



# MEMO TO THE PLANNING COMMISSION

**HEARING DATE:** January 27, 2022

Jan 14, 2022

**Case Number:** 2019-016230CWP

**Project:** Housing Element 2022 Update

**Staff Contact:** Kimia Haddadan – 628-652-7436  
Kimia.haddadan@sfgov.org

**Recommendation:** None – Informational Item Only

## Background

The Housing Element 2022 Update (2022 Update) is San Francisco's first housing plan that centered on racial and social equity. It will include policies and programs that express the city's collective vision and values for the future of housing in San Francisco. This plan will identify priorities for decision makers, guide resource allocation for housing programs and services, and define how and where the city should create new homes for San Franciscans, or those who want to call this city home. This plan will need to accommodate the creation of 82,000 units by 2031, a target set by State and Regional Agencies that has been tripled compared to the city's current targets.

The State of California requires that each City prepares a housing plan every eight years, and it is a requirement to be eligible for state affordable housing funds. The plan preparation is led by the Planning Department in coordination with multiple city agencies, and the resulting General Plan element will be a legislated document adopted by the Board of Supervisors and signed into Ordinance. It does not change land use controls or zoning and does not allocate budget but would guide or direct those decisions

The 2022 Update is a significant update to the existing element that was updated in 2014 because:

- The City has clear commitment to advance racial and social equity in San Francisco.
- The City is shifting towards small and mid-rise housing for our diverse communities across all neighborhoods, particularly along transit corridors.
- San Francisco's share of Regional Housing Needs Allocation targets have increased from 25,000 units (2014-2022) to 82,000 units (2023-2031).
- New State laws require local jurisdictions to Affirmatively Furthering the Fair Housing through:
  - Addressing exclusion and discrimination

- Creating housing access in high resource neighborhoods
- Bringing opportunity to segregated and underserved neighborhoods
- New State laws<sup>1</sup> also require local jurisdictions to address environmental justice through incorporating environmental justice policies to address the unique or compounded health risks.

Since the last update, the Planning Department pursued multiple initiatives that evaluated and analyzed housing needs and strategies in collaboration with community partners. In May 2020, SF Planning launched the public process for the Housing Element Update 2022 with a summary of key ideas informed by these initiatives. This public process is one of the most substantial community outreach and engagement processes led by the Department to date. Two phases of community outreach and engagement have since been completed, and a third and final phase is forthcoming to verify the proposed plan and address any remaining gaps

- Phase I outreach, May- December 2020, completed.
- Phase II outreach, April- September 2021, completed.
- Phase III outreach, January- March 2022

To date, the Department has provided informational updates on the progress of shaping this plan at the following Planning Commission hearings:

May 28, 2020	Kick-off Phase I outreach and release of key ideas from recent housing initiatives
April 22, 2021	Kick-off of Phase II outreach and release of Draft 1 2022 Update
October 14, 2021	Preliminary findings from Phase II outreach

### **Purpose of the hearing**

The hearing on January 27, 2022 will be the fourth informational hearing on this project at the Planning Commission. It will allow SF Planning to share the second draft of the 2022 Update (Attachment A) and demonstrate how the plan has been revised to respond to and incorporate substantial public feedback gathered during Phase II of outreach and engagement, summarized in the final Phase II Public Input Summary report (Attachment B).

Based on this feedback, Draft 2:

- Added more explicit reparative framing to policies intended to redress discriminatory government actions.
- Incorporated truth-telling processes led by harmed communities to guide reparative actions.
- Increased the number of actions related in improving transparency and accountability in housing distribution and management systems.
- Strengthened policies intended to increase the quality, variety and distribution of affordable housing available to vulnerable populations such as seniors, people with disabilities, LGBTQ+ people, transitional aged youth, immigrants, and others.
- Bolstered policies intended to deliver small and midrise multi-family buildings that can serve middle-income households.
- Incorporated stronger actions to study and eliminate displacement.

---

<sup>1</sup> Senate Bill 1000, passed in 2016

There have also been organizational changes to the plan. Draft 1 was organized by Goals, Policies, and actions. Draft 2 introduces a new layer of three objectives per goal to clarify the path forward for each goal and elevate these guiding ideas. The five goals and 15 objectives capture the essence of this plan. In addition, there were repetitive policies and actions in Draft 1. For Draft 2, policies were consolidated, and each policy is linked to multiple related objectives. The attached document lists repeated policies for each objective to showcase the entire scope of the objective and for ease of reading. However, the forthcoming online and interactive webpage will introduce a more dynamic platform to showcase these interconnections. This webpage is expected to be released prior to this hearing.

