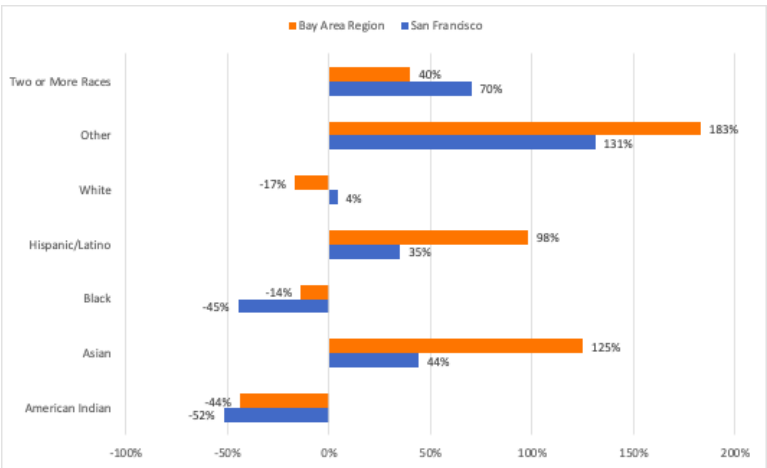


Source: Census Bureau

Drop in Black and American Indian Population, Lower Incomes Among People of Color

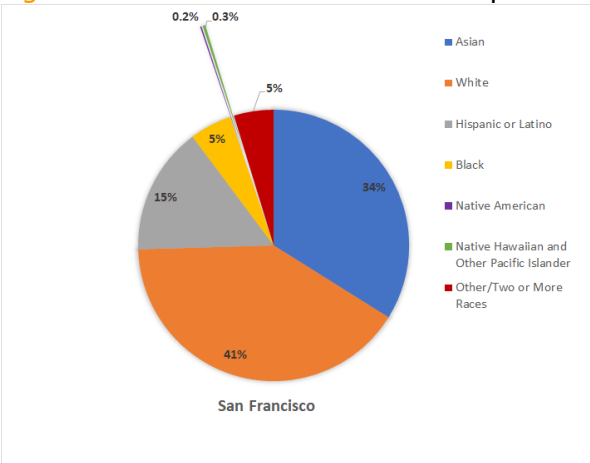
San Francisco’s Black population dropped by 45% from 1990 to 2018, more than 34,500 people. This large drop reduced the Black share of the population from over 10% to around 5%, a much bigger drop than in the region as a whole. In fact, half of the total drop in the region’s Black population was in San Francisco. The American Indian population has also dropped by 52%, or over 1,300 people since 1990. Over the same time period the city’s white population remained largely stable, growing at about 4% or 14,000 people to over 350,000. The white share of the population, however, declined from 46% to 41%. Since 1990 the Asian population has grown over 44%, or 90,000 people, to nearly 300,000 or 34% of the population. The Latino population has also grown over the period by 35% or 34,000 to 130,000 people. People identifying as two or more or “other” race have also increased over the 30 year period. The Census allowed people to report two or more races beginning in the year 2000, which may account for some changes in certain racial groups, however, disproportionate changes in San Francisco point to additional factors affecting demographics.

Figure 2: Percentage Change in Population by Race & Ethnicity 1990 to 2018



Source: SF Planning Analysis of 2014-2018 IPUMS

Figure 3: Current Racial & Ethnic Composition of SF



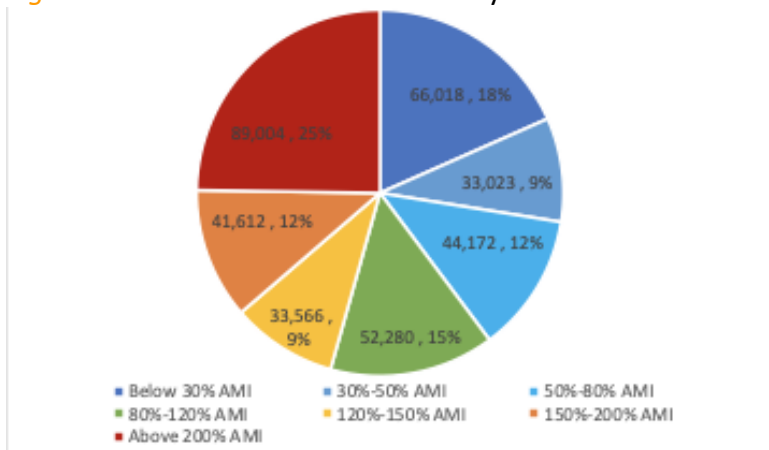
Source: Census Bureau

Income and Inequality

Rise in Income Inequality

Income inequality has been increasing in the city and is particularly pronounced between white people and people of color. The median income for Black households is just \$30,442, about 23% of the non-Hispanic white household income of \$132,154. American Indian median household income was 46% of whites' at \$61,250 and for Latinos median household income was \$72,578, 55% of whites'. Asian median household income was \$88,016. While about 12% of white households are extremely low income (ELI, or earning less than 30% of the Area Median Income), nearly 48% of Black households are ELI, 34% of American Indian households, and 23% each of Asian and Latino households. No doubt because of lower incomes, people of color are more likely to experience housing cost burdens particularly for Black, American Indian, and Latino renters. People of color are also more likely to experience overcrowding.

Figure 4: San Francisco Households by Income



Source: SF Planning Analysis of 2014-2018 IPUMS

Table 1: Median Household Income by Race

	Median Household Income
Citywide	\$104,552
American Indian And Alaska Native	\$61,250
Asian	\$88,016
Black Or African American	\$30,442
Hispanic Or Latino (Of Any Race)	\$72,578
Native Hawaiian And Other Pacific Islander	\$76,333
Some Other Race	\$59,497
Two Or More Races	\$114,399
White, Not Hispanic Or Latino	\$132,154

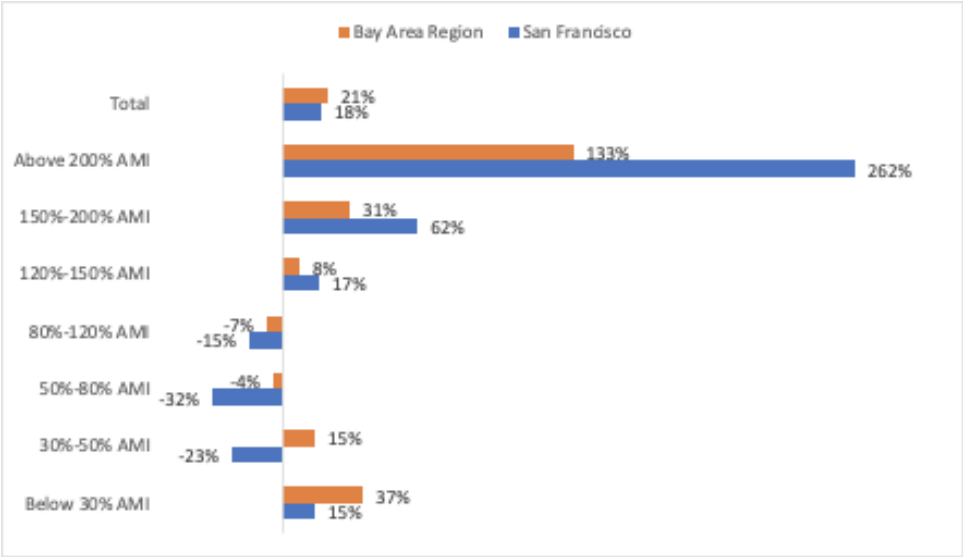
Source: 2018 5 year American Community Survey

Increase in Higher Income Households, Decline in Those with Low and Moderate Incomes

From 1990 to 2018, San Francisco added more than 85,000 households with above moderate incomes over 120% of Area Median Income (AMI)¹ when adjusting for inflation. Of those new households, the majority earn more than 200% of AMI. Some of these households may previously have been moderate or lower income. San Francisco’s increase in higher income households has driven up the city’s median income dramatically. Adjusting for inflation, median income increased 41% from 2000 to 2018, rising from \$79,731 to \$112,376.

Over the same period of 1990 to 2018, the number of low and moderate income households declined by over 30,000. 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. Interestingly, Extremely Low Income (ELI) households earning less than 30% of AMI increased by 15% over the time period. ELI households may find few housing options anywhere and may attempt to stay in the city despite high costs. Protected housing such as single room occupancy (SRO) buildings that offer more affordable options as well as other affordable housing programs in San Francisco may be part of why the number of ELI households has been stable or grown. In addition, university students may have increased the numbers of ELI people.

Figure 5: Percentage Change in population by income 1990 to 2018



Source: SF Planning Analysis of 2014-2018 IPUMS

¹ The median income represents the middle of the income spectrum in the city, with half of households earning above and half earning below that amount. A household’s income is classified relative to the median based on both their income and the number of people in the household.

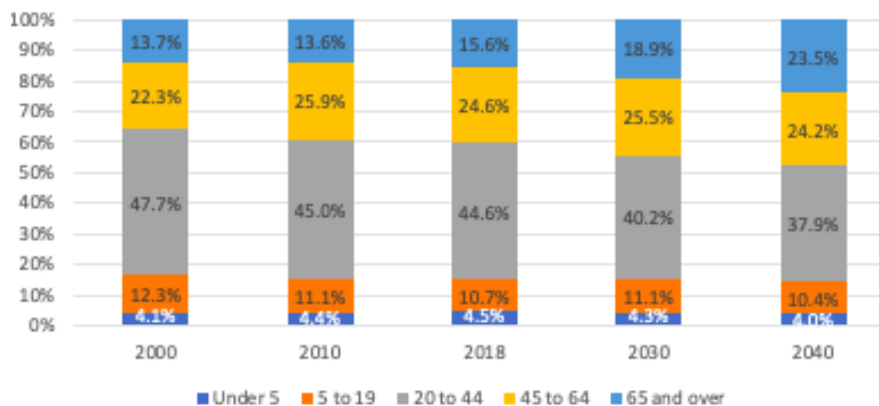
Age, Disability, and Household Type

An Aging Population and Significant Number of People with Disabilities

The median age in San Francisco was 38.7 years in 2018, about one year older than 2010 and two years older than 2000. In 2018 seniors over 65 years old made up 15.6% of the city's population or 138,000 people, up two percentage points since 2000, indicating the aging of the city. Seniors are more likely to be homeowners, providing greater housing security, but seniors are also more likely to be lower income and have higher rates of housing cost burden for both renters and owners. Asian and Black residents are more likely to be seniors and seniors head a higher share of Asian and Black households.

More than 10% of San Franciscans, 88,000 people, are living with a physical or mental disability. 51% of people with disabilities are seniors and seniors are the majority of people with disabilities who head a household. Seniors make up a majority of people with ambulatory, self-care, independent living, and hearing disabilities. People with cognitive and vision disabilities are more broadly distributed in the population but are still disproportionately seniors. Nearly half of non-seniors with disabilities who head a household are ELI and nearly 75% are lower income, far higher shares than the city in general. Black and American Indian people have higher rates of disability. More than half of people with disabilities who head their own household live alone (54%) followed by living in families with children (14%).

Figure 6: Population by Age Group, 2000-2040



Source: Census Bureau, ABAG/MTC

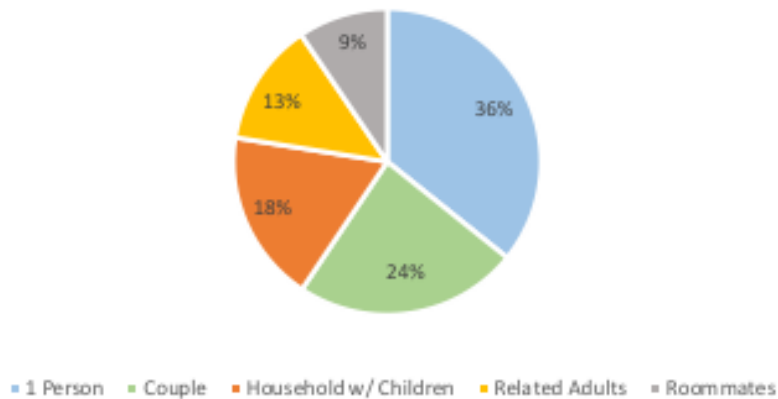
More Couples and Dropping Share of Families with Children

Most of San Francisco's households are smaller, including 36% individuals and 24% couples. A major change in the city is growth in couples, both married and unmarried, who increased in number by 28,500 or over 50%, since 1990, far more than total household growth of 18%. Growth in people living alone and households with children has fallen behind overall growth and they make up a smaller share of the city today than in the past. The number of families with children has remained largely the same even as the city's population has grown,

indicating fewer families with children are able to keep up with rising costs. People of color were more likely than white people to live in family households, particularly Asians and Latinos.

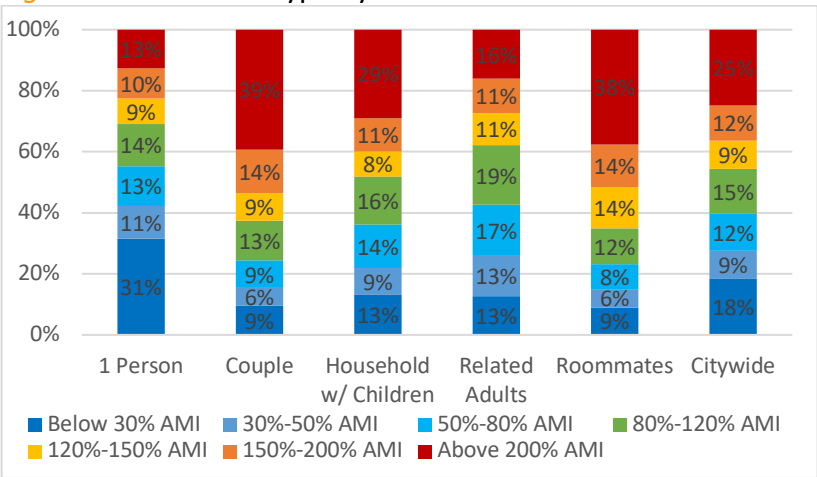
Couples are more likely to be higher income with nearly 40% of couples earning more than 200% of AMI compared to about a quarter of all households. Only about a quarter of couples are low income. Roommates are also more likely to be higher income. The income distribution of families with children is similar to the city as a whole with substantial polarization: there are more than 23,000 low income families with children and nearly 26,000 higher income families with children earning more than 150% of AMI. Of all households, one person households are the most disproportionately low income. More than 40% of people living alone are VLI or ELI. There are 40,000 one person ELI households, 61% of all ELI households. Families with children are the next most numerous ELI group at over 8,500 households.

Figure 7: Households by Type



Source: SF Planning Analysis of 2014-2018 IPUMS

Figure 8: Household Type by Income



Source: SF Planning Analysis of 2014-2018 IPUMS

Tenure and Homelessness

A Majority Renter City with Marked Income Inequality Between Renters and Owners

San Francisco remains a majority renter city with 62% of households renting (over 226,000 in 2018) and 38% owning their homes (more than 136,000 in 2018). Homeowner households tend to be larger with an average of 2.7 people compared to 2.1 people for renters. Renters are markedly lower income than owners with median renter income at \$94,739 and median homeowner income at \$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 slightly more likely to be moderate or middle income than renters, though there are far more renter households overall including more of these income groups. A higher share of owner households are higher income with 32% of owners earning more than 200% of AMI. In contrast, 20% of renters earn more than 200% of AMI. In fact only at this higher income bracket are the numbers of owners and renters similar, with over 42,700 owners and 46,200 renters earning more than 200% of AMI. Likely due to lower incomes, renters tend to have higher rates of cost burden and crowding. All racial and ethnic groups in the city are majority renter though Black, American Indian, and Latino householders are less likely to be owners than white people. Asian householders have the highest rate of homeownership.

Figure 9: Median Household Income by Tenure

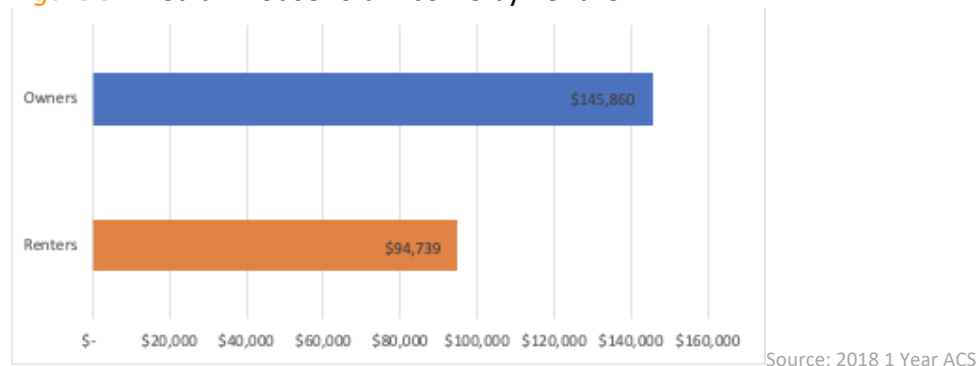


Table 2: Tenure by Race

	Owners	Renters
Amer Indian	22%	78%
Asian	48%	52%
Black	23%	77%
Hispanic/ Latino	24%	76%
White	36%	64%
Other	35%	65%
Two or More Race	25%	75%
Citywide	37%	63%

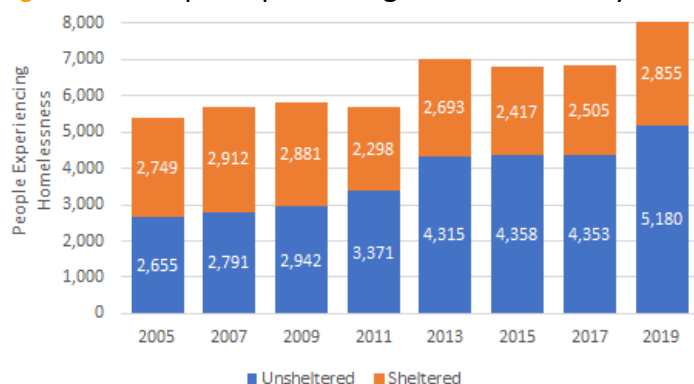
Source: SF Planning Analysis of 2014-2018 IPUMS

Increase in People Experiencing Homelessness

From 2005 to 2019 the biannual point in time (PIT) count of people experiencing homelessness increased from just over 5,000 to about 8,000 people. The increase was driven mostly by a doubling of people who were unsheltered from 2,655 in 2005 to 5,180 in 2019. The number of unsheltered people has grown steadily nearly every two years since 2005 with a large jump between 2011 and 2013 and another between 2017 to 2019. The rise in people who are unsheltered tracks with the rapid economic and job growth in the city and region and increase in rents and home prices. People of color disproportionately experience homelessness in San Francisco, in particular Black and American Indian people who make up a share of the homeless population 5 to 7 times their share of the city's population. Latinos also experience an elevated rate of homelessness.

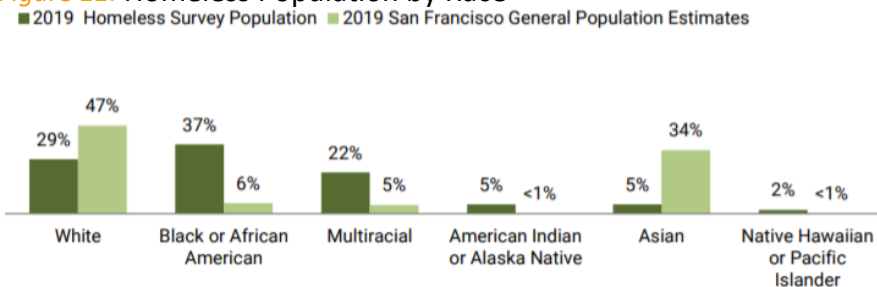
The number of transitional age youth (TAY) 18-24 years old experiencing homelessness has declined from over 1,902 in 2013 to 1,145 in 2019, likely due to investment in services for this group. The number of families experiencing homelessness remained relatively stable from 2015 to 2019 at around 200, however, 94% of families with children experiencing homelessness are sheltered due to specific investments by the City and philanthropies. The San Francisco Unified School District estimates about 1,800 students experienced housing instability or homelessness in 2018, similar to 2016's numbers.

Figure 10: People Experiencing Homelessness by Shelter Status (Federal Standard)



Source: 2019 San Francisco Point-In-Time Count Reports, Department of Homeless and Supportive Housing

Figure 11: Homeless Population by Race



Homeless Survey Population n = 1,025

Note: Percentages may not add up to 100 due to rounding.

Source: 2019 San Francisco Point-In-Time Count Reports, Department of Homeless and Supportive Housing;

*Note: 18% of respondents identified as Hispanic/Latinx for 2019 Homeless Survey Population, 15% identified as Hispanic/Latinx for the 2019 San Francisco General Population Estimates

Jobs and Wages

Big Increase in Jobs and Working Residents Since 2010 Slowed or Reversed by Covid-19

From 2010 to 2019, the number of workers in San Francisco grew by 225,000. While some of the rise was due to recovery from the Great Recession, the city reached a new peak in jobs with 150,000 more jobs than the total reached in the year 2000, near the peak of the “Dot Com” boom. As of 2018 there were more than 536,000 working residents in San Francisco, up 90,000 since 2010.

The increase in jobs in the city from 2010 to 2019 was part of a regional surge of nearly 900,000 jobs added, 463,000 more jobs than in 2000. Santa Clara County added the most jobs since 2010 (277,000) followed by San Francisco, Alameda County (162,000), and San Mateo County (98,000). These four counties had 84% of all jobs added in the region while San Francisco alone accounted for 24% of jobs added and Santa Clara 31%. While San Francisco is home to thousands of residents who work in other cities, about 250,000 net in-commuters came to the city each day, the most of any Bay Area county.

The closure of businesses or 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. Unemployment in the city increased from 2% in January of 2020 to 11% in July.