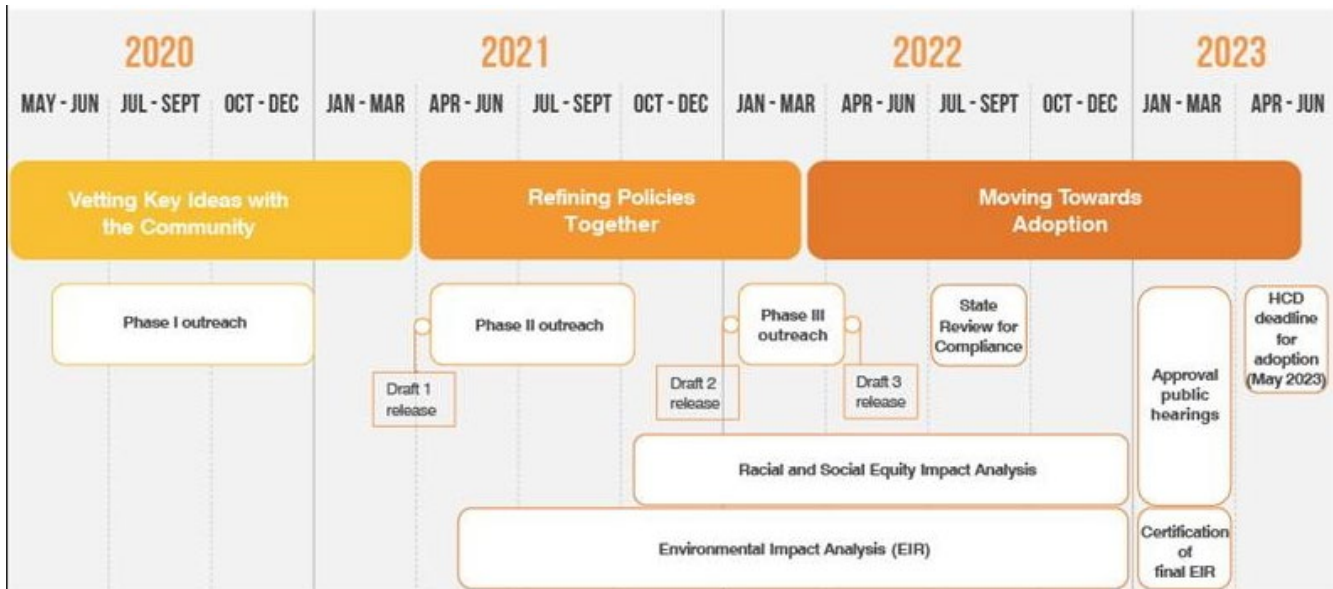
Draft 2 also includes lead and partner implementing agencies for each action, and specifies the timeline expected for full completion of the task under three categories of Short (five years), Medium (6 to 15 years), and Long (16+ years). Actions that are already underway are marked as ongoing.

Finally, the Department has prepared a list of potential Priority Action that highlights the most impactful implementation measures that the City can undertake to advance racial and social equity and improve affordability for all.

The purpose of this hearing is to receive input from Commissioners on policies and actions as well as priorities and to kick off the last round of public outreach. Based on this input staff will prepare the final draft for submittal to the State Department of Housing and Community Development.

### **Next Steps and Adoption Schedule**

SF Planning will review the second draft of the Housing Element 2022 Update with key stakeholders representing vulnerable communities in February-March 2022. This input will be processed and incorporated into a third draft set to be published to the public in Spring 2022. The third draft will be presented at the Planning Commission at another informational hearing in April and will be sent to the State Department of Housing and Community Development for their review and comments. The Department is also embarking on a Racial and Social Equity Impact analysis for the Housing Element policies. The scope and some preliminary findings will be available along with the third draft publication. The Department is continuing the environmental review analysis for this project, and the draft Environmental Impact Report is scheduled to be published in Spring. An initiation hearing for the General Plan Amendment will be scheduled for the Planning Commission in Fall 2022, followed by adoption hearing and certification of EIR in January 2023. The State mandate for a fully adopted Housing Element in San Francisco is May 2023. Failure to meet this deadline has significant implications for affordable housing funds, as well as potential significant fines. The following illustrates the project's overall timeline including the upcoming key milestones and processes:



### Related Efforts

The Housing Element 2022 Update will initiate a holistic update to the General Plan. The Housing Element update is one part of a series of proposed amendments to the General Plan intended to modernize the City's land use policy document. The other updates underway include updates to the Safety and Resilience Element to add climate resilience, a complete update of the Transportation Element consistent with the interagency ConnectSF Program, and an incorporation of Environmental Justice policies into the General Plan, consistent with both state law and the Commission's equity resolution number 20738.

### Required Commission Action

This item is being presented for informational purposes only. No formal action by the Planning Commission is required.

**Recommendation:** None – Informational Item Only

Attachments:

- A. Housing Element 2022 Update, Draft 2
- B. Phase II Public Input Summary



# **Attachment A**

# DRAFT 2: GOALS, OBJECTIVES, POLICIES, AND ACTIONS

## **Housing Element** 2022 UPDATE

January 2022



San Francisco  
**Planning**

# Table of Contents

<b>Goals and Objectives: Overview .....</b>	<b>1</b>
<b>Note to Reader.....</b>	<b>2</b>
<b>Goals and Objectives: Narratives, Policies, and Actions</b>	
▪ Goal 1: Recognize the right to housing as a foundation for health, and social and economic well-being. ....	3
▪ Goal 2. Repair the harms of racial and ethnic discrimination against American Indian, Black, and other. ....	22
▪ Goal 3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth... ..	34
▪ Goal 4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.....	54
▪ Goal 5. Promote neighborhoods that are well-connected, healthy, and rich with community culture. ....	74
<b>Priority Actions .....</b>	<b>92</b>
<b>Appendix A: Glossary .....</b>	<b>96</b>

# Overview of Goals and Objectives

1. Recognize the right to housing as a foundation for health, and social and economic well-being.
  - a. Ensure housing stability and healthy homes. (Policies [1](#), [2](#), [3](#), [4](#), [9](#))
  - b. Advance equitable housing access. (Policies, [5](#), [6](#), [7](#), [27](#), [3](#))
  - c. Eliminate homelessness. (Policies [8](#), [9](#), [22](#))
2. Repair the harms of historic racial, ethnic, and social discrimination against American Indian, Black, and other people of color.
  - a. Make amends through truth-telling of the historic harms. (Policy [10](#))
  - b. Offer reparations for communities directly harmed by discriminatory government action<sup>1</sup> and bring back their displaced people. (Policy [11](#), [12](#), [5](#))
  - c. Increase accountability to American Indian, Black, and other communities of color. (Policy [13](#), [14](#), [21](#))
3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth.
  - a. Build intergenerational wealth for American Indian, Black, and other communities of color.<sup>2</sup> (Policies [15](#), [5](#), [23](#), [11](#), [16](#), [17](#), [33](#), [18](#), [12](#), [22](#))
  - b. Create a sense of belonging for all communities of color within [Well-resourced neighborhoods](#)<sup>3</sup> through expanded housing choice. (Policies [19](#), [20](#), [22](#), [26](#))
  - c. Eliminate community displacement within [areas vulnerable to displacement](#).<sup>4</sup> (Policies [21](#), [1](#), [3](#))
4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.
  - a. Substantially expand the amount of permanently affordable housing for extremely low- to moderate-income households. (Policies [22](#), [8](#), [15](#), [19](#), [23](#), [24](#))
  - b. Expand small and mid-rise multi-family housing production to serve our workforce, prioritizing middle-income households. (Policies [20](#), [25](#), [26](#), [21](#))
  - c. Diversify housing types for all cultures, family structures, and abilities. (Policies [27](#), [28](#), [7](#), [29](#), [30](#), [31](#))
5. Promote neighborhoods that are well-connected, healthy, and rich with community culture.
  - a. Connect people to jobs and their neighborhood with numerous, equitable, and healthy transportation and mobility options. (Policies [17](#), [32](#), [33](#), [20](#))
  - b. Advance environmental justice, climate, and community resilience. (Policies [34](#), [35](#))
  - c. Elevate expression of cultural identities through the activation and design of neighborhood buildings and spaces. (Policies [36](#), [37](#), [12](#), [32](#))

<sup>1</sup> Discriminatory programs led or sanctioned by government action, include but are not limited to urban renewal, redlining, segregated public housing, racial covenants, and exclusionary zoning regulations, such as single-family zoning.

<sup>2</sup> For the purpose of the Housing Element these communities are defined as [Priority Equity Geographies](#) that are identified and updated by [Department of Public Health's Community's Health Needs Assessment as Areas of Vulnerability](#).

<sup>3</sup> These areas are identified under [California Housing and Community Development Opportunity Area Maps](#), as high and highest resource.

<sup>4</sup> Areas identified in the [Urban Displacement Project's displacement and gentrification analysis](#) as vulnerable or undergoing displacement or gentrification. This analysis is undergoing an update and a new version will be released early 2022, which will inform changes to the definition used under this objective.

## Note to Reader

The following section is organized as follows:

- Goal: a short narrative provides a framework for each goal
  - Objectives: a short narrative provides a framework for each objective
    - Policies
      - Actions: each action cites the agencies responsible for each action and the timeframe for full implementation
        - Partners: *Lead Implementing Agency*, *Other Agency Partner*
        - Timeframe: *Short (0-5 years)*; *Medium (6-15 years)*; *Long (16+ years)*

It is *important to note* that all of the data cited in the goal and objective narratives will be updated when the Planning Department releases the draft Needs Assessment in April 2022. This new data will reflect population definitions based on conversations with different communities of color, in particular with the American Indian community. The Needs Assessment will reflect the latest data available.