Table 3: San Francisco Employment Trends and Projections 2000-2040

Year	Total Jobs	Growth (Loss)	% Change	San Francisco as % of Bay Area
2000	611,676	-	-	17.3%
2010	545,721	(65,955)	-10.8%	17.5%
2019	760,775	215,054	39.4%	19.0%
2030 (est.)	840,270	54,740	7.0%	19.1%
2040 (est.)	872,510	32,240	3.8%	18.6%

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

Big but Uneven Growth in Wages

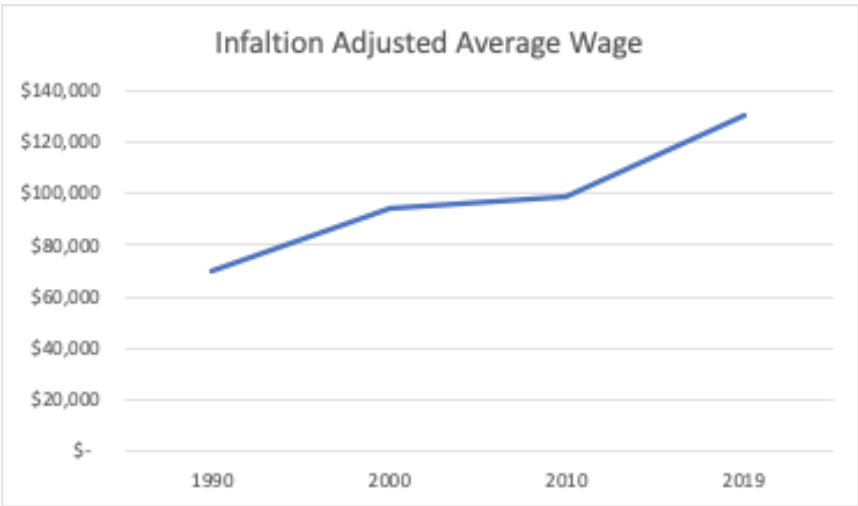
Average wages increased significantly during the boom since 2010, growing to \$129,888 in 2019, up more than \$53,000 in real dollar terms, or 31% in inflation adjusted dollars. The increase in average wages helped drive the increase in higher income households in the city, however, increases in wages were not distributed evenly. More than 60% of workers living in San Francisco earned less than \$100,000 including at least 18% of workers who earn less than \$25,000 and 18% who earn between \$25,000 and \$50,000.

White residents are more likely to have higher wage jobs and to be employed in industries with more ability to work from home such as professional services and management, finance, and information jobs. People of color are more likely to work in lower paid fields and essential work areas like health services and retail. Latinos are

more likely to work in accommodation and food service which have been particularly impacted by job loss due to Covid-19 or may put workers at higher risk for contracting the virus.

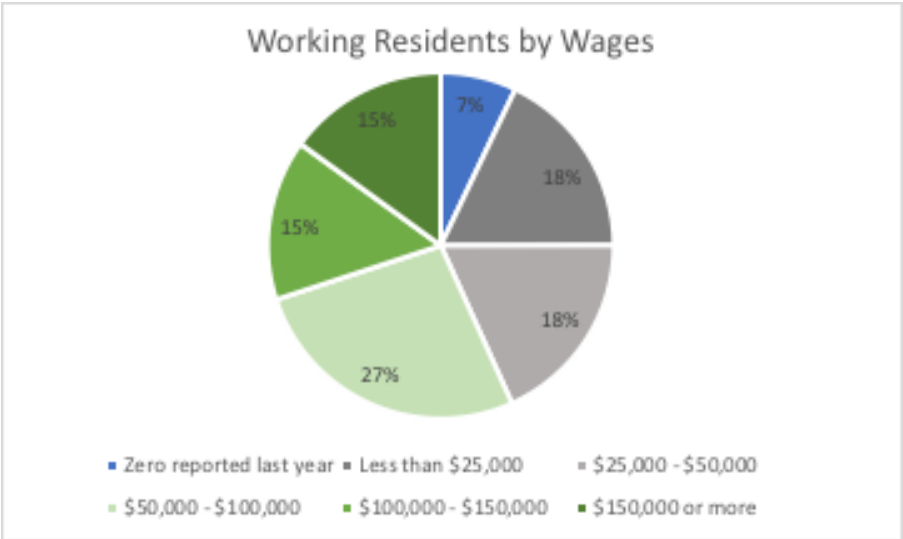
San Francisco has a highly educated population and workforce, however, white residents and workers have higher rates of educational attainment and educational attainment is associated with higher wages and access to more employment opportunities.

Figure 12: Inflation Adjusted Average Wage 1990-2019



Source: BLS QECW data

Figure 13: Employed Residents by Wages



Source: SF Planning Analysis of 2014-2018 IPUMS

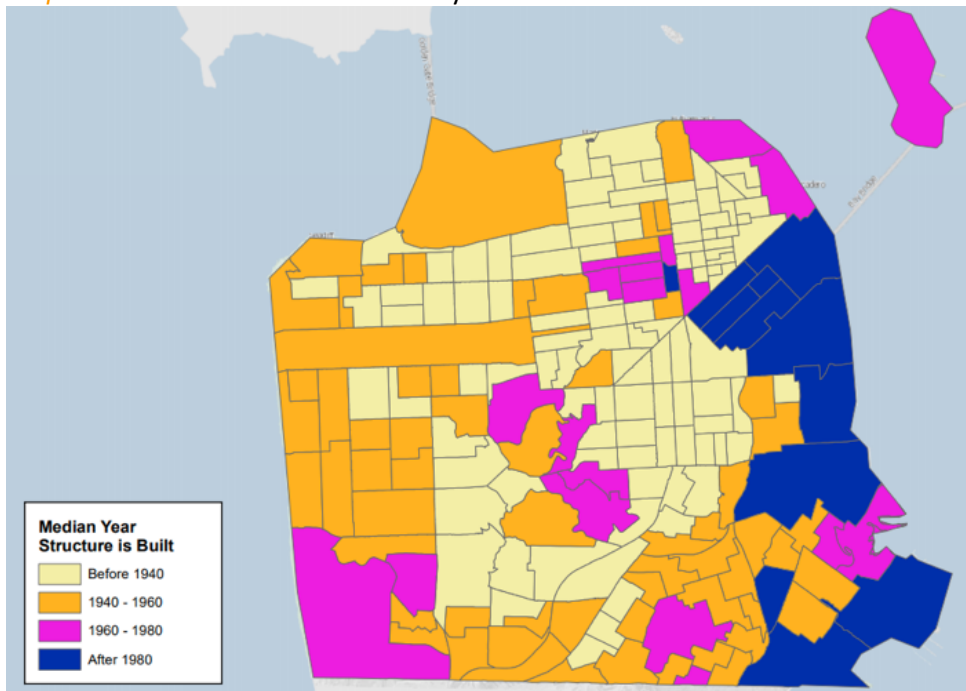
Housing by Age, Type, and Occupancy

The City's Housing Is Older on Average than Region And Varies in Type by Neighborhood

There are about 400,000 housing units in San Francisco. Nearly half (48%) of these homes were built before 1940 while another 34% were built between 1940 and 1980. In contrast, less than 15% of the region's housing was built before 1940. In the 1980s and 1990s little housing was added- just 8% of the city's housing. Since 2000, new construction added about 11% of the city's housing, an increase in production from the 1990s but far less than earlier periods.

Neighborhoods with buildings built mostly before 1940 cluster close to downtown and contain many of the city's buildings of 20+ units. Older housing is also common in neighborhoods developed along early transit lines. These neighborhoods often have a mix of single family homes, smaller multifamily buildings of 2 to 9 units or 10 to 19 units as well as a few buildings over 20 units. After 1940, single family home neighborhoods with more auto-oriented patterns were built. Most construction in the last 20 years is concentrated in the east side of the city, often on former railyards or industrial land.

Map 1: Median Year Structure Built by Tract



Source: 2018 5 Year ACS

San Francisco's housing is diverse in terms of size of buildings and units. About a third of the city's housing is single family homes and another 21% is in buildings of two to four units. One bedrooms and studios are more likely to be in larger buildings, making up the majority of units in buildings with five or more units. Homes with more bedrooms tend to be found in areas with more small buildings in the city's west and south.

Table 4: Units by Number of Bedroom by Number of Units in Building

	Single Family	2-4 Units	5-9 Units	10-19 Units	20+ Units	Total
Studio	951	3,094	3,152	8,001	35,645	50,843
1 Bedroom	4,875	17,210	15,282	17,859	34,265	89,491
2 Bedroom	37,171	33,923	11,503	7,355	19,586	109,538
3+ Bedroom	75,788	23,468	3,549	1,757	4,671	109,233
Total	118,785	77,695	33,486	34,972	94,167	359,105

Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Building Type and Size vary by Tenure

Two thirds (66%) of homeowners live in single family homes, though such homes are only 33% of all housing. Another 18% of homeowners live in two to four unit buildings and 11% live in buildings with 20 units or more. Only about 5% of owners live in buildings of five to 19 units. In contrast, renters are far more likely to live in larger buildings with 38% living in buildings of 20 units or more. 24% of renters live in two to four units buildings, 13% in buildings with 10 to 19 units, 12% live in single family homes and 13% live in 5 to 9 unit buildings. The majority of renters live in smaller units, with 22% living in studios and 35% living in one bedrooms. 84% of renters live in a two bedroom or smaller. Owners, in contrast, are more likely to live in larger units with 55% living in three bedrooms or larger and 35% living in a two bedroom. Housing built since 2010 is more likely to be rental while owners disproportionately live in homes built before 1940 though the majority of all housing, including older housing, is rental.

Table 5: Housing Units by Units in Structure and Tenure

Structure Type	All Occupied Units		Owner		Renter	
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: 2018 1 Year ACS; percentages rounded to the nearest whole number

Table 6: Housing Units by number of Bedrooms

Bedrooms	All Occupied Units		Owner		Renter	
No Bedroom	51,743	14%	2,430	2%	49,313	22%
1 Bedroom	90,624	25%	10,407	8%	80,217	35%
2 Bedrooms	107,771	30%	47,478	35%	60,293	27%
3 Bedrooms	76,207	21%	50,307	37%	25,900	11%
4 Bedrooms	27,066	7%	19,320	14%	7,746	3%
5+ Bedrooms	9,416	3%	6,300	5%	3,116	1%

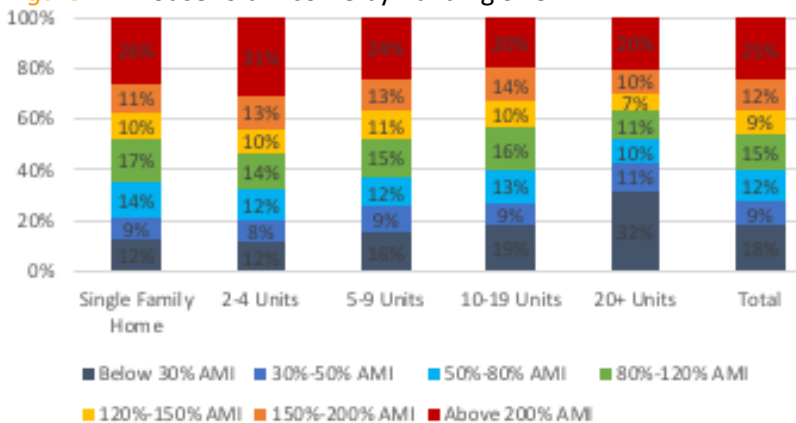
Source: 2018 1 Year ACS; percentages rounded to the nearest whole number

Household Income Varies by Building Type and Unit Size

Lower income renters are much more likely to live in smaller homes than those with higher incomes and are more likely to live in multifamily housing. ELI and VLI renters occupy 55% of studios though they are about 34% of renters. In part this is because both ELI and VLI households are more likely to be one person. ELI and VLI renters in particular are more likely to live in larger buildings with more than 20 units and buildings of 10 to 19 units are also more likely to house low and moderate income households than smaller housing types. In contrast, those with higher incomes tend to occupy larger units, tend to have more people in the household, and are more likely to own their home.

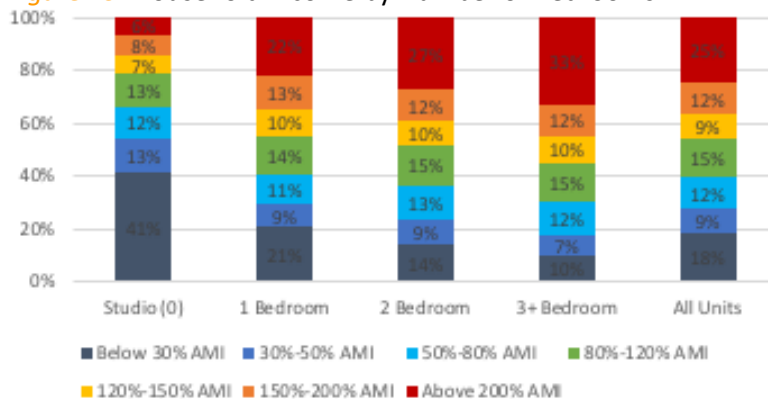
Despite high home prices, 50% of single family homes are owned by moderate or low income owners. Single family homes have much lower turnover than multifamily ownership units or rental units, with 46% of single family homes occupied for 20 years or more and 70% occupied for 10 years or more. Length of ownership may explain why such a large number of single family homes have owners with low and moderate incomes though current prices would likely be financially out of reach. These households may have bought a home when prices were lower, inherited a home, or their income may have been higher when they bought, for example retirees.

Figure 14: Household Income by Building Size



Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Figure 15: Household Income by Number of Bedrooms



Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

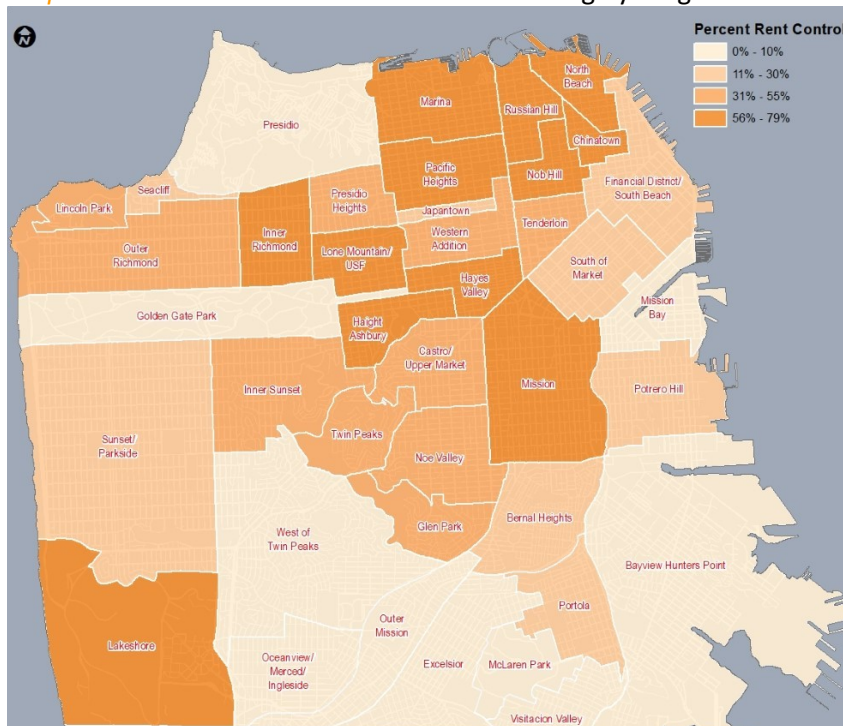
Rent Control, SROs, and Affordable Housing

Majority of Renters Live in Rent Controlled Homes Concentrated in Certain Neighborhoods

There are approximately 166,000 housing units subject to rent control in San Francisco based on recent estimates, more than 42% of the city's housing. Approximately 70% of all renters are estimated to live in rent controlled homes. More definitive information on rent controlled units, as well as rents and vacancy, will be available in 2022 as a result of a 2020 Board of Supervisors ordinance that requires landlords to report rental data. Rent control is shaped by both local and state law, but generally covers 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 rent but subsequent annual rent increases are generally limited to a percentage of inflation.

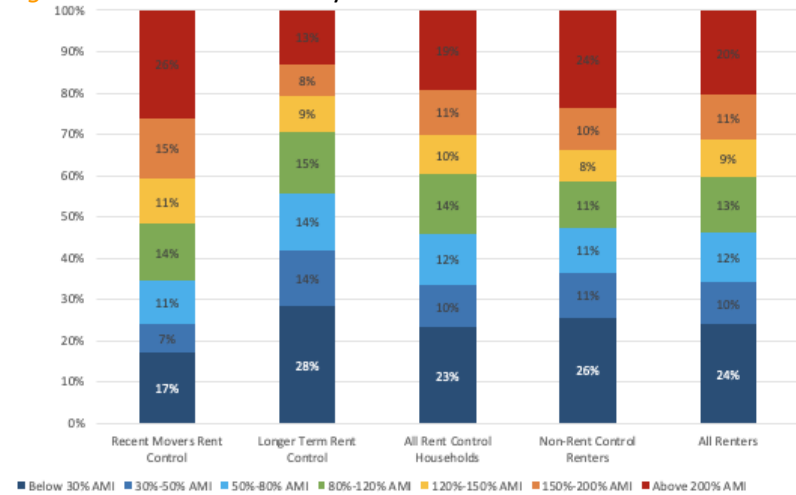
Rent control is not tied to income and renters of all income levels live in rent controlled units. Rent control can help provide stability for long-term tenants and, in general, longer term tenants tend to have lower incomes than tenants in general. Rent controlled housing is particularly concentrated in certain neighborhoods with more multifamily housing in the north and east of the city. Recent movers into rent controlled units are more than 50% above moderate income, illustrating that over time occupancy of rent controlled housing may be shifting with the city overall.

Map 2: Concentration of Rent Controlled Housing by Neighborhood



Source: SF Planning Estimates based on SF Open Data Parcel and Building Data

Figure 16: Renter Income by Estimated Rent Control Status and Length of Occupancy

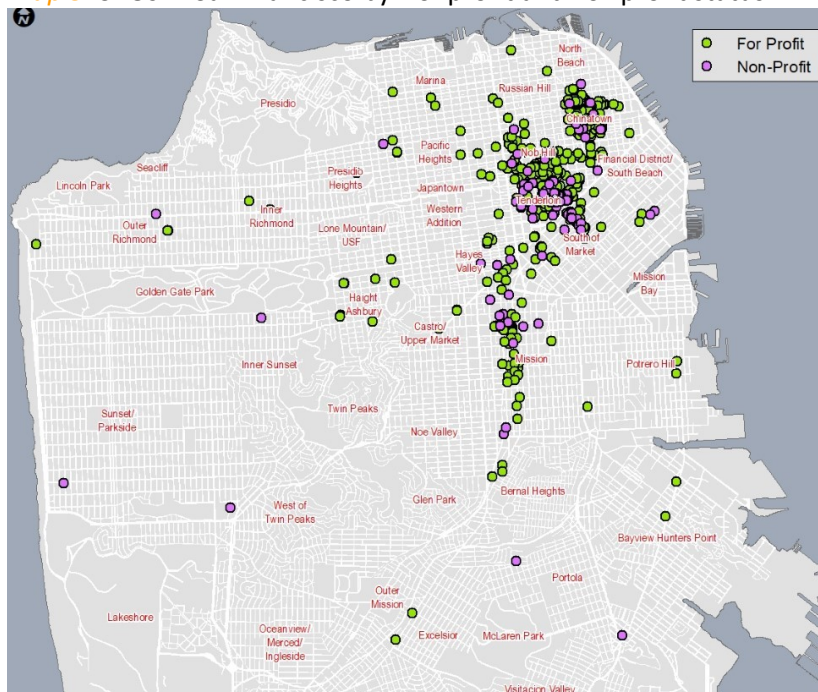


Source: SF Planning Analysis of 2014-2018 IPUMS. Recent movers are within 4 years.

SROs Continue to Provide Housing for Low Income San Franciscans

There are over 19,000 SRO residential units in San Francisco, often called residential hotels, that are protected from demolition or conversion to tourist use. This older, basic housing consists of one room, often with limited or shared kitchens and/ or bathrooms, and is often more affordable for low income people who have few other options. SRO housing is overwhelmingly concentrated in a few older, central neighborhoods close to Downtown, most prominently the Tenderloin, along with Chinatown, North Beach, Nob Hill, SoMa, and the Mission. About 30% of SROs units are nonprofit owned.

Map 3: SROs in San Francisco by Nonprofit and For-profit status



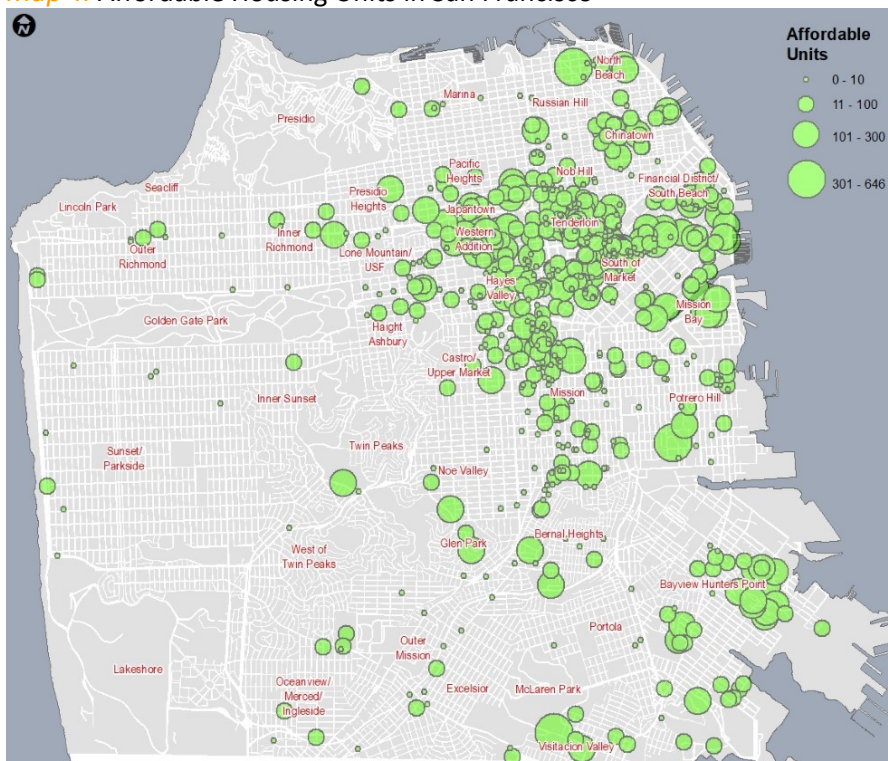
SF Planning Map of Department of Public Health and Department of Building Inspection Data

Income-Targeted Affordable Housing and Rent Assistance Help Lower Income People

The city has an estimated 35,600 units of income targeted affordable housing for low and moderate income people in around 700 buildings, nearly 9% of all housing. These homes have been built or acquired over decades using various federal, state, and local funding programs that often must be combined together:

- The Mayor's Office of Housing and Community Development (MOHCD) has a portfolio of more than 23,400 affordable homes funded at least in part with local dollars.
- There are also nearly 2,900 inclusionary units built as part of market rate buildings. More than 1,300 inclusionary units are ownership, typically for moderate income people. Market rate projects have also paid in lieu fees providing millions for affordable housing.
- More than 21,000 of the City's affordable homes were built or preserved with federal Low Income Housing Tax Credits (LIHTC).
- 4,700 older units were built with US Department of Housing and Urban Development (HUD) funding and/or project-based rent assistance.
- 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 1,300 units still to help.
- There are more than 1,900 units at some risk of conversion to market rate by 2030 due to expiring affordability restrictions and 700 of these units are at risk in the next 5 years.