A glossary of terms is provided at the end of this document as a reference.

The following is a list of acronyms used to identify the agencies responsible for each Housing Element action:

APD	Adult Probation Department	OEWD	Office of Economic and Workforce Development
ARTS	Arts Commission		
BOS	Board of Supervisors	ORE	Office of Racial Equity
DBI	Department of Building Inspection	ORCP	Office of Resilience and Capital Planning
DPH	Department of Public Health		
DPW	Department of Public Works	OSB	Office of Small Business Planning
HSA	Human Services Agency	Planning	Planning Department
HRC	Human Rights Commission	SF Port	Port of San Francisco
HSB	Department of Homelessness and Supportive Housing	SFFD	Fire Department
Mayor	Mayor's Office	SFHA	San Francisco Housing Authority
MOD	Mayor's Office on Disability	SFMTA	San Francisco Municipal Transportation Agency
MOHCD	Mayor's Office of Housing and Community Development	SFPUC	San Francisco Public Utilities Commission
OCII	Office of Community Investment and Infrastructure		

## Goal 1: Recognize the right to housing as a foundation for health, and social and economic well-being.

**Challenge-** Access to safe and affordable housing is a social determinant of health. Several studies have found that housing instability contributes to children and youth being more vulnerable to mental health problems – including developmental delays, poor cognitive outcomes,<sup>5</sup> and depression<sup>6</sup> - and inferior educational opportunities.<sup>7</sup> This trauma can compound to impact health, education, and employment outcomes that can affect people throughout their lives and their descendants' lives. The racial and social disparities associated with housing instability are well documented and include rent burden (paying more than 30% of their income on rent), homelessness, overcrowded living (more than one person per room, including the living room), and health conditions (see Figure 1).

The COVID-19 pandemic further exposed longstanding racial disparities. Communities of color have endured higher infection and death rates partially due to poor living conditions (such as overcrowding) and poor health conditions.

**Path forward-** The United Nations (UN) defines the right to adequate housing as “the right to live

somewhere in security, peace and dignity.” The UN sees the right to adequate housing as enacting policies, strategies, and programs that “are needed to prevent homelessness, prohibit forced evictions, address discrimination, focus on the most vulnerable and marginalized groups, ensure security of tenure to all, and guarantee that everyone’s housing is adequate.”<sup>8</sup> For the first time, San Francisco is formally recognizing the right to housing. By doing this, the City is making a commitment to offer housing solutions that are healthy and dignified to vulnerable households: those who are unhoused, poorly housed, have been subject to discrimination, or are exposed to instability or inequities due to disabilities, disorders, criminal records, traumas, immigration status, tenure, income, or race.

In response to the current COVID-19 health crisis, the City prioritized housing and shelter for our unhoused populations embracing the connection between housing and health. A commitment to the right to housing will direct the City to scale up its resources, in the long-term, to offer these equitable outcomes through series of investments and prioritizations. Achieving this goal will mean eliminating homelessness, ensuring housing stability and reversing inequities in housing access for those who are vulnerable.

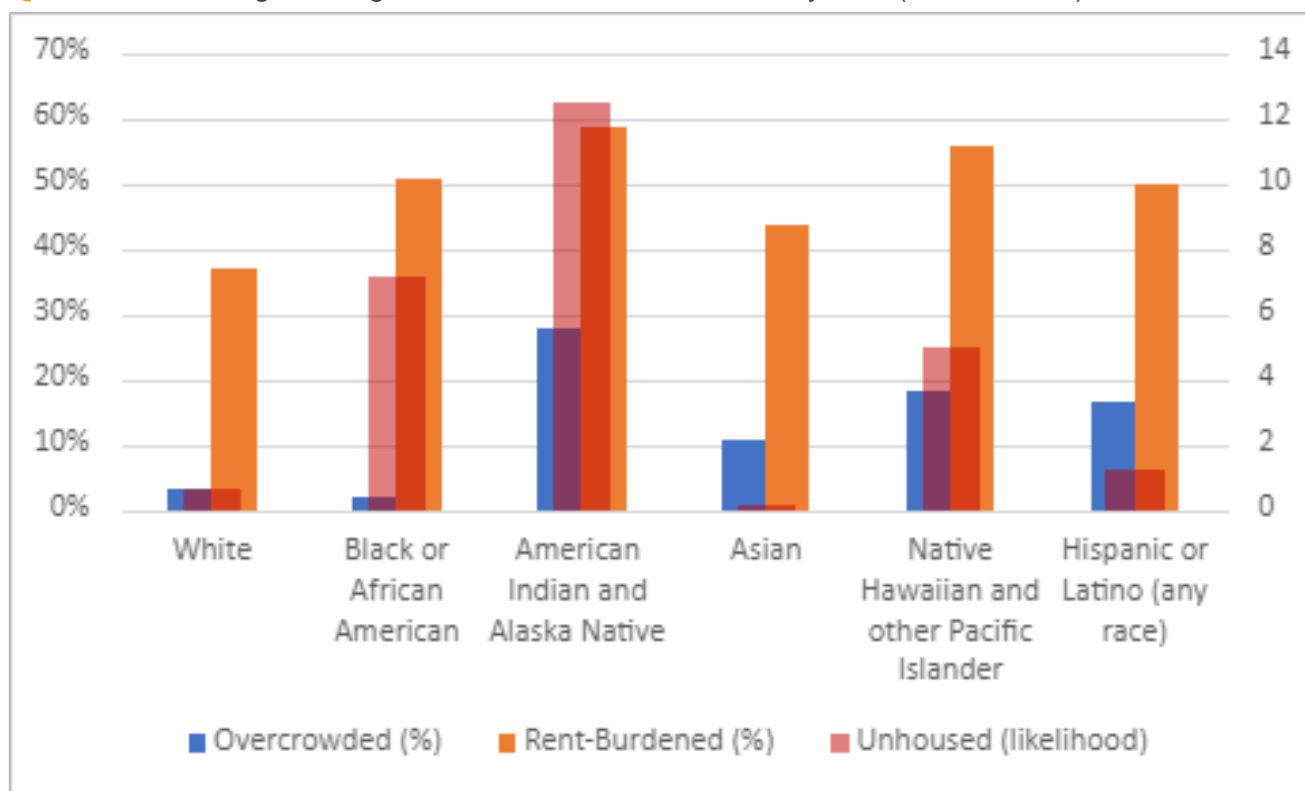
<sup>5</sup> Coley, R. L., Leventhal, T., Lynch, A. D., & Kull, M. (2013). Relations between housing characteristics and the well-being of low-income children and adolescents. *Developmental psychology*, 49(9), 1775.

<sup>6</sup> Hatem, C., Lee, C. Y., Zhao, X., Reesor-Oyer, L., Lopez, T., & Hernandez, D. C. (2020). Food insecurity and housing instability during early childhood as predictors of adolescent mental health. *Journal of Family Psychology*, 34(6), 721.

<sup>7</sup> Ziolo-Guest, K. M., & McKenna, C. C. (2014). Early childhood housing instability and school readiness. *Child development*, 85(1), 103-113.

<sup>8</sup> Office of the United Nations High Commissioner for Human Rights, The right to adequate housing - Fact Sheet No. 21/Rev. 1 (2009). Geneva; United Nations. [https://www.ohchr.org/documents/publications/fs21\\_rev\\_1\\_housing\\_en.pdf](https://www.ohchr.org/documents/publications/fs21_rev_1_housing_en.pdf)

**Figure 1.** Overcrowding, Housing Rent Burden, and Homelessness by Race (San Francisco)



Source: ACS 2019 1-year Estimates; 2019 San Francisco Point-In-Time Homeless Count and Survey Report, Department of Homeless and Supportive Housing.

## Objective 1.a: Ensure housing stability and healthy homes

**Challenge-** Around two thirds of San Francisco's households are renters. While the majority of San Francisco's rental housing is subject to the [Rent Control Ordinance](#), which limits annual rent increases and includes eviction protections. Rent control has been critical but not sufficient to fully protect low-and moderate-income residents, as well as American Indian, Black, and other people of color from being at risk of eviction or displacement (see Figure 2). Evictions and displacement increased during recent economic booms during which rental prices in San Francisco rose to among the highest in the country. The increase in rental prices far outpaced wage growth for low- and moderate-income renters. Now over 80% of very low-income renter households in San Francisco are rent burdened (paying more than

30% of their income on rent). More low- and moderate-income renters are severely cost burdened (paying more than 50% of their income on rent) today compared to 1990 (see Figure 3). Over the past two decades, the city has more households in the low-income category than any other income group (see Figure 4). A survey of around 3,200 renters indicated that about one third would have no housing choice if displaced from their current residence, and another third would have to leave San Francisco to find housing (see Figure 5).