Map 4: Affordable Housing Units in San Francisco

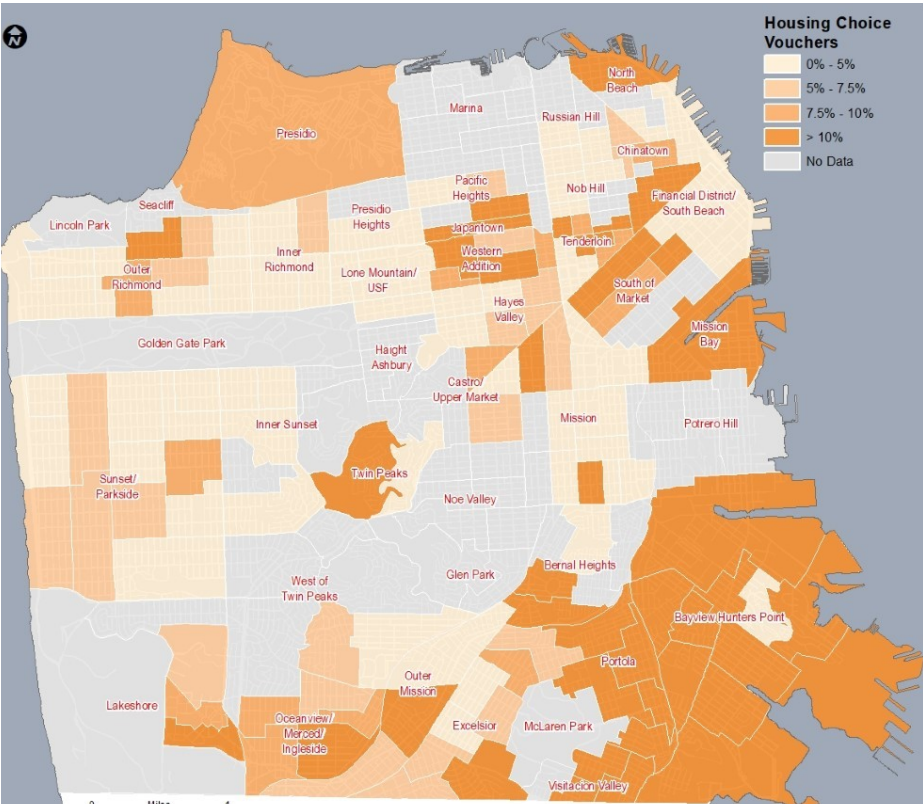


Source: California Housing Partnership, Mayor's Office of Housing and Community Development, US Dept. of Housing and Urban Development (HUD)

Until 2012, Redevelopment provided most local affordable housing funds. Since then, 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 (bonds, most of the trust fund, etc.) or fees from new development.

The San Francisco Housing Authority administers over 12,000 federally-funded housing choice vouchers (HCVs also known as Section 8) that help lower income people rent apartments in the private market, typically while paying no more than 30% of income. Thousands of these vouchers are project-based to support both tenants and affordable housing developments. HCV use is particularly concentrated in lower income areas of the city. In addition to federal rent assistance, the city of San Francisco uses federal, state, and local sources to invest hundreds of millions in shelters and permanent supportive housing for people currently or formerly homeless, including master-leasing existing housing and providing operating subsidy 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 \$300 million per year for services and housing for people experiencing homelessness.

Map 5: Housing Choice Vouchers by Census Tract



Source: HUD

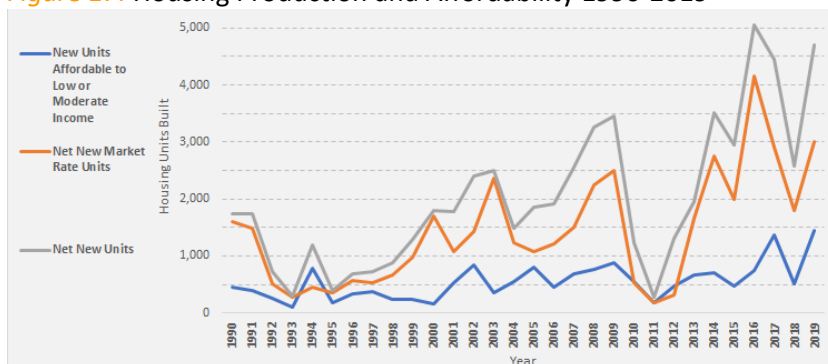
Housing Production and Costs

Housing Production and Permitting Has Increased, Including Affordable Housing

In 2016 new housing built in San Francisco reached 5,000 units, a high not seen in decades. Production grew from an annual average of 964 units in the 1990s to 2,800 units from 2010 to 2019. For context, 5,000 units is a little over 1% growth and the 28,000 units built from 2010 to 2019 are 7% of all homes. 87% of all housing built since 2005 was added in buildings of 20 units or more, 4% in one unit buildings and 4% in two to four units. Only about 2% of new homes were added in buildings of five to nine units and 3% in buildings of 10 to 19 units. The city has a pipeline of over 70,000 housing units in various stages of permitting and approval, however, the majority of this housing is in large projects such as Candlestick, Treasure island, and Park Merced that will be built over decades rather than years. Housing production regionally has fallen to some of the lowest levels in decades, with San Francisco becoming one of the higher housing producers. A key challenge is construction costs that have risen to be among the highest in the world.

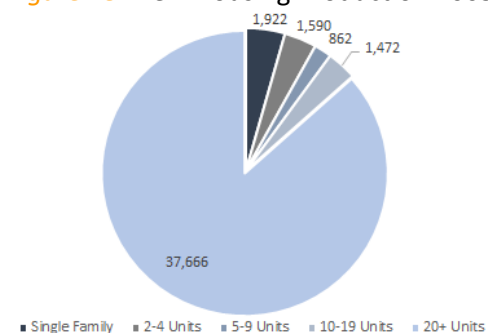
Expanded funding has increased affordable housing production, which reached a peak of over 1,400 units in 2019, and preservation including RAD rehabilitation of over 3,000 public housing units and purchase of hundreds of rent controlled units through the Small Sites Program. In the last few years, affordable projects totaling more than 1,000 units have received ministerial approvals due to Senate Bill 35. Since 2010, 25 percent of all new housing built in the city has been affordable.

Figure 17: Housing Production and Affordability 1990-2019



Source: SF Planning Analysis of Department of Building Inspection Data

Figure 18: New Housing Production 2005-2019 by Building Size

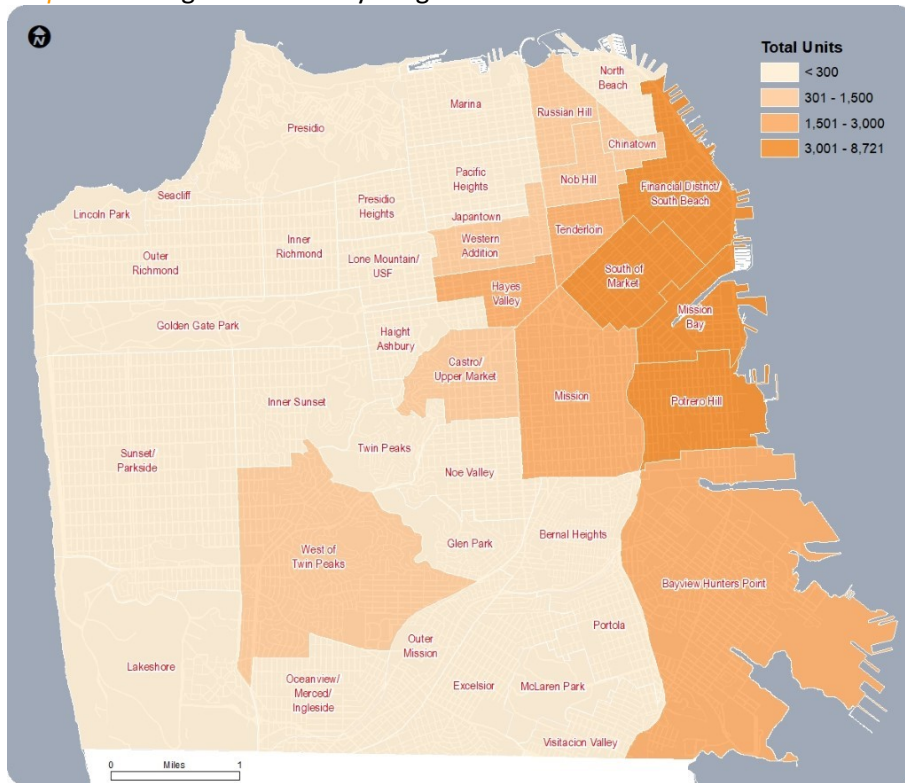


Source: SF Planning Analysis of Department of Building Inspection Data

New Housing Has Been Concentrated In A Small Number of Neighborhoods

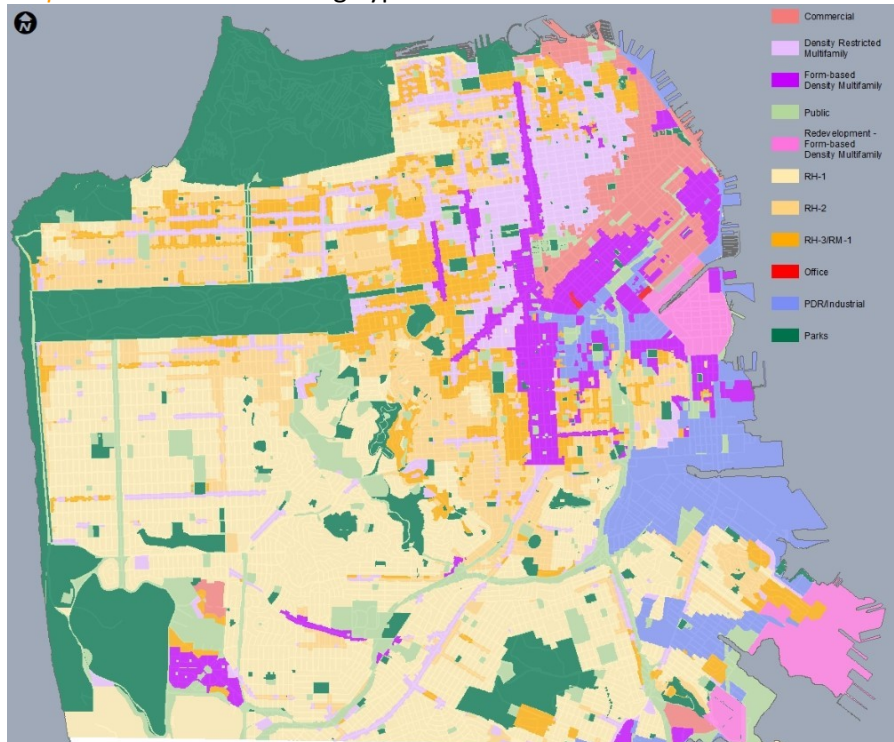
Housing production, both market rate and affordable, has been extraordinarily concentrated in just a few neighborhoods that allow multifamily housing with 85% of new housing in Downtown/South beach, SoMa, Mission Bay, Potrero Hill/ Dogpatch, Bayview Hunters Point, the Mission, Tenderloin, and Hayes Valley. 82% of all new affordable housing has also been built in these eight neighborhoods. Many of these neighborhoods have in common that they have former rail yards, shipyards, warehouses, or industrial sites that had 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. The city 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.

Map 6: Housing Production by Neighborhood 2005 to 2019



Source: SF Planning Analysis of Department of Building Inspection Data

Map 7: San Francisco Zoning Types

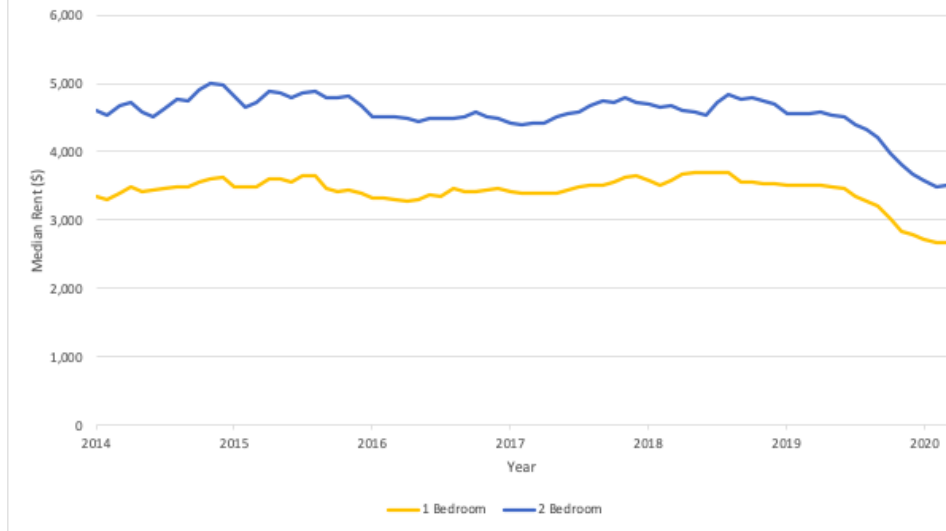


Source: SF Planning

Rents Fell During the Pandemic But Remain Expensive

Rental listing sites, such as Zumper, report median rents being over \$2,500 for a 1-bedroom and \$3,500 for a 2-bedroom apartment. These sites capture the rents for available market rate apartments. The Census Bureau reports median rents for all San Francisco apartments (including rent controlled, and affordable housing units) being almost \$2,000 as of 2019. With the pandemic, turn to remote work, and increase in vacancy in the city, the rents on available apartments fell by nearly 25%. But even at these reduced rents, a household would need to earn \$107,000, about 105% of AMI for a two person household, to afford the median one bedroom rent. A household would need to earn about \$140,000 annually, about 120% of AMI for a three person household, to afford the median two bedroom rent. Should rents return to recent highs, the rental market would become considerably more difficult for moderate income households. Rents remain out of reach for lower income households, the majority of whom find housing in the market.

Figure 19: San Francisco Median Rent for 1 and 2 Bedroom Apartments

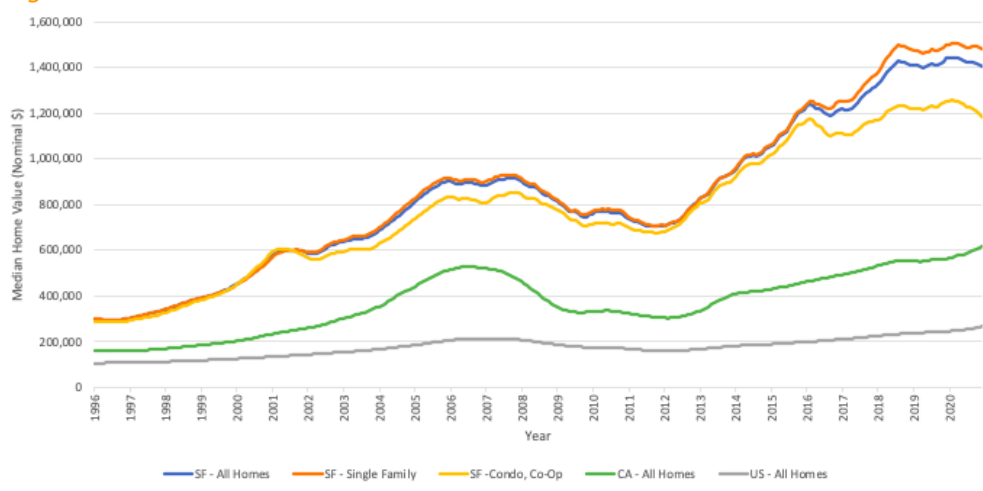


Source: Zumper Rent Data

Home Prices Stay High Through the Pandemic

Despite the pandemic, home values in San Francisco rose or remained stable in 2020 with a median over \$1.4 million. 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 condominiums and coops 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.

Figure 20: San Francisco Median Home Value 1996 to 2020



Source: Zillow Home Value Index (All Homes, Single Family, Condo, Co-Op, Smoothed, Seasonally Adjusted)

Housing Cost Burdens and Crowding

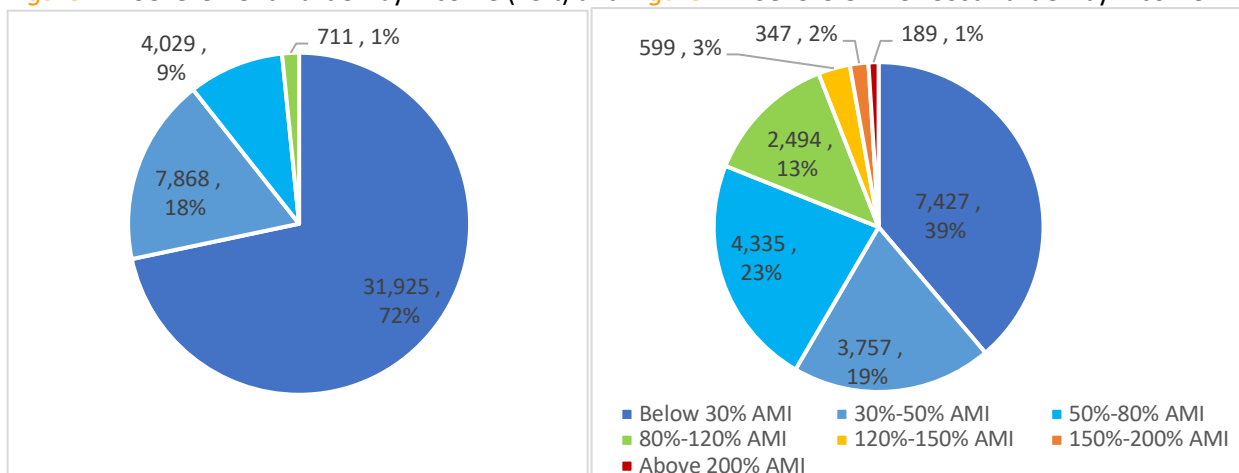
Cost Burdens Heavily Impact People with Low incomes and People of Color

Households spending 30% of income or more on housing are considered burdened and those spending over 50% are severely burdened. Cost burden leaves less money for other essentials like healthcare or food and puts people at risk of losing housing due to a financial emergency. In San Francisco about 85,000 renters are rent burdened, 38% of all renters. Severe rent burden affects 44,500 renters, more than half of all burdened renters. Most severely burdened renters (28,000) are extremely burdened meaning they spend more than 70% of income on rent. Not surprisingly, the lowest income tenants are most likely to be highly rent burdened but moderate and middle income renters also experience some burden.

60% of severely burdened renters live alone and 10% are couples, indicating that small, affordable units could help many severely burdened renters. There are also 5,600 severely burdened renters with children who need affordable, multibedroom homes. People of color face higher rates of rent burden than white people, and Black and American Indian renters in particular are more likely to be severely burdened. Senior renters and those with disabilities also face more severe rent burden.

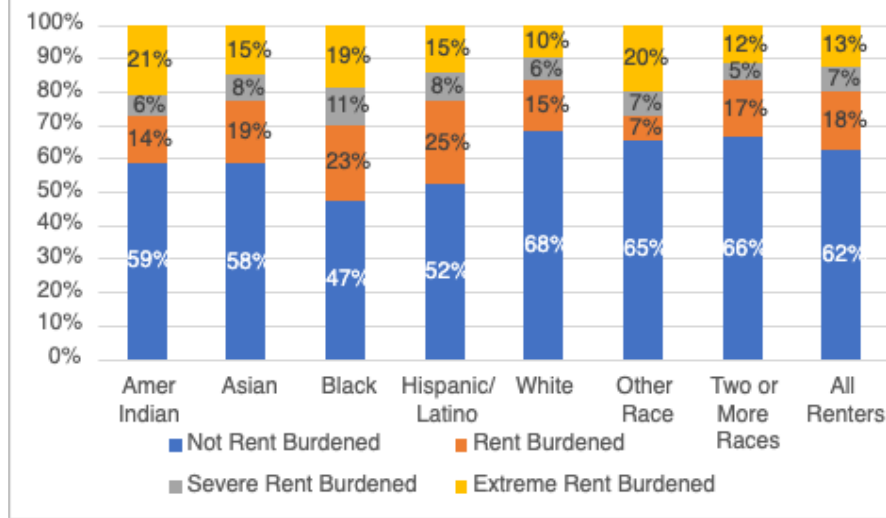
30% of owners are cost burdened or 39,500 owners. Over 19,000 of these burdened owners are severely cost burdened. Middle income owners are more likely to be cost burdened than renters but more than 80% of severely burdened owners are lower income. Homeowners of color experience higher rates of cost burden, and Black homeowners in particular face higher rates of severe cost burden.