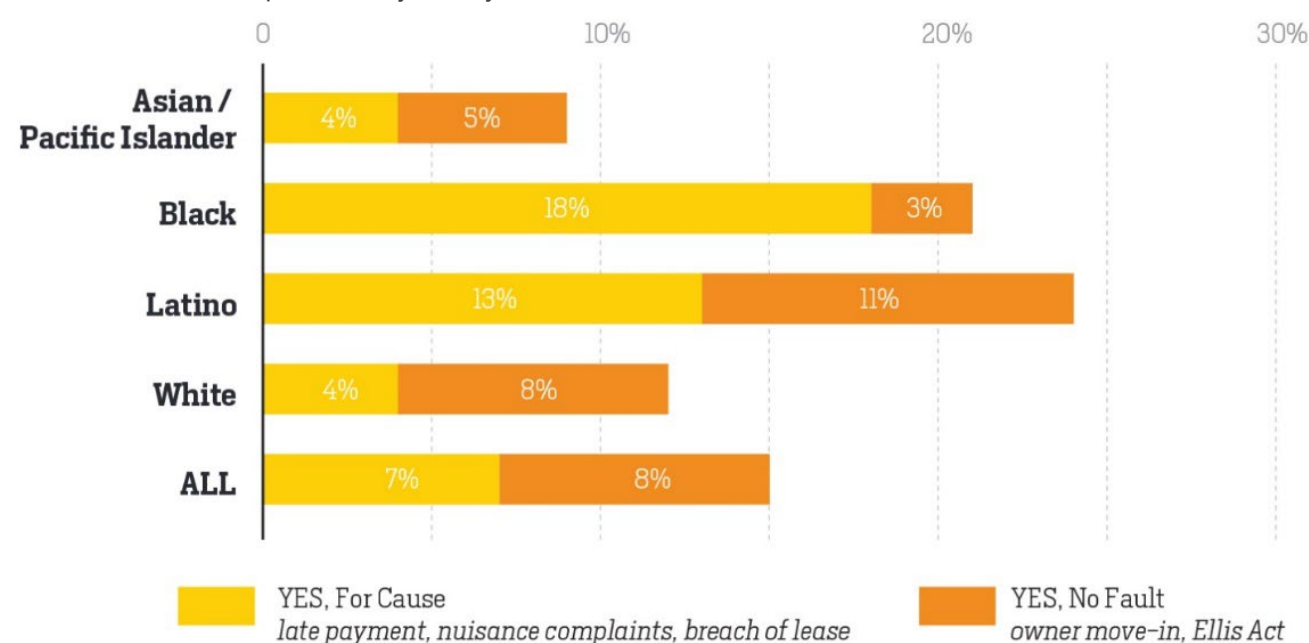
**Path forward-** Recognizing a right to housing must start ensuring housing stability for tenants, especially those with limited housing choices and who experience racial and social disparities. San Francisco will expand investment in rental assistance programs as a strong form of protection against housing instability, especially for



low-income tenants. These programs have proven critical in preventing evictions during the recent pandemic and have received increased funding at the Federal level. San Francisco continues to maintain some of the strongest eviction protections in the region and the country. For effective implementation of these protections, San Francisco passed an ordinance to create a new [rental housing inventory](#). Implementing this inventory will allow proactive enforcement and monitoring of our already strong protection measures, such as regulations controlling [Owner Move-Ins](#) or [Ellis Act Evictions](#). Full implementation will also inform a series of new improvements to

these protections. The City will also focus on minimizing the abuse of temporary and nuisance related evictions. Ensuring housing stability also relies on preserving affordability of existing units with deed restrictions. The City's acquisition and rehabilitation programs have been in effect in the past decade and will need to be revamped to ensure the investments are effective and reach those who have been underserved. A renewed interest and focus on co-operative housing will offer expanded opportunities, whether through protections of existing cooperative housing or creating new shared equity and cooperative ownership models.

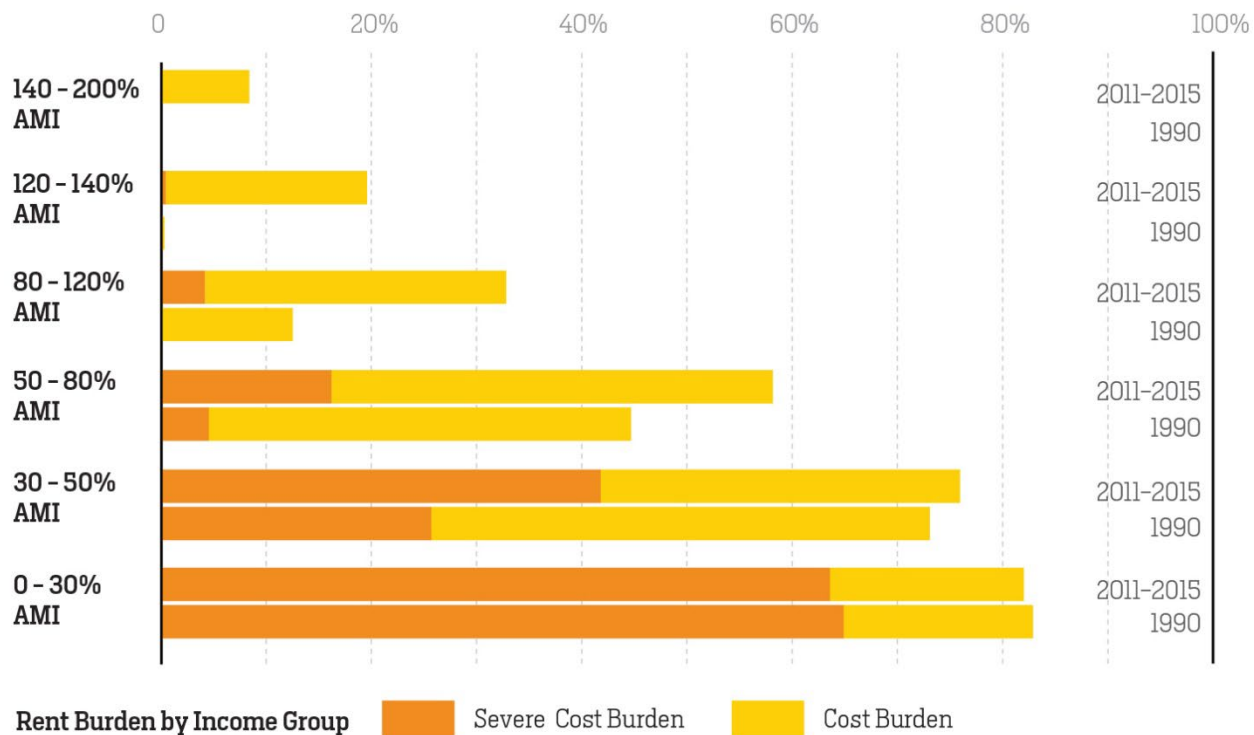
**Figure 2.** Percentage of the 2018 San Francisco Housing Survey respondents who reported being threatened with an eviction in the previous 5 years by race.