Figure 21: Severe Rent Burden by Income (Left) and Figure 22: Severe Owner Cost Burden by Income



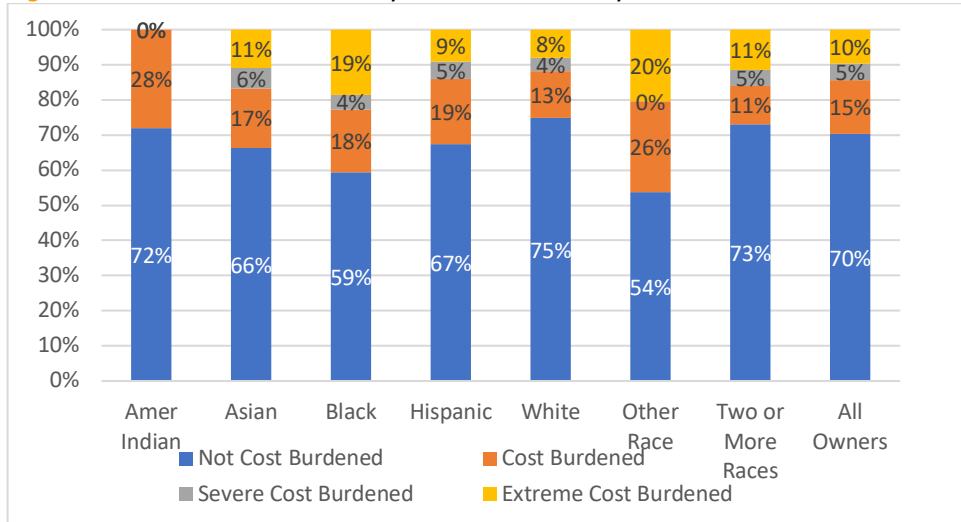
Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Figure 23: Rent Burden by Race and Ethnicity



Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Figure 24: Owner Cost Burden by Race and Ethnicity



Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Many Lower Income Renters Face Overcrowding

Households with more than one person per room are considered overcrowded. Crowding can affect health, for example making the spread of illness easier, and educational outcomes when children have no place to study or play. Crowding overwhelmingly affects families with children (48% of overcrowded households) along with related adults and even couples. About 60% of crowded households are lower income, however 40% are moderate or middle and even higher income. Lower income renters in particular face higher rates of crowding. People of color face higher rates of overcrowding, particularly Asian and Latino households who are more likely to live in family households.

Figure 25: Overcrowding by Income and Tenure



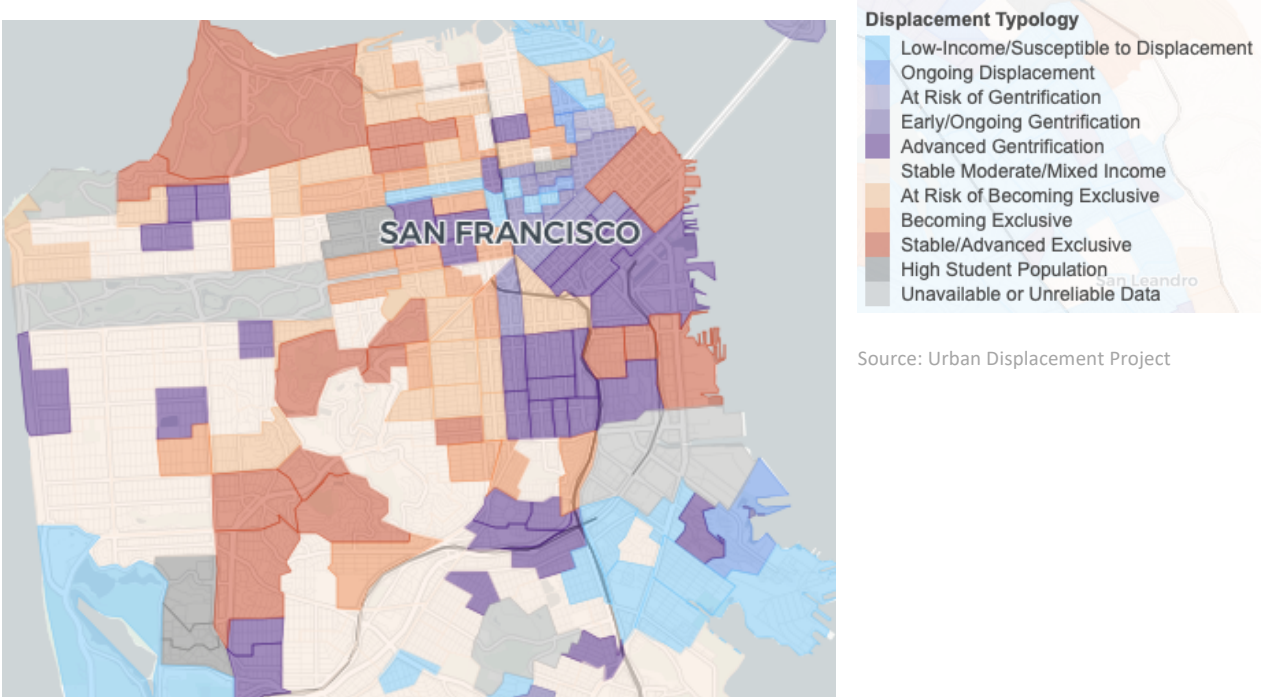
Source: SF Planning Department Analysis of 2014-2018 IPUMS-USA

Displacement and Access to Opportunity

Displacement Is Concentrated in Central Neighborhoods

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 include SoMa, Western Addition/ Fillmore, Mission, South Bernal Heights as well as to a lesser extent parts of the Richmond, Sunset, and Oceanview. Ongoing displacement risk is also found in lower income neighborhoods 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 farther from Downtown in the west and south of the city including the Richmond, Sunset, Oceanview and Ingleside, Excelsior, Outer Mission, Portola, and Visitacion Valley.

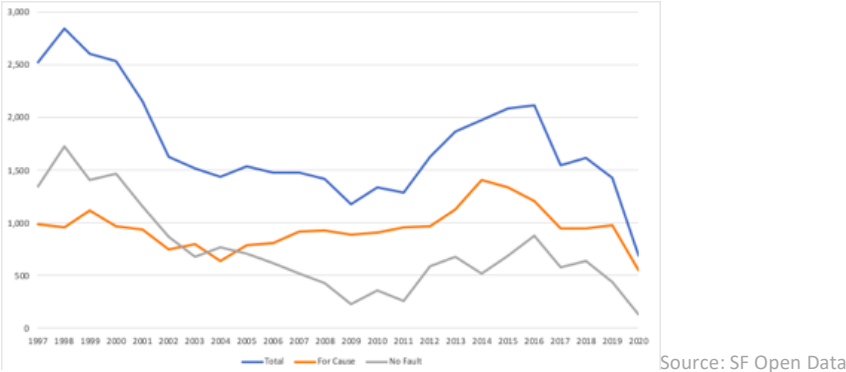
Map 7: Urban Displacement Project Map



Evictions Notices Increase in Economic Booms

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 with both periods averaging more than 2,000 eviction notices per year. During periods of lower economic growth, notices have dropped below 1,500 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.

Figure 26: Eviction Notices (1997-2020)

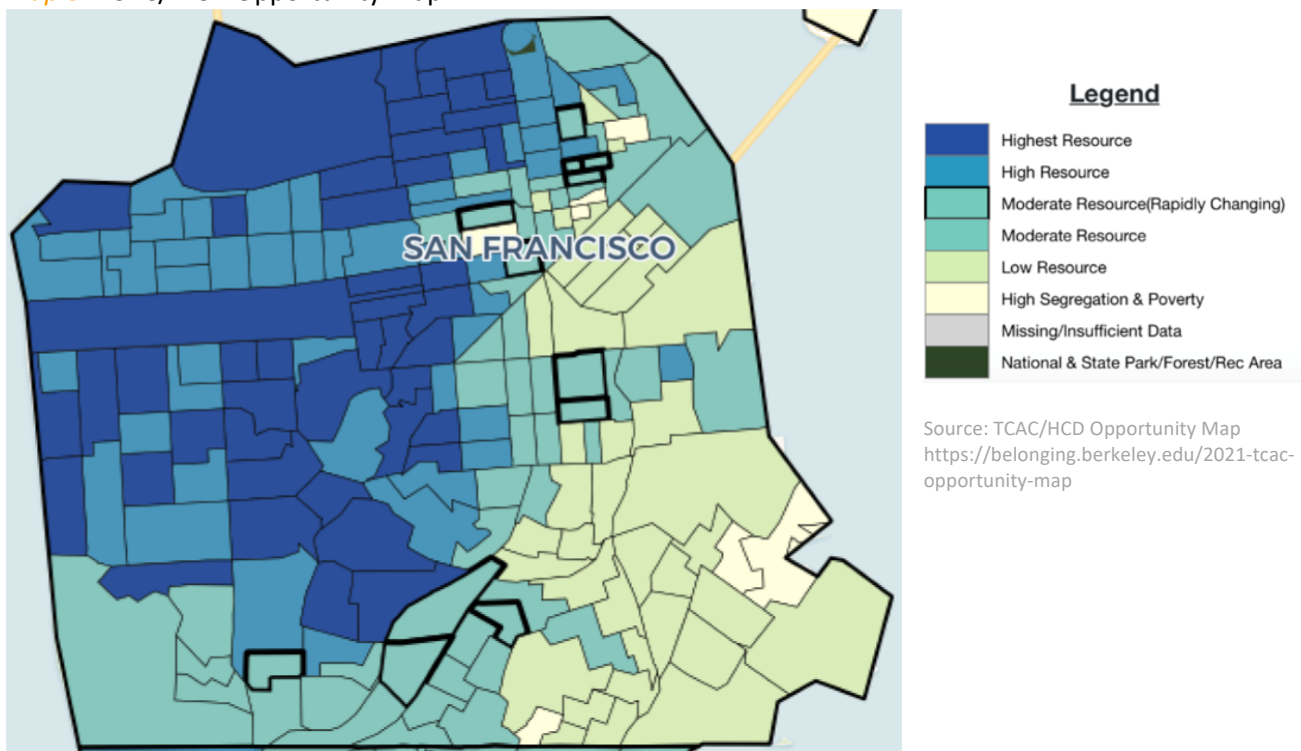


Patterns of Inequality by Neighborhood Were Created by Public and Private Policies

San Francisco's neighborhoods have major disparities and people of color, particularly Black and Latinx people, live disproportionately in areas that are lower income and have lower educational, employment, and health outcomes than the city as a whole. Neighborhood inequities by race and income are the result of public policy and private actions over decades including redlining, racial covenants, urban renewal, restrictive zoning that create defacto segregation, and discrimination in renting, selling, and lending. While many of these practices or policies have been outlawed, the effects continue today.

The state's Opportunity Map, developed by the Othering and Belonging Institute at UC Berkeley to guide affordable housing programs, shows higher resource areas in the center, north, and west sides of the city. These areas tend to have higher incomes, higher home ownership, and higher educational, employment, and health outcomes. Lower income areas are concentrated on the east and south sides of the city. Racially and ethnically concentrated areas of poverty (RECAPs), where residents are disproportionately people of color and low income, are found in Chinatown, Tenderloin, Western Addition, SoMa, Bayview/Hunters Point, and Visitacion Valley.

Map 8: TCAC/ HCD Opportunity Map

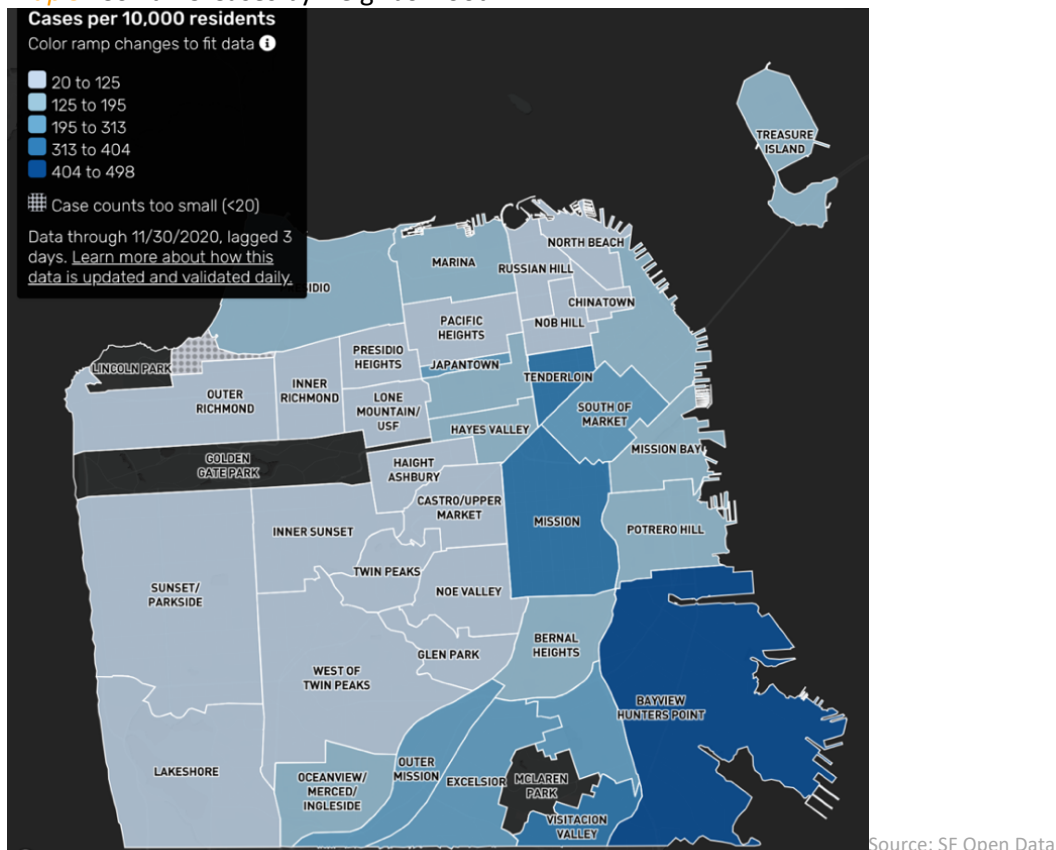


Disparate Environmental and Covid-19 Impacts by Neighborhood and Racial and Ethnic Group

Government policy restricted housing options for people of color and lower income people to housing closer to commercial and industrial areas and near highways and the port on the east side of the city resulting in more environmental health burdens on many of these communities today. San Francisco's Environmental Justice Communities, defined by levels exposure to pollution and health impacts as well as social and economic indicators, are overwhelmingly concentrated in neighborhoods on the east and south sides of the city that are disproportionately lower income and communities of color. Proximity to freeways is one of the biggest sources of environmental pollution. In addition, sites including former power plants, the Naval Shipyard at Hunters Point, sewage treatment and other industrial or waste facilities create higher environmental burdens.

Many of the people and neighborhoods that already experience greater environmental, social, and economic inequities have also been most impacted by Covid-19. The top five neighborhoods in terms of Covid cases per 100,000 people have been Bayview Hunters Point, Tenderloin, Mission, Visitacion Valley, and the Excelsior all disproportionately lower income and/or communities of color. Latinos have had elevated rates of Covid-19 and people of color, particularly Latinos, are more likely to have essential jobs with Covid exposure risk. In addition, people of color, particularly Latinos and Asians, are more likely to live in overcrowded housing which can be an important risk factor for Covid transmission.

Map 9: Covid-19 Cases by Neighborhood

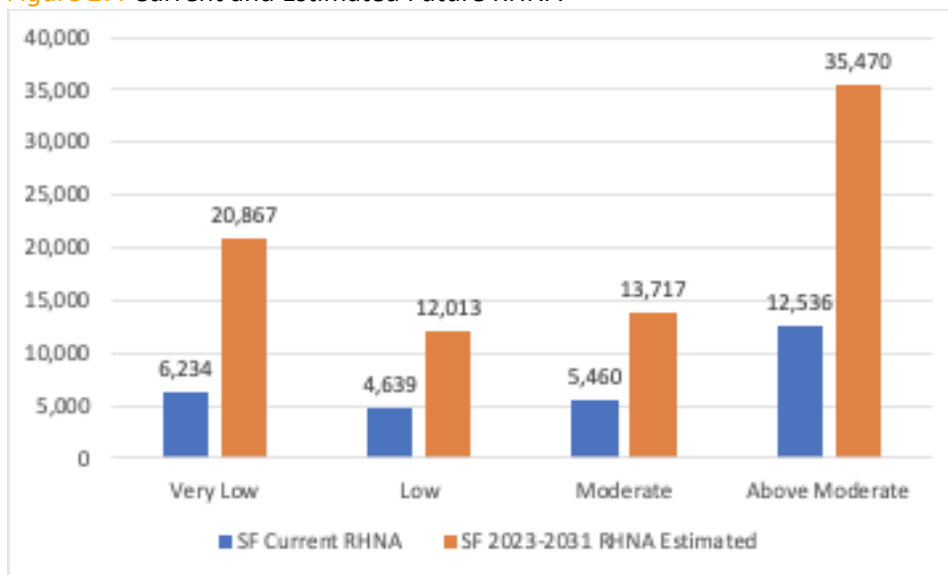


RHNA for San Francisco

RHNA is a state-mandated regional process to ensure that cities zone sufficient sites and permit sufficient housing to meet needs across incomes. RHNA is based on a forecast of future jobs, population, and households. The RHNA for 2023 to 2030 also addresses existing needs like housing cost burdens, overcrowding, and vacancy in units for rent or sale. The regional number has been set at 441,000 homes for the eight-year period, more than double the previous RHNA cycle. RHNA is divided into income groups based on the region's current income distribution. The RHNA total will be allocated to the region's cities using a methodology approved by the Association of Bay Area Governments (ABAG) that was developed by a committee of elected officials, planning staff, and housing advocates from around the region.

San Francisco's RHNA for 2023 to 2030 is estimated to be 82,067, nearly three times the current RHNA goal of 28,869. The upcoming RHNA will be divided among income groups largely in proportion to the regional income distribution. San Francisco will receive 40% of its units as very low and low income, more than 32,000 units, and 43% above moderate income or over 35,000 units. Both the low income and above moderate income allocations are larger than the entire current RHNA. Meeting the significantly larger RHNA targets will be challenging given that annual housing production would need to be more than 10,000 units, double the city's highest production year in decades. San Francisco has never met affordable housing production goals in the past when they were much lower than the estimated future goals, mostly because of the lack of affordable housing funding from federal, state, and local sources.

Figure 27: Current and Estimated Future RHNA



Source: Association of Bay Area Governments

Draft Housing Element 2022 Update

Draft Goals, Policies, and Actions

PLEASE READ FIRST

How to read the document/what are goals, policies, actions

I. Housing Element Goals: Key statements that describe the outcomes we want to see in San Francisco when addressing housing needs.

I.1 Policy: A policy is a statement of intent including principles or protocols that guide actions to achieve a desired outcome

- Actions: a measurable and tangible activity that an agent can take towards making the policy into reality. Each policy may have one or more actions, and one action can be linked to multiple policies across different goals. For this reason, an action will sometimes be repeated under more than one Goal/Policy.

Glossary

American Indian, Black, and other People of Color: The terminology and other terms such as People of Color (often used as just “POC”), Black, Indigenous and People of Color (often used as “BIPOC”), or terms like Latinx or Asian-American serve to unify and affirm the parallel experiences of various individuals and diverse peoples into a collective group as a way to build power, unity and support for causes that benefit the whole group. Specifically naming American Indian and Black acknowledges that they have and continue to face the worst impacts of white supremacist culture.

- Note that Black Indigenous and People of Color (BIPOC) is a term currently growing in use. However, the local American Indian community has chosen the term American Indian, not the more general “indigenous” or “Native American” and to be acknowledged as First Nations people. The Planning Department respects this self-determination. The Department also acknowledges that specificity matters. For the purpose of this draft, we have always used “American Indian, Black, and other People of Color”. Working towards the final update, we can identify where additional disaggregation is needed if the nature of policies and actions warrant further specificity (e.g., if certain populations face great disparities)

Priority Geographies: Priority Geographies are neighborhoods 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.¹ (See Attachment E)

Environmental Justice Communities: Communities identified by the SF Planning’s Environmental Justice Framework with the purpose of implementing environmental justice policies in the General Plan.

Vulnerable Groups: Through the Housing Element process, we will create a clear definition of Vulnerable Groups. The Community Stabilization Initiative categories are: Senior (65+ years of age), Disabled, Families with children, American Indian, Black/African-American, Latinx/Hispanic, Asian, and Pacific Islander. However Vulnerable Groups can also include special groups such as: people with disabilities, mentally ill, victims of domestic violence, formerly incarcerated, unhoused: pregnant women, single mothers, etc.

High Opportunity Neighborhoods: Areas defined as “High Resource” or “Highest Resource” by the California Fair Housing Task Force in their Opportunity Map for San Francisco (See Attachment E). The opportunity maps were created by the State Department of Housing and Community Development to

¹ “Areas of Vulnerability, 2016”, Map, San Francisco Department of Public Health, Updated September 5, 2019, <https://data.sfgov.org/Geographic-Locations-and-Boundaries/Areas-of-Vulnerability-2016/kc4r-y88d>.

Draft Housing Element 2022 Update

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. The underlying indicators include:

- Poverty
- Adult Education
- Employment
- Job Proximity
- Median home value
- Environmental pollution
- Math and reading proficiency
- High school graduation rate
- Student poverty rate
- Poverty and racial segregation

Neighborhoods with higher rates of evictions/displacement: Neighborhoods as defined and identified by the Urban Displacement Project².

Priority Development Areas: Or PDAs are locally-identified, infill development opportunity areas within existing communities that are primed for a pedestrian- and bicycle-friendly environment served by transit.

² "SF Bay Area – Gentrification and Displacement", Map, Urban Displacement Project, <https://www.urbandisplacement.org/san-francisco/sf-bay-area-gentrification-and-displacement>.

Framework: Six Goals

I. Recognize the right to housing as a foundation for health, and social and economic stability.

Access to safe, healthy, and affordable housing is a social determinant of health. According to the 2019 Community Health Needs Assessment prepared by San Francisco Department of Public Health, *“Quality housing provides a place to prepare and store food, access to water and sanitation facilities, protection from the elements, and a safe place to rest. Stable/permanent housing can also provide individuals with a sense of security.”*³

The Covid-19 public health crisis clearly illustrated how lack of access to safe and affordable housing puts people’s health at risk in terms of disease transmission, mental health leading to loss of economic stability. The pandemic further exposed the existing racial disparities as communities of color endured higher infection and death rates partially due to poor living conditions. San Francisco’s dire homelessness crisis, with approximately 8,000 unhoused individuals, was also further magnified during the recent public health crisis.

The United Nations identified the right to adequate housing as the right to “live somewhere in security, peace and dignity.”⁴ Recognizing the right to housing means expanding investments to secure sustained health and stability for unhoused residents, especially those who are chronically homeless. The right to housing creates a foundation for social and economic stability for people who live in substandard conditions, overcrowded situations, in emotional trauma or abuse, or simply have to choose between paying for housing or other basic needs such as food. Right to housing means reversing the disparities American Indian, Black, and other People of Color, along with other Vulnerable Groups face in experiencing homelessness, substandard living conditions, or living with trauma.

In response to the current COVID-19 health crisis, the City prioritized housing and shelter for our unhoused populations embracing the connection of housing and health. A foundation of right to housing will direct the City to scale up its resources, in the long-term, to house all the unhoused, provide supportive services, prevent homelessness, protect tenants, and provide financial assistance in order to ensure health and economic stability for vulnerable populations.

This goal, Goal 1, focuses on policies and actions to:

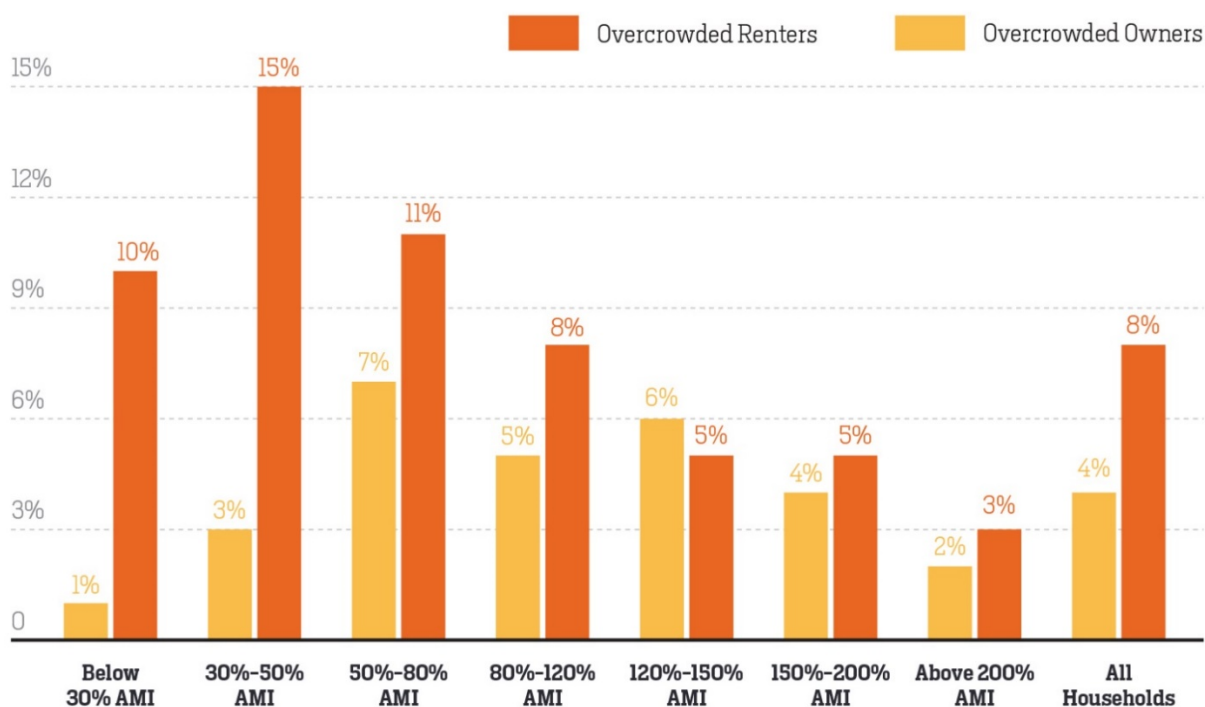
- Produce temporary and permanent supportive housing and services.
- Protect tenants.
- Preserve existing affordable housing.
- Produce housing affordable for very low and low-income households.
- Affirmatively address the inequities in accessing permanently affordable housing or other housing programs.

Key Facts:

³ “San Francisco Community Health Needs Assessment”, San Francisco Department of Public Health, 2019, https://www.sfdph.org/dph/hc/HCAgen/2019/May%207/CHNA_2019_Report_041819_Stage%204.pdf.

⁴ <https://www.ohchr.org/en/NewsEvents/Pages/DisplayNews.aspx?NewsID=20851&LangID=E>

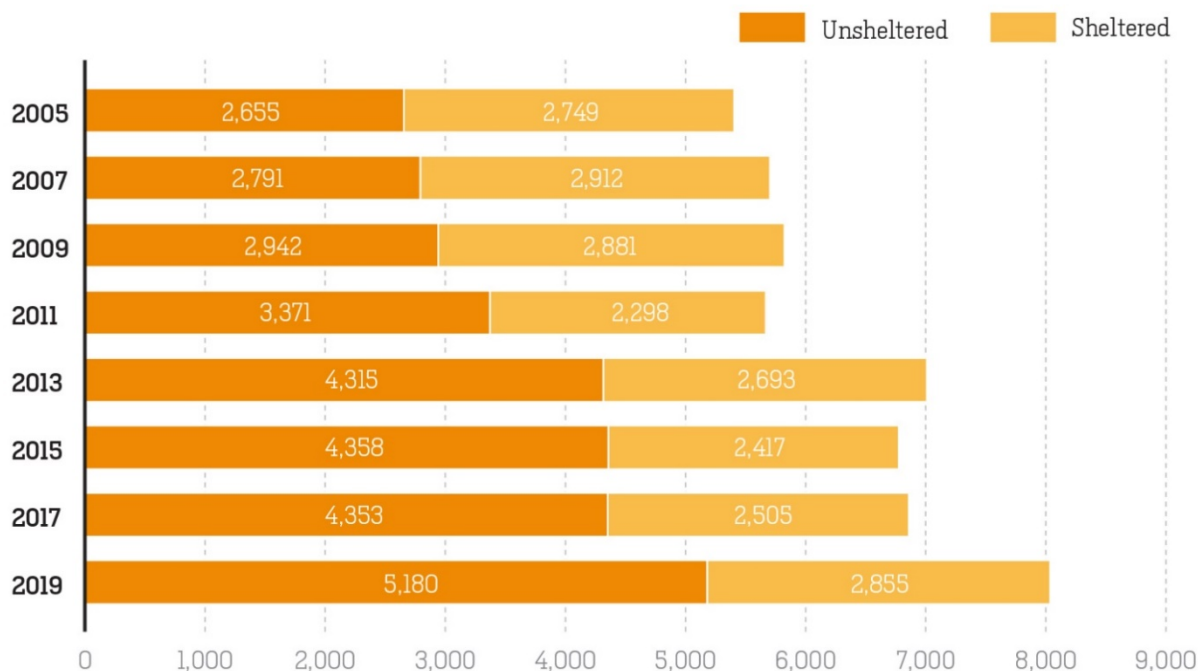
Figure 1. Crowding by Tenure and Income



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data

Figure 2. Number of People Experiencing Homelessness by Shelter Status (Federal Standard)

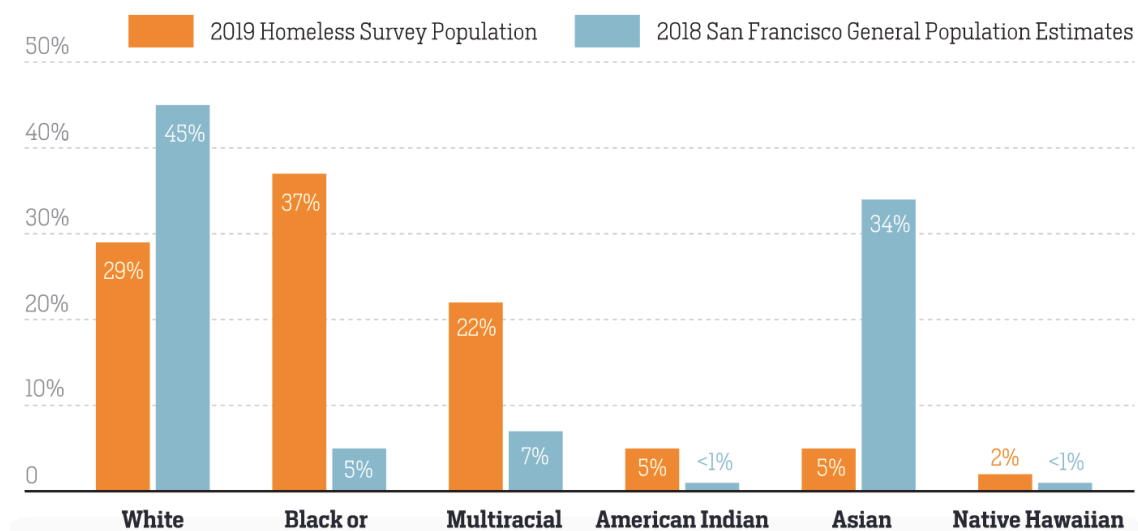
The number of San Francisco residents who are unhoused has grown by one third.



Source: 2019 San Francisco Point-In-Time Count Reports, Department of Homeless and Supportive Housing

Figure 3. Homeless Population by Race

Black and American Indian people are greatly overrepresented in the City's unhoused population



Source: 2019 San Francisco Homeless Point-in-Time Count & Survey

II. Repair the harms of historic racial, ethnic, and social discrimination for American Indian, Black, and other People of Color.

San Francisco has a long history of creating or enforcing laws, policies, and institutions that have perpetuated racial discrimination and led to disparate outcomes for American Indian, Black, and other People of Color. These discriminatory programs and actions began with the genocide and exploitation of American Indian people and dispossession of their resources. The City's 1870 Cubic Air Ordinance and 1880 Laundry Ordinance targeted San Francisco's Chinese population by limiting where they could live or work. In the 20th Century, discrimination continued with redlining, racial covenants, Japanese internment, urban renewal, and subprime loans, among others. The disparate outcomes of these discriminatory housing programs are reflected today - American Indian, Black, and other People of Color 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.

The San Francisco Planning Commission passed a [resolution](https://sfplanning.org/sites/default/files/s/documents/admin/R-20738_Centering_Planning_on_Racial_and_Social_Equity.pdf) on June 11, 2020, that described these inequities and the disparate outcomes in further detail.⁵ The resolution acknowledges and apologizes for the history of racist, discriminatory, and inequitable planning policies 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.

Under the guidance of the resolution, a foundational pillar to overhaul the systemic racism and racial disparities is the *revision and redesign of housing planning and investment processes*. This goal, Goal II, focuses on policies and actions to:

⁵ "Centering Planning on Racial and Social Equity", Resolution No. 20738, San Francisco Planning Commission, June 11, 2020, https://sfplanning.org/sites/default/files/s/documents/admin/R-20738_Centering_Planning_on_Racial_and_Social_Equity.pdf.

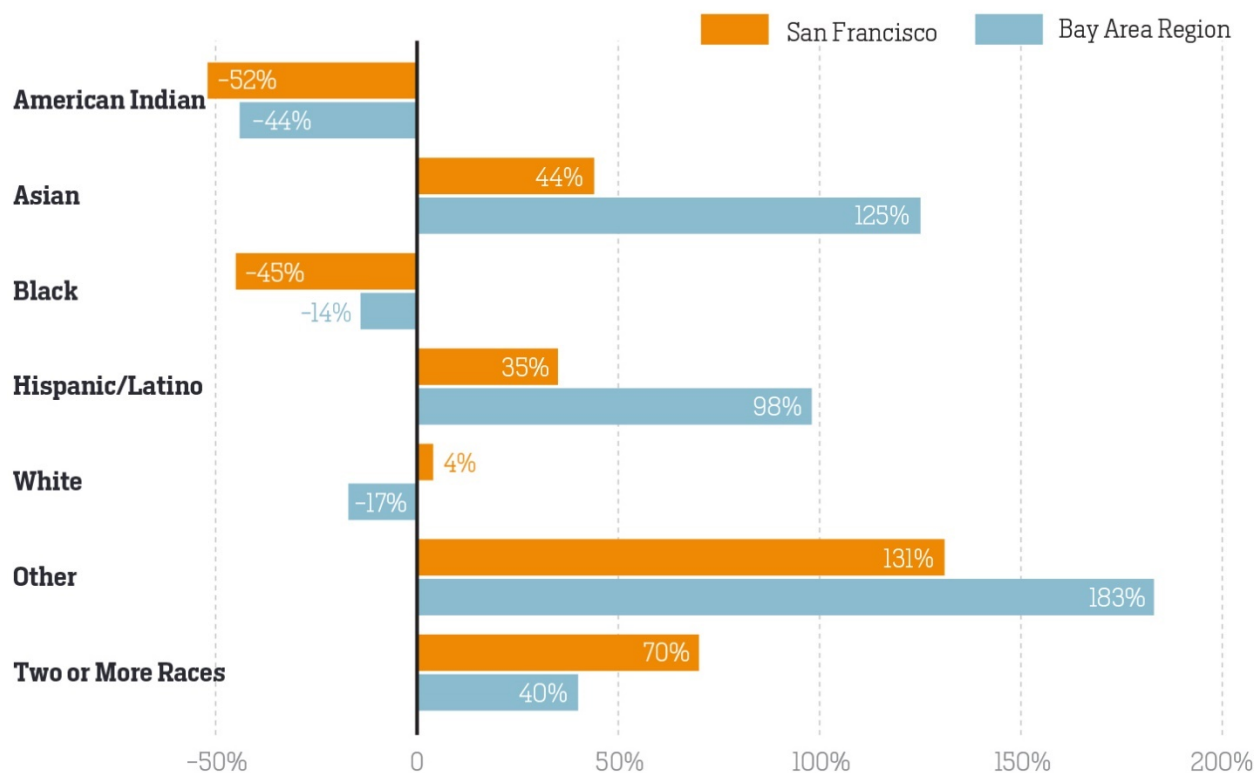
Draft Housing Element 2022 Update

- Deepen understanding of the disparate housing outcomes and their connection to discriminatory housing programs and policies.
- Engage American Indian, Black and other People of Color in decision making capacities, and amplify their voice in community outreach for housing planning and development.
- Reallocate the City's resources to stabilize these communities and prioritize the return of those who have been displaced from the city.

Key Facts:

Figure 4. Percentage Change in population by Race & Ethnicity 1990 to 2018

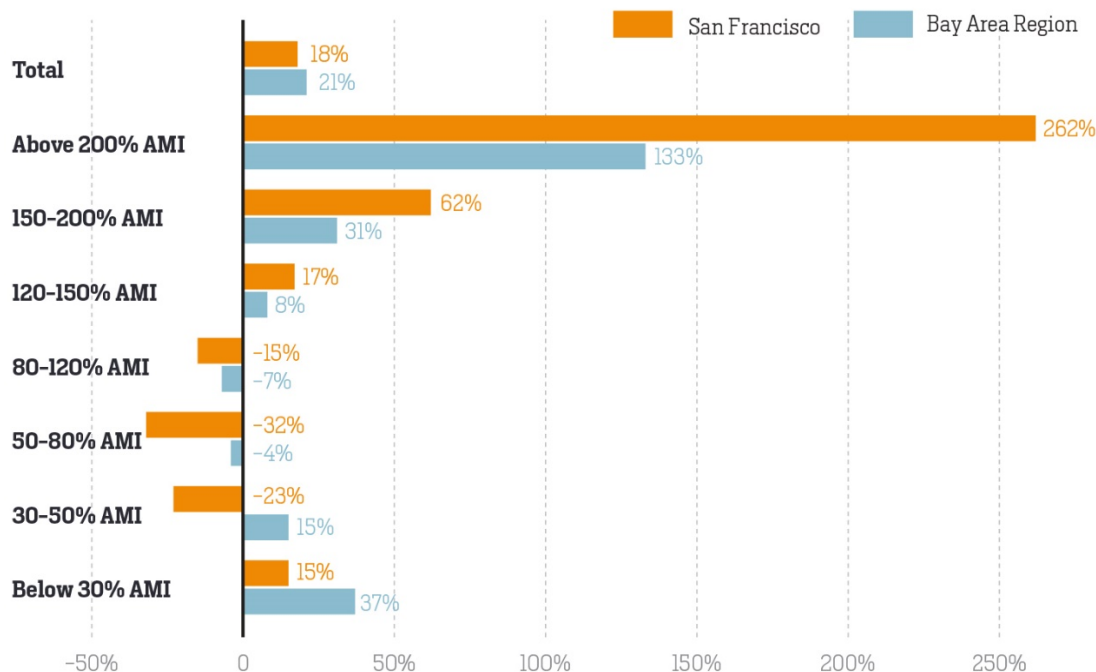
Relative to the surrounding region, San Francisco has seen a dramatic decline in American Indian and Black populations. Compared to the region, the city has seen a more dramatic decline in Black population and slower growth in Asian and Hispanic populations. The white population has grown in San Francisco even as it has fallen throughout the region.



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data

Figure 5. Percentage Change in population by income 1990 to 2018

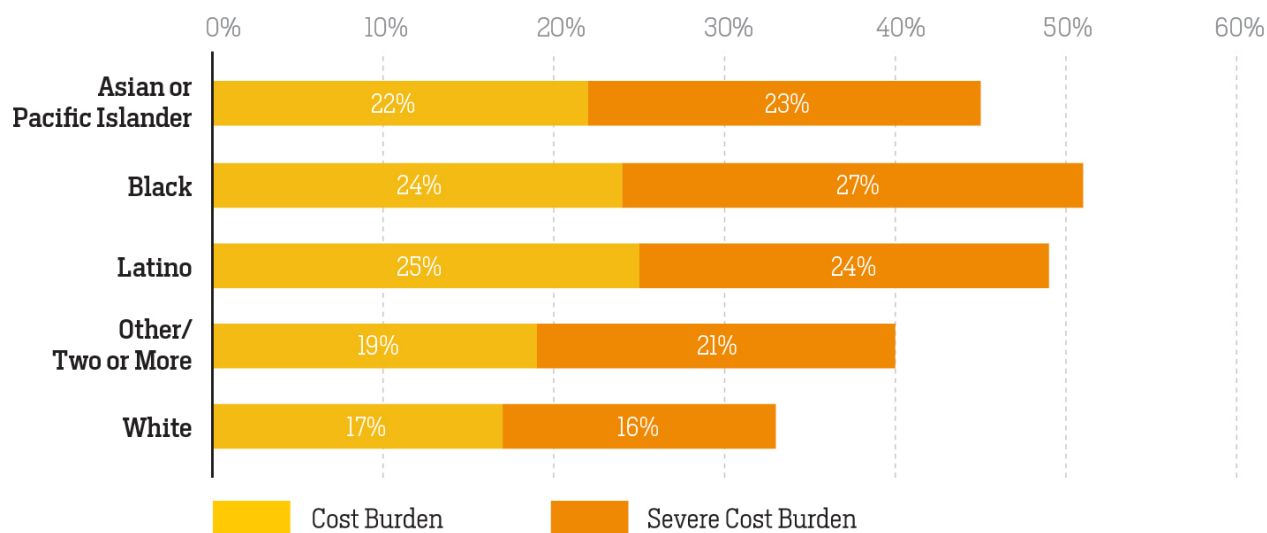
San Francisco's very low, low, and moderate-income population has fallen faster than the region while the high-income population has exploded.



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data

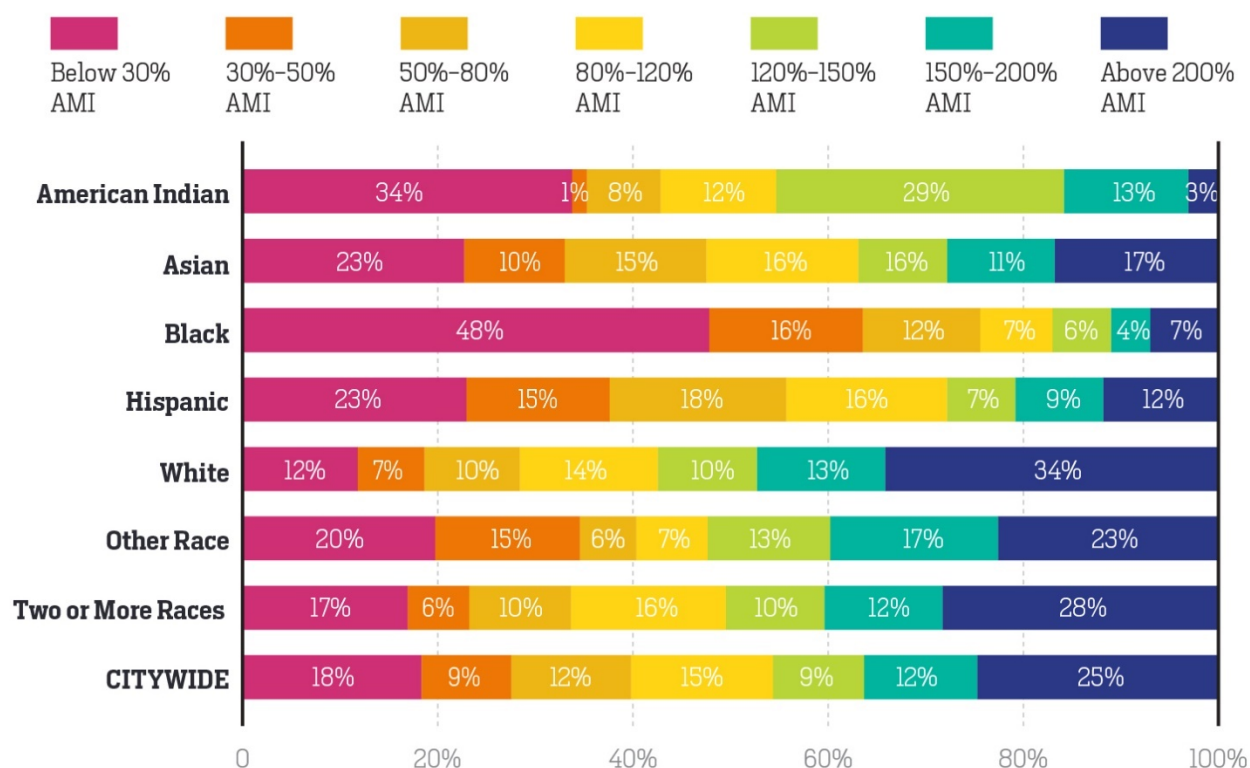
Figure 6. Rent Burden by Race and Ethnicity

American Indian, Black and Hispanic renters are much more likely to be paying a very high share of their income for housing costs (households are considered rent burdened when they pay more than 30% of income for rent, and extremely rent burdened that rate is 50%).