Source: San Francisco Housing Needs and Trends Report; San Francisco Planning Department 2018 Housing Survey.

**Figure 3.** Percentage of San Francisco households that were rent burdened\* by income group (1990 vs 2015).

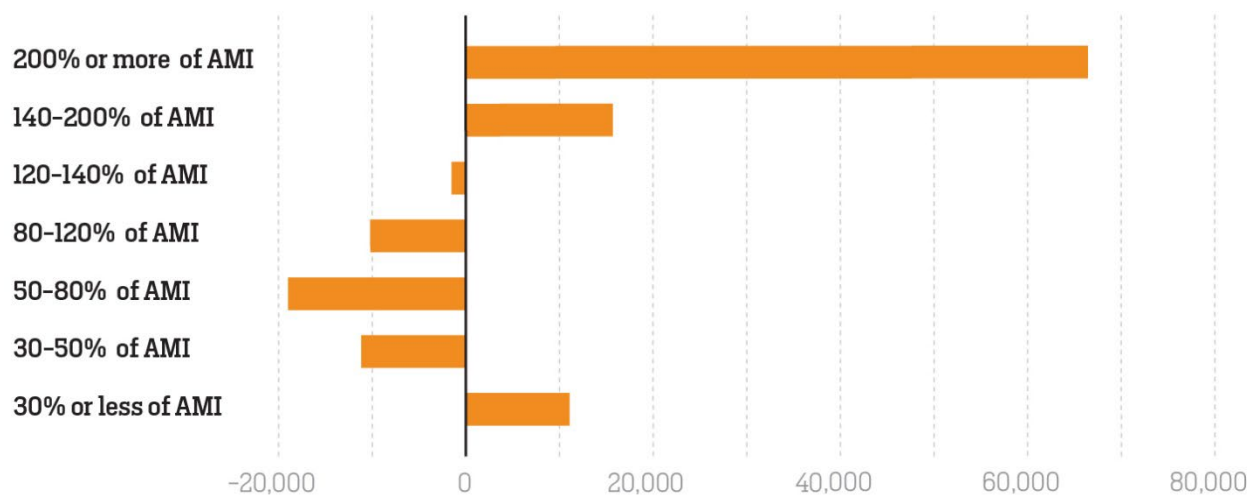
\*Rent burden means paying between 30% and 50% of the household's income in rent; severe cost burden means paying more than 50% of the household's income in rent.



Source: San Francisco Housing Needs and Trends Report; 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates IPUMS-USA).