Source: San Francisco Housing Needs and Trends Report. Data: ACS (IPUMS-USA)

Figure 7. Median Household Income by Race



Source: 2018 5-year American Community Survey

III. Foster racially and socially inclusive neighborhoods through distinct community strategies.

State law requirements for Affirmatively Furthering Fair Housing call for meaningful actions to achieve racially and socially integrated living patterns and to address segregation⁶. The Othering and Belonging Institute (OBI) at UC Berkeley defines segregation “as an attempt to deny and prevent association with another group, and a strategy that institutionalizes othering [emphasis added] of racial or social groups through inequitable resource distributions.”⁷ OBI identifies two ways to address residential segregation: “1) preserve integration where it exists, and 2) give enhanced opportunities and incentives for at least some people to move out of segregated communities and into different-race communities”⁸. OBI establishes that “restrictive zoning (...) long played a role in creating or perpetuating racial residential segregation both directly and indirectly,”⁹ and identifies *curtailing restrictive zoning practices* as one strategy to address racial residential segregation. OBI emphasizes that “the problem is with zoning that prohibits multi-family homes.”¹⁰

⁶ “AB-686 Housing discrimination: affirmatively further fair housing”, Assembly Bill No. 686, State of California, September 30, 2018, https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB686.

⁷ John A. Powell and Stephen Menendian, “The Problem of Othering: Towards Inclusiveness and Belonging”, Othering and Belonging Institute, July 2016, <http://www.otheringandbelonging.org/the-problem-of-othering>.

⁸ Stephen Menendian, Samir Gambhir, and Arthur Gales, “Racial Segregation in the San Francisco Bay Area, Part 5: Remedies, Solutions, and Targets”, Othering and Belonging Institute, August 11, 2020, <https://belonging.berkeley.edu/racial-segregation-san-francisco-bay-area-part-5>.

⁹ Ibid.

¹⁰ Ibid.

In San Francisco, 85% of new housing built since 2005 is 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. These are also the neighborhoods with higher concentrations of people of color and low-income households. At the same time, neighborhoods with greater access to parks and quality schools, and with higher median incomes have seen the least new housing developed over the last few decades and have remained racially and economically segregated. These neighborhoods are the same areas where multi-family homes are not currently allowed or where zoning restrictions render them too expensive to deliver.

The City should foster a sense of belonging through building inclusive neighborhoods while recognizing that specific actions to achieve this goal will rely on community dialogue and collaboration. In addressing historic inequities, the goal of greater integration is twofold: one to eliminate barriers to neighborhoods that are pre-dominantly home to people of color¹¹ while investing in improved resources for these communities, *and* to open access to wealthy or white opportunity rich communities, for people of color and low-income households.

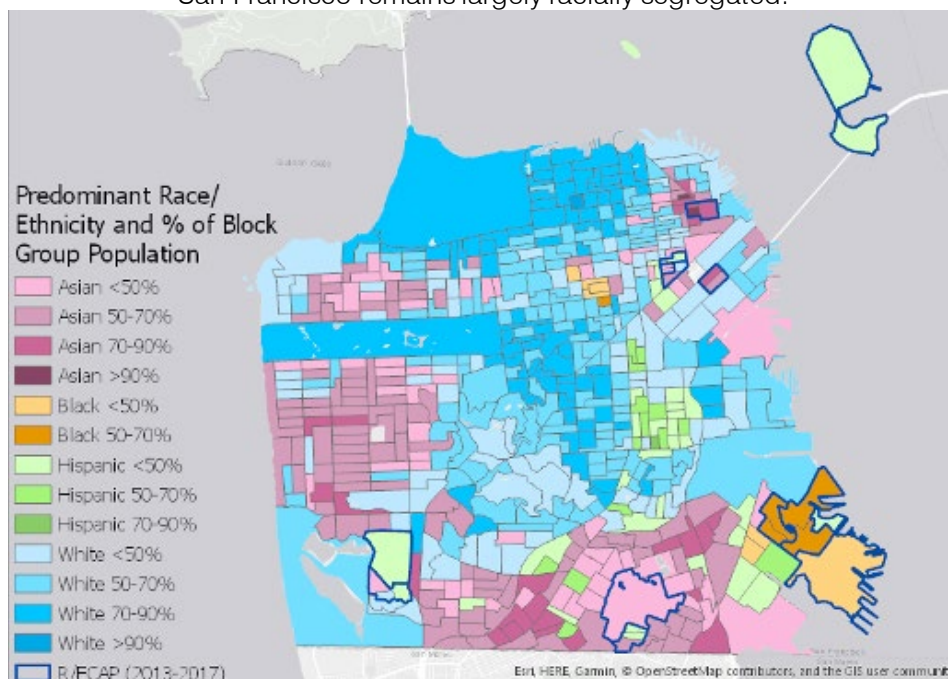
This goal, Goal III, focuses on policies and actions to:

- Affirmatively further fair housing when allocating resources to preserve existing housing, protect tenants, and expand homeownership opportunities.
- Stabilize and eliminate displacement of communities of color.
- Improve infrastructure and community facilities in areas with concentration of low-income households and communities of color.
- Reverse segregated living patterns by distributing growth equitably throughout the city and increasing multi-family housing where it is illegal or infeasible.

Key Facts:

Figure 8. Racially and Ethnically Concentrated Areas

San Francisco remains largely racially segregated.

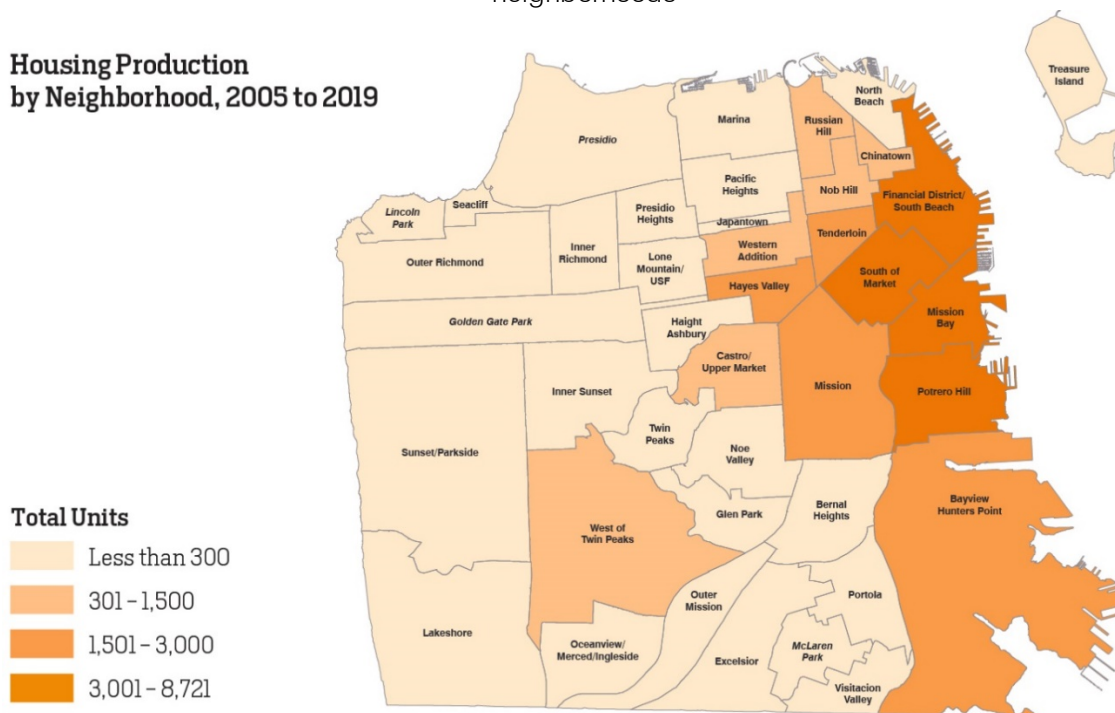


¹¹ Referred to as “racialized spaces” in Ibram Kendi, “How to Be an Antiracist” (One World, August 13, 2019).

Figure 9. Housing Production by Neighborhood 2005 to 2019

The majority of new housing that has been built in recent years has been concentrated in east side neighborhoods

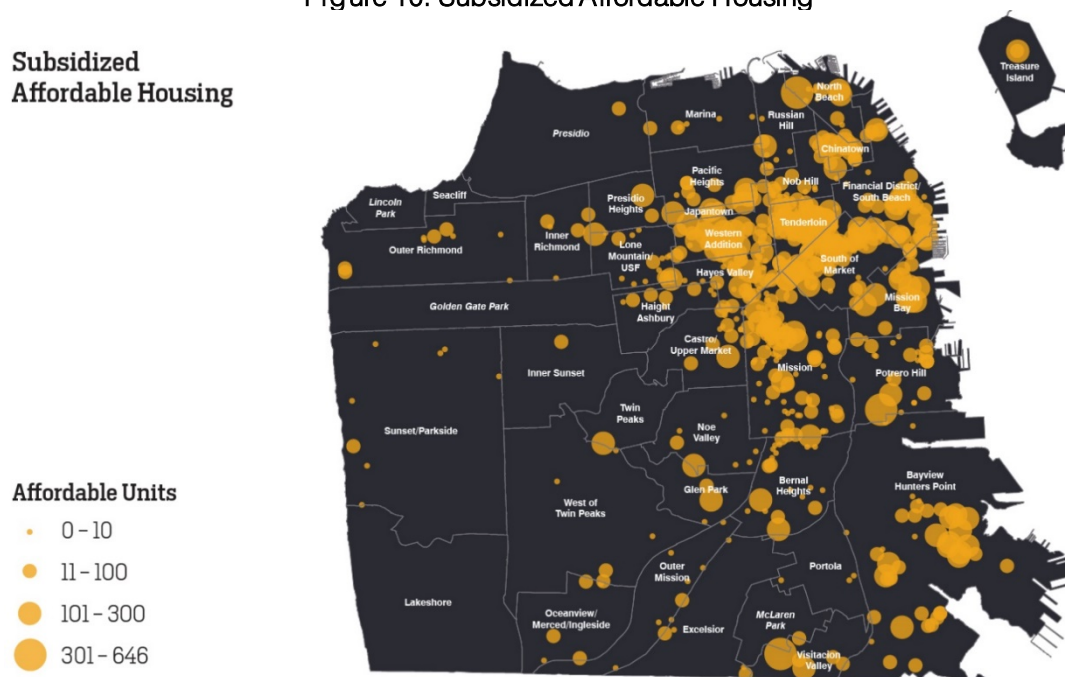
**Housing Production
by Neighborhood, 2005 to 2019**



Source: Planning Department Analysis of Housing Completes Data

Figure 10. Subsidized Affordable Housing

**Subsidized
Affordable Housing**



Source: Planning Department Analysis of data from California Housing Partnership, TCAC, HUD, and MOHCD

IV. Increase housing production to improve affordability for the city's current and future residents.

San Francisco has been in a state of affordability crisis in the past couple decades, a crisis felt by low-, moderate-, or, more recently, middle-income households. Current residents or workforce wanting to call San Francisco home cannot afford the housing they need. While this crisis is fueled from the consistent housing shortage throughout the state, San Francisco has reached the top of unaffordable cities to live in the nation.

During the economic boom of the last decade, the city attracted major job growth particularly high salaried jobs. The increasing interest from high earning households to live in the city, along with historic low housing production rates drove up the rental and sales prices, and triggered waves of displacement especially of low-income communities of color. This challenge has been compounded by a significant decline of public funding for permanently affordable housing from the Federal or State governments over the past four decades, and with the loss of tax increment funds due to the dissolution of Redevelopment Agencies within the last decade. The decline of public investment in housing means housing is a commodity in our economy rather than a place to live and prosper. The shortage of public funding is felt even worse in San Francisco and the region where cost of construction is one of the highest in the nation. Securing State affordable housing funds is 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, the skilled labor priced out of living in the region, and complex review permitting processes along with increased investment risk all contribute to ballooning the per unit cost of housing delivery.

There has been a growing commitment to address housing scarcity in California and more recently with the new Federal administration. Cities throughout the state are required to facilitate sufficient housing that not only responds to natural population growth but also address existing housing needs measured by households who bear high housing cost burden, or those who live in overcrowding conditions, or by low rates of available units on the market for rent or sale¹². San Francisco's [Regional Housing Needs Allocation](#) for 2023-2031 is currently estimated at 82,000 units, over three times the targets of the current regional planning cycle (2014-2022). Substantial increase in public funding is needed to move towards recognizing housing as a right. At the same time, reversing the long-standing affordability crisis in San Francisco is predicated on bringing down the cost of housing development: to ensure public dollars can go farther in building more affordable houses *and* to allow private builders to build homes that moderate and middle-income households can afford.

This goal, Goal IV, focuses on policies and actions to:

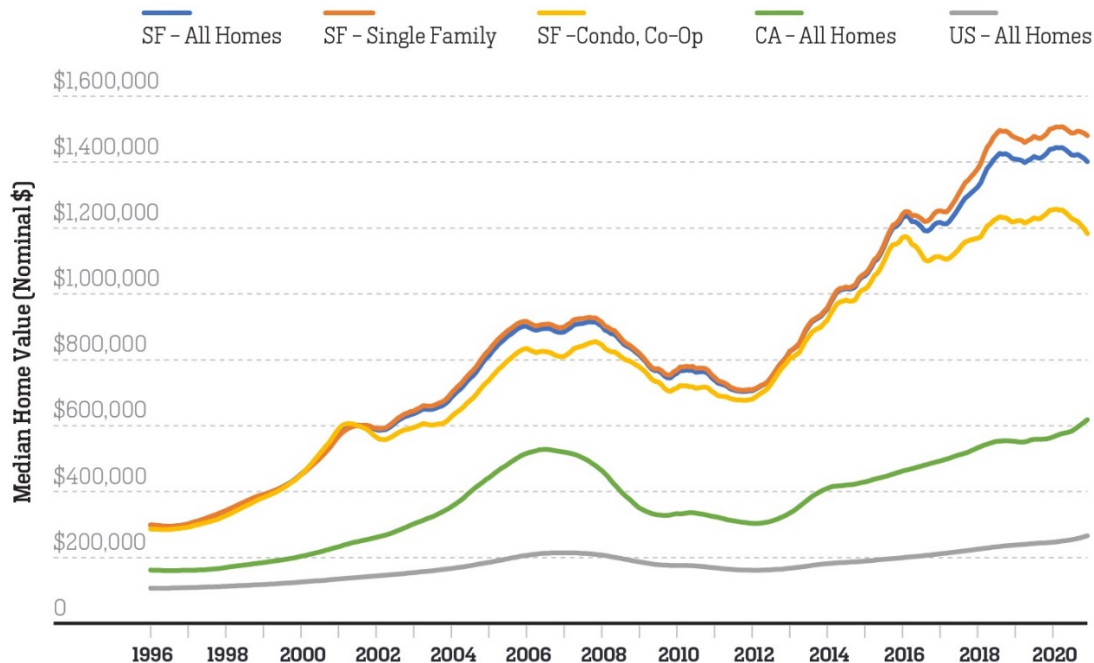
- Expand funding to build permanently affordable housing to meet our state mandated regional targets
- Reduce constraints and barriers to housing development to improve affordability of housing and production for very low, low, moderate, and middle-income households
- Reduce the share of existing housing stock that is out of the residential market

¹² Every eight years, the California Department of Housing and Community Development (HCD) identifies the total number of homes for which each region in California must plan in order to meet the housing needs of people at all income levels. The Association of Bay Area Governments as part of the Bay Area Metro identifies a methodology to allocate those total numbers to each local jurisdiction which is called the Regional Housing Needs Allocation (RHNA). These allocations used to be only based on population growth forecast. Recent State legislation require RHNA to incorporate the existing housing needs as well measured by a target vacancy rate, overcrowding, and cost burden. San Francisco's RHNA for the 2014-2022 planning cycle was 28,869 units while the 2023-2031 is estimated for 82,840 units.

Key Facts:

Figure 11. Median Home Value in San Francisco, California, and the United States 1996-2020

The cost of a home has been rising much faster in San Francisco than in other parts of the state and the nation and this trend has accelerated over the past decade



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

Figure 12. Annual affordable housing production by income level (2006-2018)

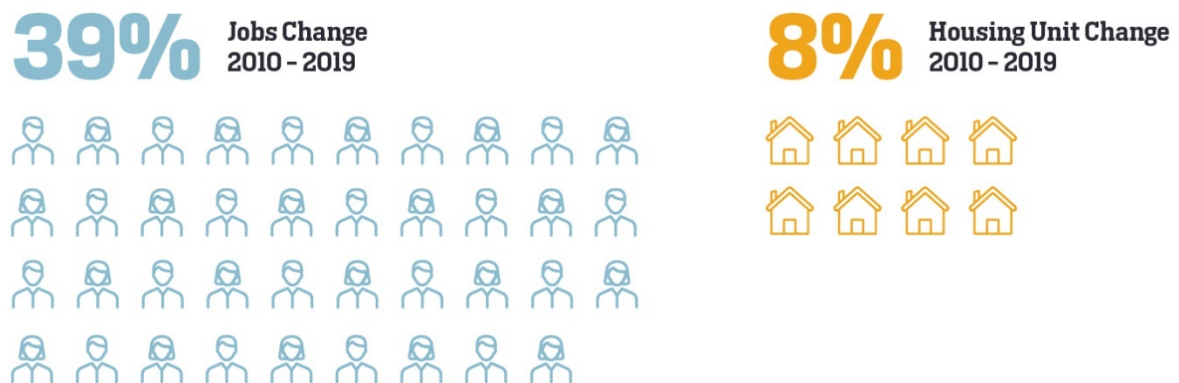
City of San Francisco Planning Department Housing Inventory Reports, 2006 to 2018; Strategic Economics, 2020.



* Does not include new or legalized ADUs.

Source: Department Housing Inventory Reports, 2006 to 2018; Strategic Economics, 2020.

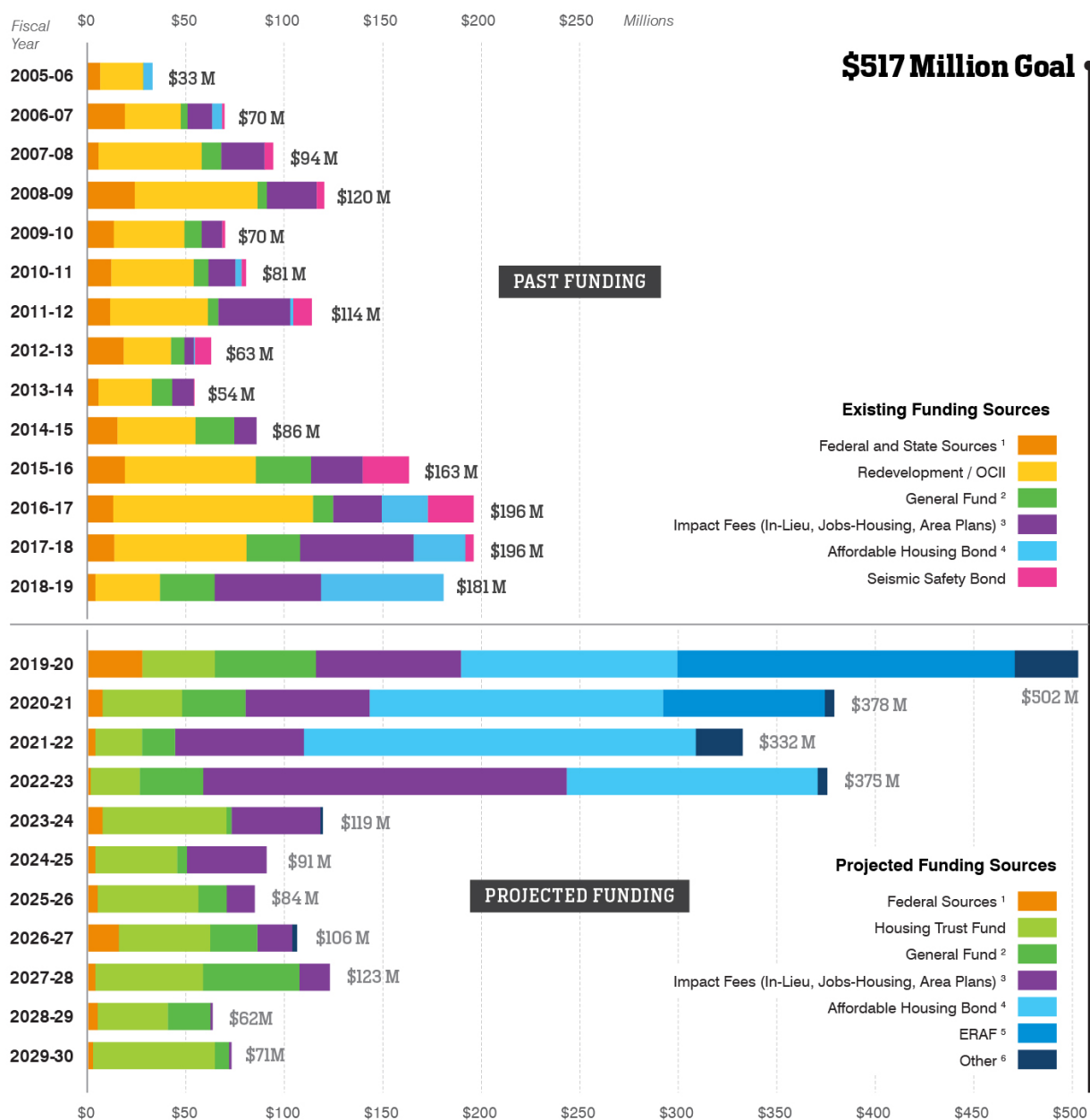
Figure 13. Percent Change Jobs vs Housing Units 2010-2019



Source: 2010, 2019 BLS QCEW; 2010 1-Year ACS, 2019 1-Year ACS Table B2500.

Figure 14. City of San Francisco Affordable Housing Past Funding by Source in Millions, 2006-2019

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

(6) Includes Citywide Development Agreements, Condominium Conversions fees, Low and Moderate Income Housing Asset Fund (LMIHAF), and other project-specific revenue)

Source: San Francisco Mayor's Office of Housing and Community Development, San Francisco Planning Department, and Strategic Economics, 2020

Figure 15. Selection of Affordable Housing Funding Propositions and Ordinances since 2012

2020

<i>Name</i>	<i>Year</i>	<i>Description</i>
Proposition C, Creation of a Housing Trust Fund	2012	Establishes the Housing Trust Fund, by setting aside General Fund revenues
Proposition A, Affordable Housing Bond	2015	Authorizes a \$310 million general obligation affordable housing bond.
Proposition C, PASS Program	2016	Authorizes the repurposing of previously unused bond capacity for the Preservation and Seismic Safety Program, or PASS
Proposition C, Gross Receipts Tax of Homelessness Services	2018	Authorizes a new tax on businesses earning more than \$50 million in gross receipts in order to fund homelessness services and housing
Ordinance on use of excess ERAF revenue	2019	Ordinance approved by Board of Supervisors allowing use of excess Education Revenue Augmentation Fund (ERAF) for affordable housing
Proposition A, Affordable Housing Bond	2019	Authorizes a \$600 million general obligation affordable housing bond. Permanently increases transfer tax rate on sales and leases of 35 years or more of real estate, to 5.50% on those transactions of \$10 million to \$25 million, and to 6.00% on those transactions of \$25 million or more, for an estimated average revenue of \$196 million a year
Prop I, Real Estate Transfer Tax	2020	Places additional tax permanently on some businesses when highest-paid managerial employee earns more than 100 times the median compensation paid to their employees, where the additional tax rate would be between 0.1%–0.6% of gross receipts or between 0.4%–2.4% of payroll expense for those businesses in San Francisco, for an estimated revenue of between \$60-140 million a year
Proposition L, Business Tax Based on Comparison of Top Executive's Pay to Employees' Pay	2020	

Source: City of San Francisco Planning Department, 2020; Strategic Economics, 2020; City of San Francisco Planning Department, 2020; Strategic Economics, 2020

V. Increase housing choices for the city's diverse cultures, lifestyles, abilities, family structures, and income levels.

San Francisco is home to a diverse range of family and household structures including multigenerational families, LGTBQ+ families, single parents, roommate living, artist co-ops, single-person households, couples, or families with multiple children. As the cost of living in San Francisco has ballooned over the years, the city is losing such diversity that once defined its identity. Many are forced to find housing that meet their needs but is located across the bay or further away, and endure long commute hours, with negative impacts on air pollution and quality of life. Seniors and aging adults are unable to afford living conditions that match their diminishing abilities. Upward economic mobility seems increasingly out of reach for low-income families and People of Color. Middle-income households find themselves ineligible for permanently affordable housing and yet priced out of the housing market. A two-person educator household is likely cost burdened or living in housing that does not meet their interest to grow 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.

Major opportunities exist in San Francisco to reverse these trends. Waves of new accessory dwelling units are opening possibilities for multi-generational families, smaller families, or aging in place. Permanently affordable housing opportunities are increasing for moderate-income households within City-funded or mixed-income buildings. Two to three-bedroom units in new buildings allow opportunities for families with multiple children or roommates living together. New group housing buildings provide homes to young teachers or artists. Smaller multi-family buildings, if promoted, can offer options for moderate and middle-income households once again. The City should pursue major

efforts to expand opportunities to meet the housing needs of San Franciscans as they form various family and household structures throughout their lives.

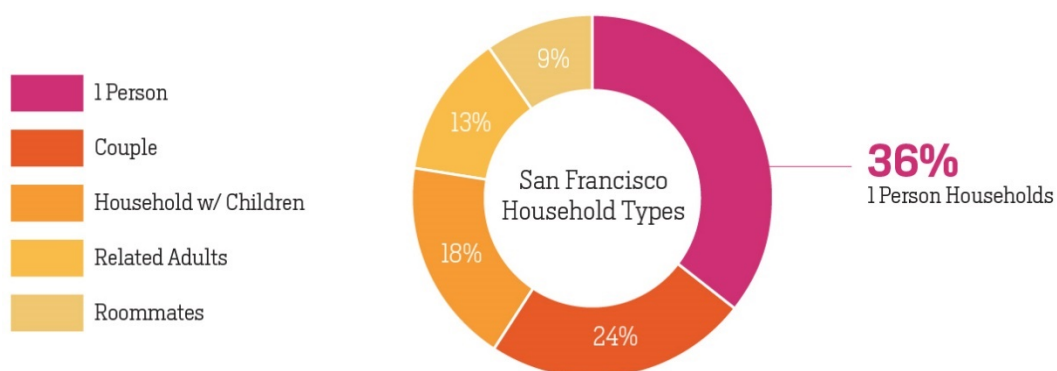
This goal, Goal V, focuses on policies and actions to:

- Produce housing that meets a greater range of diverse needs including housing types that are new or have not been common in the recent past such as small multi-family housing (4-20 units), accessory dwelling units, group housing, coop housing among others.
- Improve economic opportunity with increased homeownership opportunities.

Key Facts:

Figure 16. San Francisco Households by Type

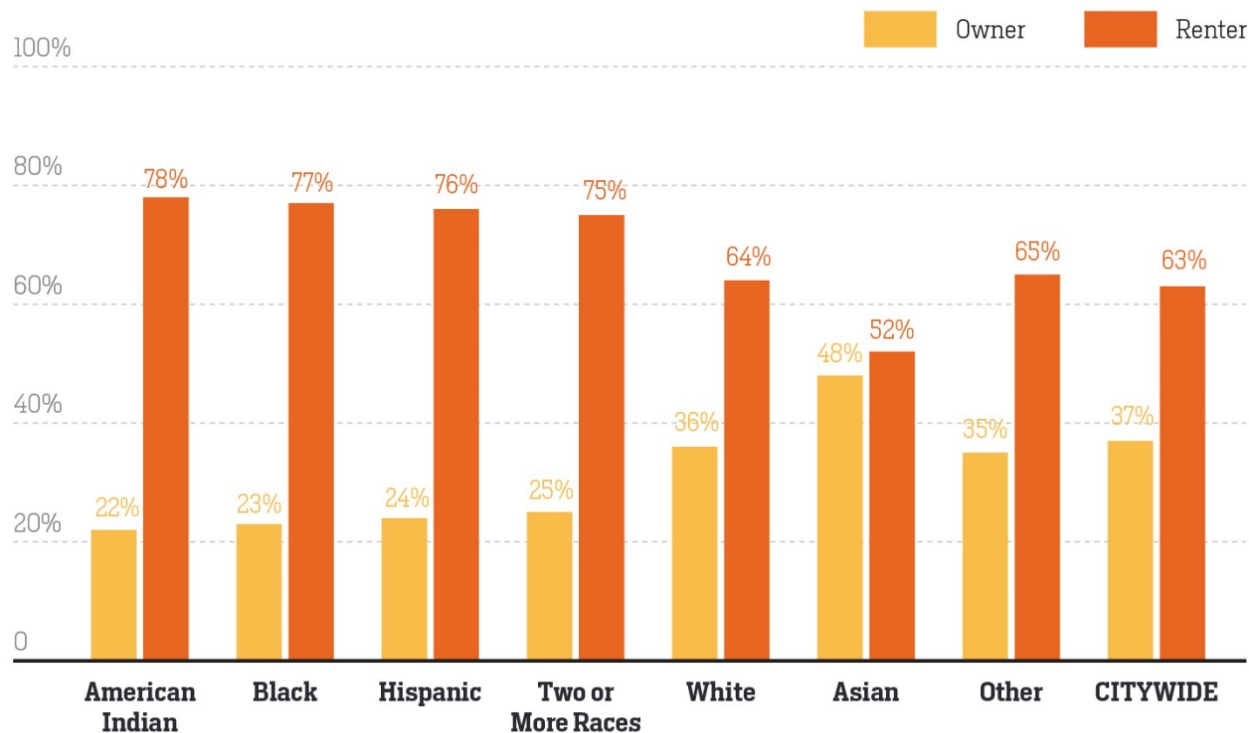
San Francisco's diverse population needs a diversity of housing unit types.



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data.

Figure 17. Tenure by Race

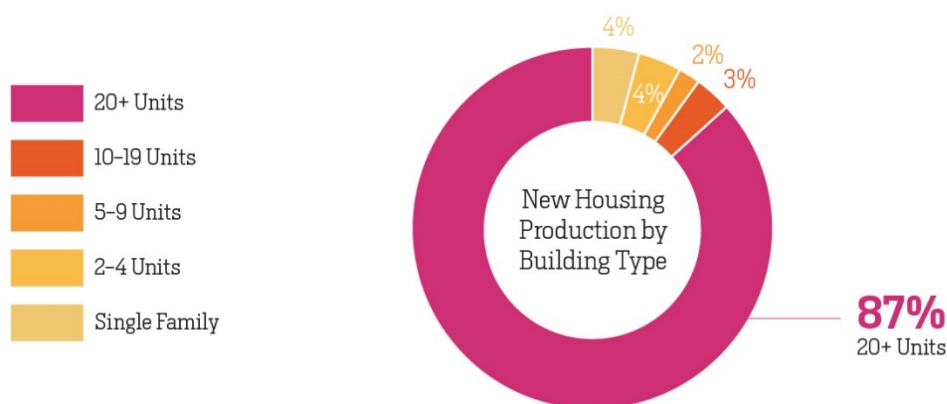
Access to homeownership is concentrated by race. American Indian, Black and Latinx households are far less likely to own their homes than other San Franciscans



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data

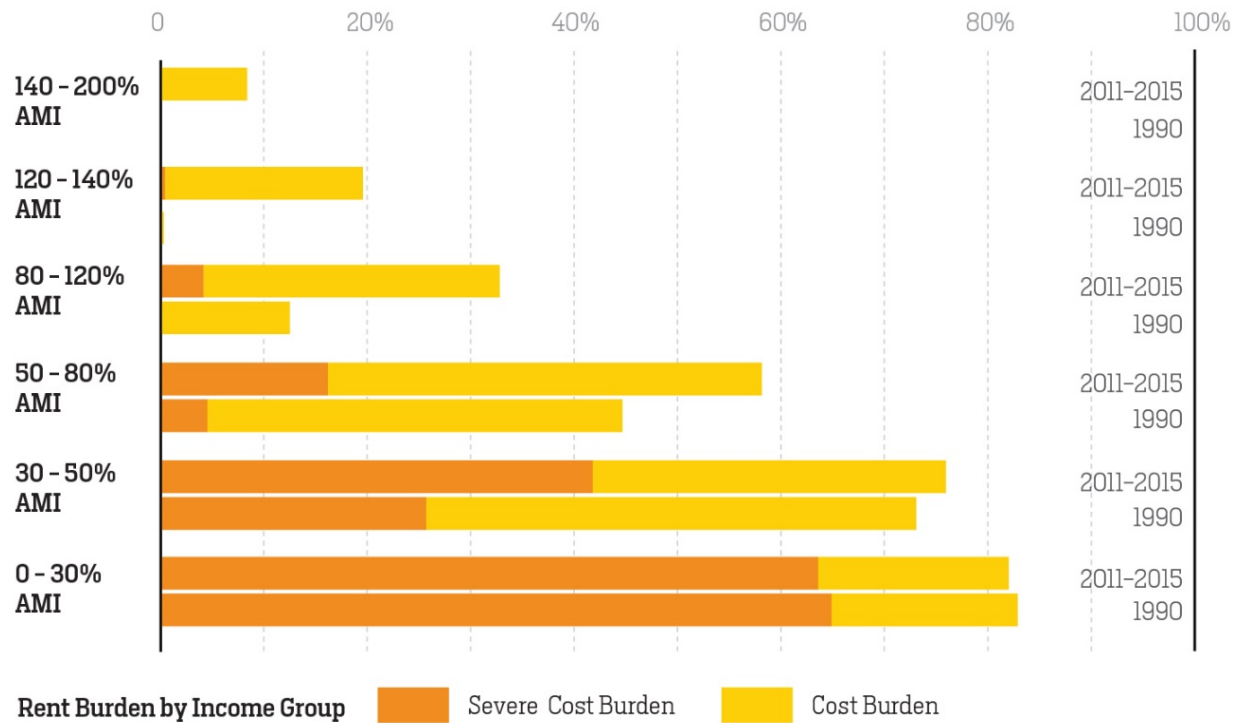
Figure 18. New Housing Production 2005-2019 by Building Size

Less than 10% units constructed in that last 15 years are in small multi-unit buildings (4-19 units).



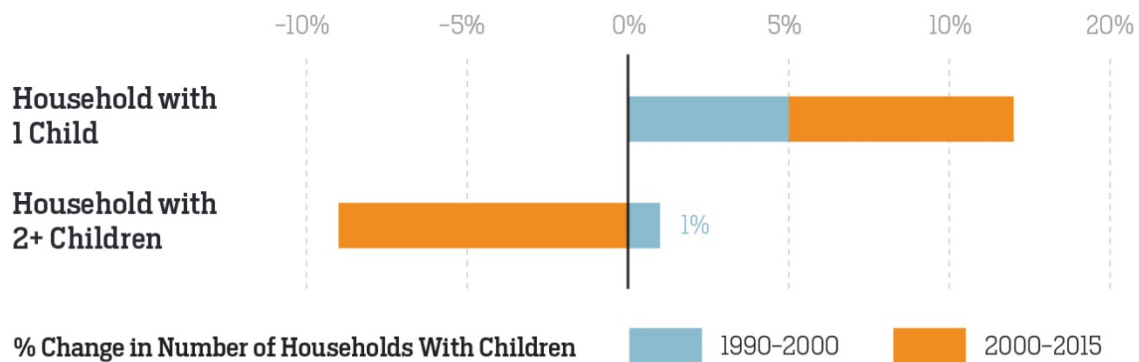
Source: SF Planning Department, "Annual Housing Inventory 2019".

Figure 19. Rent Burden by Income Group

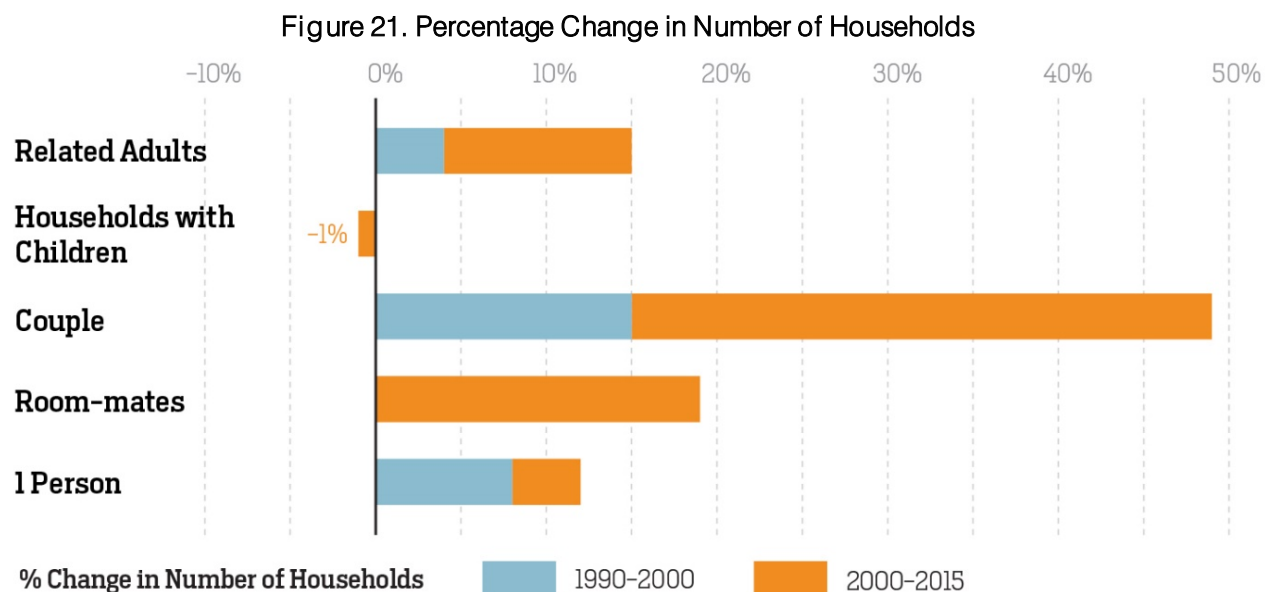


Source: San Francisco Housing Needs and Trends Report. Data: Decennial Census (1990 and 2000) and ACS (2015) (IPUMS-USA).

Figure 20. % Change in Number of Households with Children



Source: San Francisco Housing Needs and Trends Report. Data: Decennial Census (1990 and 2000) and ACS (2015)



Source: SF Planning Department Analysis of 2014-2018 IPUMS Data.

VI. Promote neighborhoods that are well-connected, healthy, and rich with community culture.

Housing means more than what a building or unit could offer to support the functioning and vitality of daily lives. Neighborhoods play an important role in determining the quality of life for the residents. Proximity to an effective transit system provides access to jobs centers and amenities citywide. San Francisco is a Transit-First city. Improving the quality of the transit infrastructure is both reliant on and a necessity for supporting more housing and growing neighborhoods.

A healthy neighborhood allows the residents to make healthy choices to walk or bike for their daily needs: grocery stores, health care facilities, quality schools, or childcare. These choices also allow neighbors to socially connect at their local market, park, library, or playground and build a strong community culture. Neighborhoods that offer shared connections across cultures, heritage, race, and ethnicity through events, activities, art and architecture provide a sense of community.

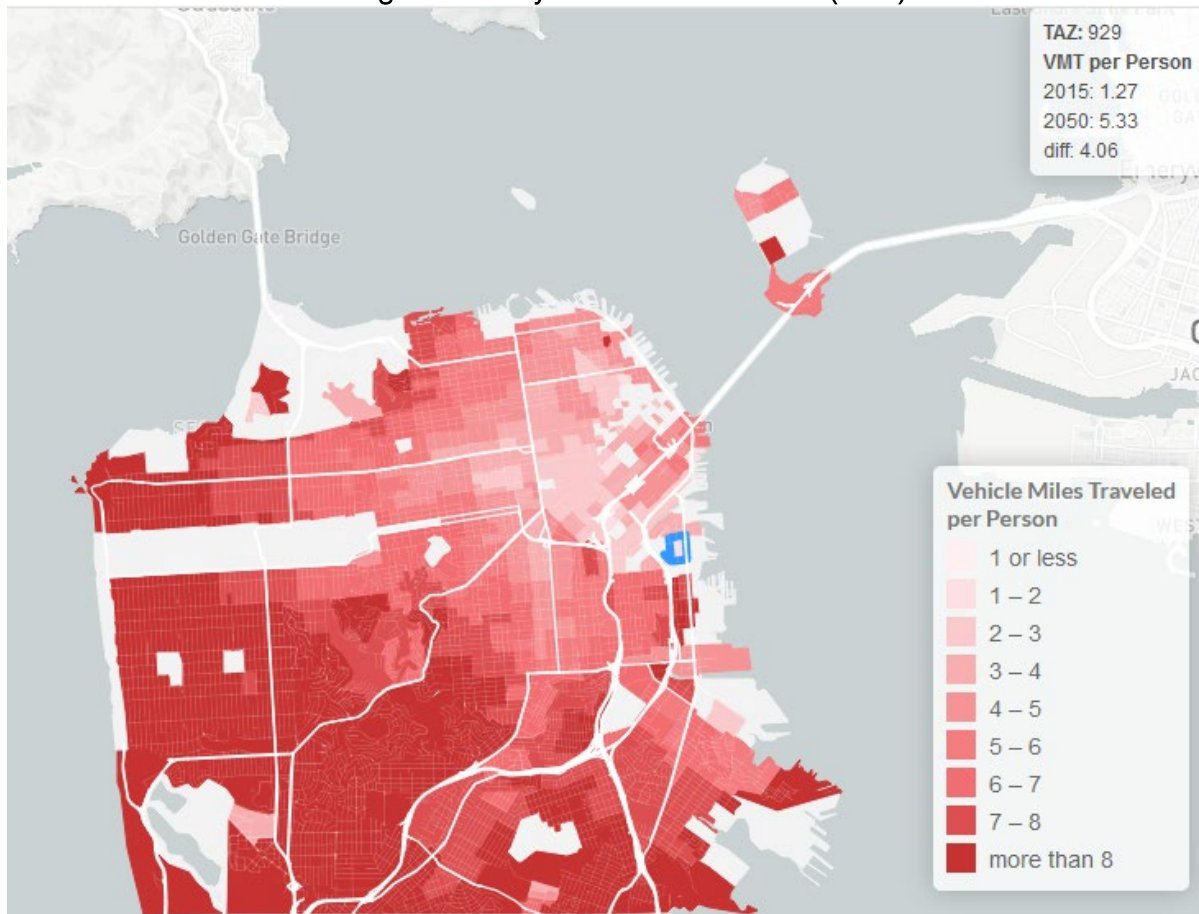
A healthy environment also ensures resiliency for all, particularly the most vulnerable, in the face of increasing heat waves, air pollution due to wildfires, and flooding due to sea level rise and erratic rain events. Addressing environmental justice for communities that have faced longstanding inequities for decades means living in homes and neighborhoods with access to clean air, water, and soil, as well as parks, green spaces, and community facilities.

While the Housing Element does not directly guide neighborhood assets, infrastructure, or design, this goal, Goal 6 focuses policies and actions to:

- Direct how new residential buildings or changes to the existing housing can contribute to investing in neighborhood improvements or advance community culture.
- Guide amendments to other General Plan Elements such as Urban Design, Transportation, and Commerce and Industry to bring neighborhood improvements and equitable resource allocation.

Key Facts:

Figure 21. Daily Vehicle Miles Traveled (2015)



Source: ConnectSF.

Draft Goals, Policies and Actions

I. Recognize the right to housing as a foundation for health, and social and economic stability.

- I.1 Expand [permanently supportive housing](#) and services for individuals and families experiencing homelessness.
- Facilitate building permanently supportive housing to house 5,000 unhoused households through annual budget for capital, operating and services funding.
 - Secure and advocate for additional State and federal funding for permanent supportive housing such as [Project Homekey](#).
 - Create an implementation plan for the annual funding resulting from the new [gross receipt tax](#) to increase acquisition and construction of permanently supportive housing.
 - Utilize the [State-wide streamlining opportunities](#) to expedite and increase the production of permanent supportive housing.
 - Support [tenant](#) and [project-based rental assistance](#) programs, including federal, state and [local operating subsidy](#) programs, to meet the needs of extremely and very low-income households.
 - Allow private development to satisfy their [inclusionary requirements](#) by providing permanent supportive housing.
 - Create and expand incentives for private landlords to use Housing Choice Vouchers to rent their units to extremely-low income households.
 - Increase the share of non-lottery homeless housing within City-funded permanently affordable housing projects (currently around 20-30 percent).
 - Expand and improve supportive services within housing projects including sustained care for mental health or substance abuse issues, case management, and childcare.
 - Strengthen the “Step up Housing” or [housing ladder](#) strategy to support formerly unhoused residents in moving to less-supportive settings, freeing up supportive housing units for unhoused people
- I.2 Increase [shelters and temporary housing](#), proportional to permanent solutions, including necessary services for unhoused populations.
- Continue to expand temporary shelter capacity such as navigation centers to eliminate unsheltered homelessness, considering proportional investment targets where for every new shelter bed, the City invests in two permanently supportive housing units, and homelessness prevention programs for four individuals.
 - Remove Planning Code limitations to building homeless shelters and navigation centers throughout the city.
 - Establish and maintain a system of off-street Safe Parking sites for those vehicle dwellers seeking conventional housing, and explore a complementary on-street refuge parking permit system providing overflow accommodation for qualified housing-committed individuals and families awaiting intake in a Safe Parking facility or other shelter.
 - Create more types of shelters in the system, including clean and sober shelters, safe consuming shelters that include amenities and supportive services.

- 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.
- Prioritize residents of [Priority Geographies](#) and Vulnerable Groups for placement in temporary shelters, and permanent supportive housing through the [Coordinated Entry](#) assessment.
 - Identify and remove barriers to entry for both temporary shelters, [transitional](#) and permanent supportive housing for unhoused individuals and families, particularly for individuals with mental health and/or substance abuse issues.
 - Acknowledge and develop strategies to address the unique housing and services needs of specific Vulnerable Groups, including veterans, youth, and LGBTQ+, especially transgender, populations.
- 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.
- 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.
 - Develop a regional homelessness prevention approach to prevent 5,000 households for becoming homeless in San Francisco
 - Increase the flexibility of homelessness prevention resource/programs
 - Expand and improve transitional housing programs and local housing subsidy programs for people coming out of jails, prisons and immigration detention centers, and those coming out of substance use treatment.
- I.5 Prevent eviction of residents of subsidized housing or [residential Single Room Occupancy \(SRO\) hotels](#).
- Expand and sustain services for mental health and substance use care, social work, and other supportive services for residents of [permanent supportive housing](#) or SROs.
 - Expand on-site case management services that are focused on removing barriers to housing stability to support non-profit housing providers in avoiding evictions of their tenants.
 - Continue and expand housing retention requirements to support non-profit housing providers in avoiding evictions of their tenants.
 - Continue to provide mobile services for residents in scattered site supportive housing, for example the new Flexible Housing Subsidy Pool program.
 - Adopt trauma-informed supportive service provision as a standard practice throughout the City's [Homeless Response System](#), ensuring all service providers and property managers are properly trained.
 - Improve safety transfer programs for people experiencing violent crime and domestic violence.
 - Consider case management models that assign a support counselor to an individual, regardless of where that person lives to continue support with residential transitions.

- I.6 Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.
- Expand rental assistance programs including emergency, ongoing tenant-based, and time-limited assistance (such as Rapid Rehousing).
 - Maximize the use of ongoing tenant-based rental assistance to secure income eligibility for extremely and very low-income households who otherwise do not qualify for Below Market Rate units
 - Increase the timeframe during which time-limited rental assistance is offered, through programs such as Rapid Rehousing, to enable households to secure stable employment.
 - Target this assistance to Vulnerable Groups and those who live in [Priority Geographies](#), and areas with higher rates of displacement.
 - Dedicate rental assistance funding to cap rent payments at 30 percent of household income for SRO residents.
- I.7 Preserve affordability of existing subsidized housing, government, or cooperative owned housing where the affordability requirements are soon to expire
- Use Rental Assistance Demonstration (RAD) models or government-owned transitional housing for those temporarily displaced by permanently affordable housing rehabilitation or redevelopment.
 - Support the preservation and rehabilitation of privately-owned cooperative models with one-to-one replacement requirements, right-to-return, and relocation plans.
 - Provide technical assistance and support to limited equity cooperatives regarding governance, finance, management and marketing
 - Continue to negotiate preservation agreements for properties with expiring affordability restrictions to ensure permanent affordability and housing stability for tenants to the greatest extent possible.
- I.8 Preserve the remaining affordable Single Room Occupancy (SRO) units as a housing choice for the extremely and very low-income households.
- Prioritize purchase of SRO residential hotels for the acquisition and rehabilitation program investments or master lease starting with the existing master-lease portfolio.
 - Identify SRO residential hotels in advanced state of disrepair where demolition and new permanent supportive housing is appropriate compared to costly rehabilitation and ensure a right to return for tenants.
 - Increase fines for illegal conversions of SROs or prevention of tenancy of their residents.
 - Expand protections for right to return for SRO tenants displaced by fire, flood and earthquake
- 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.
- Pursue proactive/affirmative enforcement of eviction protection programs especially for Owner Move-in and Ellis Act evictions such as requiring owners to submit annual reports, inspecting units where reports are not submitted, confirming owner living in the unit, and consideration of owner fees for funding such inspections.

- Implement creation of the Housing inventory of rental housing to collect data including rental rates, vacancy, and services included in the rent to inform effective anti-displacement programs.
- Fully fund the tenant right to counsel program and prioritize Vulnerable Groups.
- Ensure adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority.
- Increase relocation assistance for tenants for both temporary and permanent evictions.
- Increase the time period during which relocation compensation is required when using temporary evictions (currently three months).
- Qualify nuisance or other just cause evictions to limit abuse due to vague definitions.
- Pursue affirmative litigation models to proactively enforce eviction protection and avoid predatory practices or tenant harassment, such programs include Oakland's Community Lawyering & Civil Rights program or Chicago's Residential Landlord and Tenant Ordinance.
- Advocate for State legislation to reform the Ellis Act (Government Code Chapter 12.75) to stabilize rental housing, for example by imposing a minimum holding period of five years before the Act can be used to evict tenants.
- Advocate for State legislation to reform the Costa-Hawkins Housing Law to allow cities to better stabilize tenants, for example by allowing cities to extend rent control to multifamily housing that is at least 25 years old.

I.10 Eliminate discrimination and advance equal housing access based on race, ethnicity, immigration status, HIV+, LGBTQ+, and people with disabilities, or prior incarceration.

- Amend the City's Fair Chance Ordinance to incorporate best practices such as Oakland's and Seattle's to expand housing access for people with criminal records to units that are privately-owned, Housing Choice Voucher units, and other Federal Housing Authority units.
- Continue to increase rental housing counseling, rental readiness, discharge planning and case management for social services that is trauma-informed, culturally competent, and/or gender affirming to improve access to housing for Vulnerable Groups such as those who are HIV+, LGBTQ+, and people with disabilities.
- Invest in housing, shelter and supportive services provided exclusively by and for transgender people, including emergency housing.

I.11 Improve access to the available Below Market Rate units especially for Vulnerable Groups.

- Strengthen efforts to increase the percentage of below-market rate units awarded to American Indian, Black, and other People of Color through targeting education and housing readiness counseling including in-language services to residents of [Priority Geographies](#).
- Expand and target outreach, education, and housing readiness counseling to families living in overcrowded units, Single Room Occupancy residential hotels (SROs), single-parents with children, and families with special-needs children to increase their chance to apply to the Below Market Rate unit lottery and their likelihood of them being awarded those units.

- Explore increasing neighborhood preference allocation for Below Market Rate units in [Priority Geographies](#) if possible per the Federal Fair Housing regulations.
- Explore expansion of the Senior Operating Subsidy (SOS) program pilot program to allow extremely and very-low income seniors to be eligible for the senior below-market rate units
- Build on the City's Fair Chance Ordinance to support re-entry efforts for formerly incarcerated individuals by identifying strategies to help them access affordable housing opportunities.
- Advocate for State legislation to help remove barriers to access permanently affordable housing for immigrants or people who lack documentation such as credit history, bank accounts, or current lease.
- Invest in housing, shelter and supportive services provided exclusively by and for transgender people, including emergency housing.
- Continue to monitor and strengthen enforcement of Below Market-Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need.
- Continue to provide housing affordable to all applicants on the Plus Housing List.

I.12 During emergencies, such as the COVID-19 pandemic, earthquakes or fires, allow for emergent policies that address housing insecurity and economic hardship.

- Advocate for State Legislation that would allow for people to be able to break their leases without penalty during state- or city-declared emergencies or crises.
- Create eviction moratoriums and other tenant protections during times of emergency related economic crises.
- Support affordable housing by providing small-scale landlords with subsidy for unpaid rent during rent increase and eviction moratoriums.
- Advocate for state legislation to reduce long-term credit and record impacts on those unable to pay rent or mortgages during economic crises.
- Provide emergency shelter for those unhoused and in overcrowded conditions that supports other emergency-specific needs, such as physical safety, quarantine, or weather protection.
- Consider use conversions or state programs, such as Homekey, to provide permanent housing for those transitioning out of emergency shelter conditions who do not have housing to return to.
- Provide staff to or coordination with Public Health Department and housing agencies to support efforts that stabilize housing for vulnerable residents during challenging or changing conditions.
- Prioritize City operations such as permitting, project review, and public hearings for development applications that include housing to support its on-going production and construction labor.

II. 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.

- 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.

- Support the completion and implementation of Racial Equity Action Plans for all City agencies relevant to the provision of housing and housing services.
- 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.

- Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
- 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.
- 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 \(CHHESS\)](#).
- 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.

- 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.
- 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
- 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.
- Share best practices with private developers for meaningful, robust, and culturally competent outreach and engagement.
- 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.

- 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.
- Assess and implement resources in the City's housing work program areas and investments that proactively advance racial and social equity.
- 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.

- Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within [Priority Geographies](#) and Cultural Districts.
- Implement the right to return legislation for residents of public housing and explore expanding right to return opportunities previously displaced
- 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.
- 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.
- 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.

- 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.
- Support acquisition and rehabilitation programs with necessary resources to allow for removal of mold and other health hazards.

- 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. Foster racially and socially inclusive neighborhoods through distinct community strategies.

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](#).
- 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.
- 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.
- Support the development of businesses owned by American Indian, Black, and other People of Color in affordable housing buildings.
- Continue and expand efforts to target education and housing readiness counseling programs, including in-language trainings, to support the neighborhood preference program.
- Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
- 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.
- 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](#).
- 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).
- Continue to support implementation of HOPE SF projects without displacement of the current residents.

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.

- Prioritize [Priority Geographies](#) in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
- 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.
- 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.3 Prioritize the City's acquisition and rehabilitation program to serve [Priority Geographies](#) and neighborhoods with higher rates of eviction and displacement.

- Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.
- Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.
- 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.

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 [Downpayment Assistance Loan Program](#) to households who live in [Priority Geographies](#).
- Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color.
- 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](#).

- 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.
- 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.
- Limit zoning changes within [Priority Geographies](#) to the specific needs of American Indian, Black, , and other Communities of Color.

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, Taravel Street, West Portal Ave, and Van Ness Ave.
- 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.
- 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.

- 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.
- 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.
- Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers.

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.
- 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.
- Expand ministerial review to smaller sized residentially zoned parcels to improve feasibility of developing permanently affordable housing on these sites.
- 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
- 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](#).

- 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. Increase housing production to improve affordability for the city's current and future residents.

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.
- 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).
- 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.
- 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.
- Support the [Bay Area Housing Financing Authority](#) to propose a regional 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](#).
- Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent.
- Advocate for State legislation to expand non-competitive permanently affordable housing funding sources.
- 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.

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.
- 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

- 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

IV.3 Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.

- Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.
- Support more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.
- Expand 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 subsidies.
- 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.
- 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.
- Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.
- Streamline permitting review and approval process for large master planned projects to accelerate construction timelines of infrastructure improvements.
- 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.
- 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).
- 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.
- Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.
- 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.

IV.4 Maximize the number of permanently affordable housing units constructed through private development without public subsidy.

- 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.

- Prioritize maximum permanently affordable housing as a major benefit of new development agreements alongside other benefits such as community facilities or transit investments.
- 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.
- Expand density bonus programs to allow additional below market rate unit in exchange for Planning Code modifications or exemptions.

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.
- Identify City-owned surplus sites and other underutilized publicly-owned sites and prioritize city resources to plan for and develop housing on those sites.

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.
- Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee.
- Provide paths for large employers to contribute funding in partnership with non-profit developers to provide homeownership opportunities.
- Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study on a regular basis
- Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees.
- 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).

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.

- 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.

- 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.

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.
- 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.
- Continue to improve compliance, enforcement, and restrictions on short-term rentals.

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.
- 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.
- 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.

IV.10 Encourage provision of the maximum number of units when existing housing stock is proposed for major expansions or demolition.

- 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).
- 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. Increase housing choices for the city's diverse cultural lifestyles, abilities, family structures, and income.

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 [Accessory Dwelling Units \(ADUs\)](#) to age in the same building.
- Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors.
- 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
- 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.

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.
- 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.
- Continue the multi-bedroom unit mix requirements.
- Support and incentivize housing, especially permanently affordable housing with multiple bedrooms for families, near existing high-rated public schools.
- Collaborate with the San Francisco Unified School District to identify priority in the school assignment process for low-income families and those living in permanently affordable housing.

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.
- 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).
- Pursue partnership models to purchase privately-owned entitled sites where construction may be stalling.
- Continue funding to the [First Responders Down Payment Assistance Loan Program](#) and the [SFUSD Educators Down Payment Assistance Loan Program](#).

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.
- 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.
- 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.
- 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.

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.
- Set minimum quality-of-life standards for group housing, such as access to common open space.

- Allow group housing as a principally permitted use where residential use is allowed.

V.6 Continue to support and expand the [Accessory Dwelling Unit \(ADU\) program](#).

- 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.
- 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.
- Create an affordable [ADU program](#) to serve low-income households.
- 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.
- Advocate for State legislation to provide more flexibility for detached [ADUs](#) in denser cities with smaller lots.
- Continue to expand public outreach for the [ADU program](#) including virtually accessible information and in-language materials.

V.7 Strengthen homeownership programs to allow upward mobility for families.

- Evaluate opportunities for greater wealth building within the City's existing homeownership programs
- Advocate for State Legislation that would allow for scaled Homeowners Association fees for [Below Market Rate homeowners](#) in mixed-income buildings in order to ensure equal access to shared building services and amenities at equitable prices.
- Include scaled fees for any building services or amenities in rental or homeownership projects with [Below Market Rate households](#).
- Continue to provide legal representation and other support services that are culturally competent for [Below Market Rate unit owners and residents](#) to avoid foreclosures and/or address discrimination.
- Create an exception to the requirement for first-time homebuyers of [Below Market Rate](#) units allow households 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 housing needs.

VI. Promote neighborhoods that are well-connected, healthy, and rich with community culture.

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.
- Support mixed-use buildings during regulatory review process and encourage commercial space or other compatible uses on the ground floor.
- Incentivize new permanently affordable housing developments to include below market rate commercial leases for community-based organizations serving the

neighborhood community (e.g., business development grants, and fee waivers).

- Plan for and dedicate funding for pedestrian and bicycle infrastructure and safety improvements to encourage walking and biking when accessing to daily needs.
- Create and fund an interagency working group to plan and design for walkable neighborhoods and proximity to daily needs.
- Expand and allow neighborhood serving uses, such as retail, restaurants, and hair salons within areas that are primarily residential especially on corner parcels.
- Improve flexibility on allowing home-based businesses and activities and work from home.

VI.2 Ensure transportation investments and new housing are planned in parallel to advance well-connected neighborhoods and equitable access to transit.

- 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's Rapid Lines](#) and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taraval Street, West Portal Ave, and Van Ness Ave.
- 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](#).
- Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice
- Plan and dedicate funding for improved transit services by enhancing operating revenues for the SFMTA.
- Prioritize transit service improvements, such as increasing frequency of service, in [Priority Geographies](#) and [Environmental Justice Communities](#) to support equitable mobility.
- 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.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, recreation 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](#).
- Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.

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](#).

- Create and expand programs that improve indoor air quality, such as [Article 38](#), and strengthen building standards that locate unit fenestration and ventilation systems away from heavy traffic roadways
- Support and streamline permits for energy retrofit, heating, ventilation and air conditioning (HVAC), and weatherization upgrades.
- Strengthen building standards to ensure that new housing developments limit sound intrusion.
- Encourage locating childcare, senior facilities, and other sensitive uses away from freeways and other major arterials through project review process.
- Continue to connect residents and housing developments with technical support and financing programs for earthquake safety retrofits.
- 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.
- Strengthen existing requirements to incorporate on-site stormwater management and flood resilience.
- Provide design guidance to increase flood resilience where sea level rise risks are high.

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.

- Comply with the approved and applicable design guidelines as assigned by zoning, including but not limited to the [Residential Design Guidelines](#), the [Urban Design Guidelines](#), and the [Ground Floor Residential Design Guidelines](#).
- Adhere to guidelines in the [Better Streets Plan](#) when new housing creates improvements to sidewalks, streets, and other public spaces.
- Place uses and design visibility at the ground floor in a manner that supports social engagement and vibrancy in neighborhoods
- Shape housing massing and open space to optimize the experience of sunlight, shade, wind, and temperature for people inside and outside.
- Prioritize the use of natural and durable materials in housing to support its longevity and humanize the experience of the neighborhood.
- Encourage personal, familial, and cultural expression in housing design to foster specificity of people and place.
- Include porches, stoops, and accessible open space near sidewalks to invite social engagement and belonging.
- Use lighting and signage to invite and engage, rather than exclude or diminish, neighbors and the general public.
- Design the public realm in neighborhoods to be safe and visually and socially dynamic to encourage walking, rolling, cycling, and the use of public transportation.
- Consider proximity of services, resources, open space, and businesses to housing to support walking, rolling, and cycling.

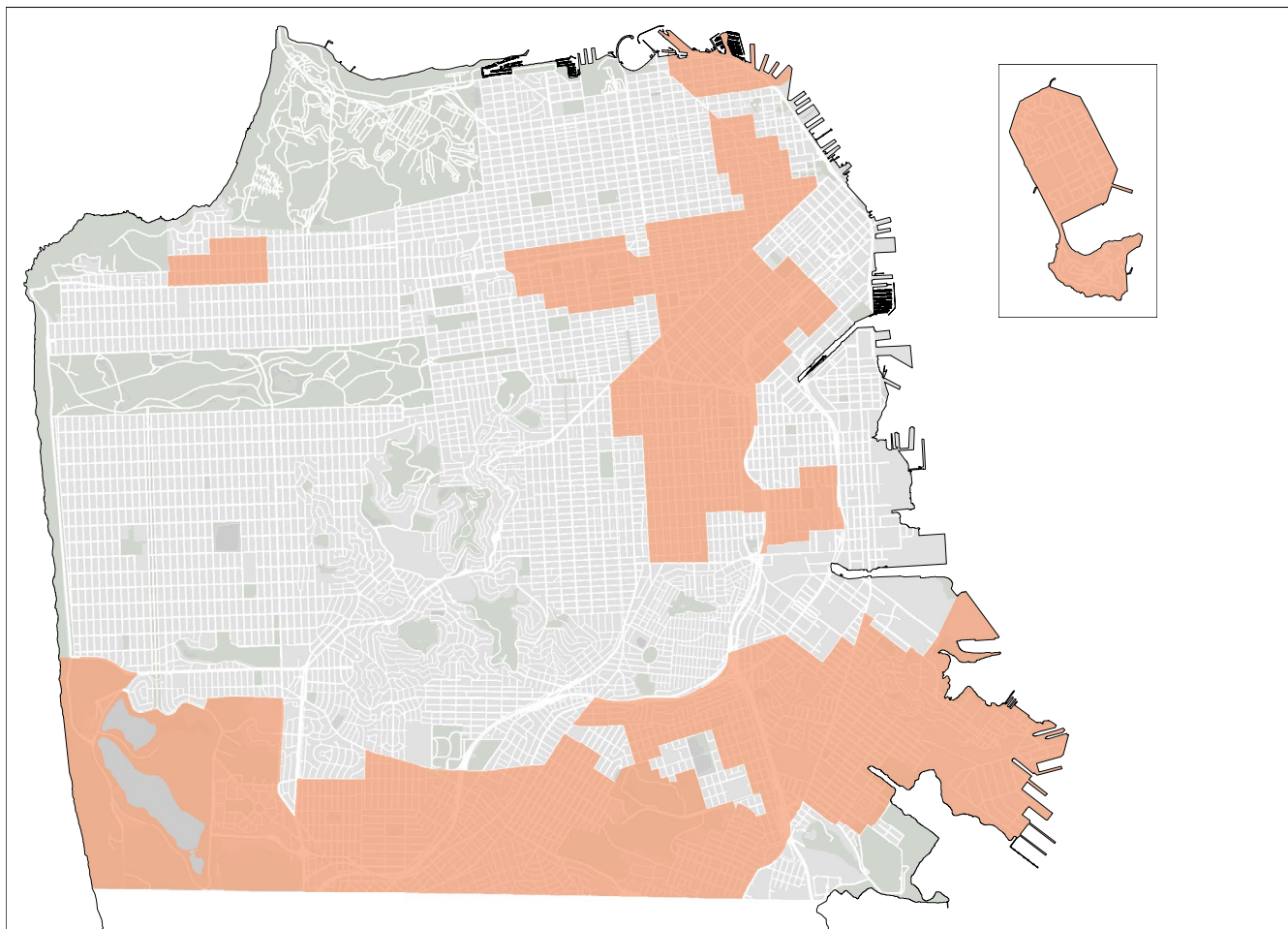
VI.6 Sustain the dynamic and unique [cultural heritage](#) of San Francisco's neighborhoods through the conservation of their historic architecture and cultural uses.

- Utilize the [Cultural Districts program](#) and related strategies that support cultural activities, uses, traditions, and spaces that strengthens unique racial, social, and cultural aspects of San Francisco communities through neighborhood investments or housing development.
- 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 \(CHHESS\)](#).
- Designate historically and culturally significant buildings, landscapes, and districts for preservation using Planning Code [Article 10](#) and [11](#) to ensure appropriate treatment of historic properties that are important to the community and unlock historic preservation incentives for more potential housing development sites.
- Promote building rehabilitation and adaptive re-use through the regulatory review process.
- Apply historic design guidelines for new housing construction where applicable to respect the contextual design of community's existing historic resources.
- 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, education, and community capacity building efforts and through the regulatory review process.
- Utilize the regulatory review process to encourage the inclusion of public art, historical interpretation and educational opportunities in housing development projects in a manner that reflects neighborhood history and culture.

ATTACHMENT E

Priority Geographies

Priority Geographies are neighborhoods 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.



phies: Department of Public Health Areas of Vulnerability

SAN FRANCISCO

ATTACHMENT E

High-Opportunity Areas

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.