**Figure 4.** Change in the number of households by household income group from 1990 to 2015.

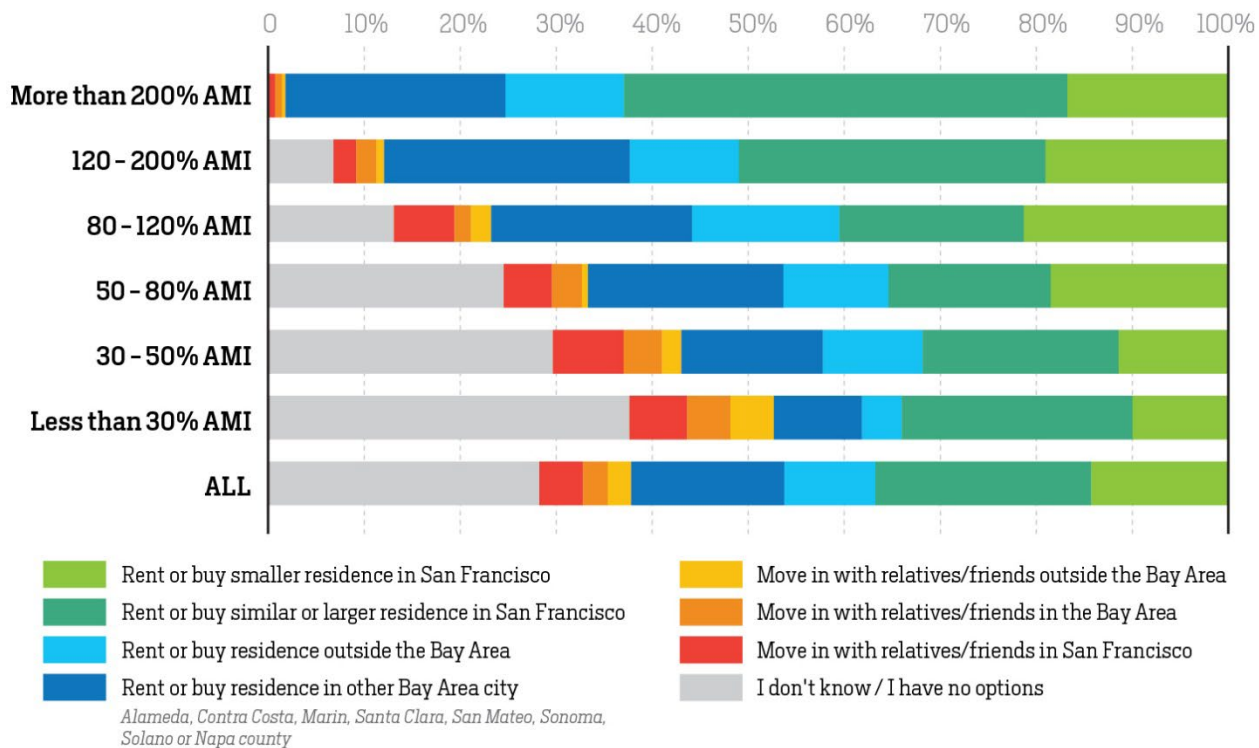
Area median income (AMI) is a normalized measure of income in a geography. 100% AMI is the median income for SF.



Source: San Francisco Housing Needs and Trends Report; 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates IPUMS-USA).

**Figure 5.** Housing choices for 2018 San Francisco Housing Survey respondents if forced out of their current residence by income group.

Area median income (AMI) is a normalized measure of income in a geography. 100% AMI is the median income for SF.



Source: San Francisco Housing Needs and Trends Report; San Francisco Planning Department 2018 Housing Survey.

## POLICIES AND ACTIONS

**Policy 1:** Minimize all [no-fault](#) and [at-fault](#) evictions for all tenants, and elevate direct rental assistance as an eviction protection strategy.

- Prioritize the creation of a digital [Rental Housing Inventory](#) to collect data that informs the evaluation of anti-displacement programs, including rental rates, [rent control](#) status, vacancy, and services provided. (Rent Board; Short)
- Fully fund the [Tenant Right-to-Counsel program](#) to match the need for eviction defense. (MOHCD, Mayor/BOS; Medium)
- Expand rental assistance programs, including those designed for emergency response, ongoing tenant-based support, and time-limited assistance (such as Rapid Rehousing),
- Provide a priority in the allocation of Direct Rental Assistance to households that live in [areas identified as vulnerable to displacement](#). (MOHCD, HSH; Short)
- Dedicate sufficient rental assistance funding to cap rent payments at 30% of household income for [SRO](#) residents. (MOHCD, Mayor/BOS; Medium)
- Increase [relocation assistance](#) for tenants experiencing either temporary or permanent evictions. (Mayor/BOS, Rent Board; Short)

- g. Increase the time period during which [relocation compensation](#) is required when using temporary evictions from three to six months. (Mayor/BOS, Rent Board; Short)
- h. Clarify and limit the definition of nuisance or other just cause evictions as needed to limit abuse. (Mayor/BOS, Rent Board; Short)
- i. Pursue proactive/affirmative enforcement of eviction protections programs, especially for [Owner Move-in](#) and [Ellis Act evictions](#), including annual reporting by owners that is enforced by site inspections and confirmation of owner occupancy and funded through owner fees. (Rent Board, MOHCD; Medium)
- j. Proactively enforce eviction protection and avoid predatory practices or tenant harassment by pursuing affirmative litigation models.<sup>9</sup> (MOHCD; Medium)
- k. Adopt incentives for property owners to rebuild buildings struck by fire within two years to house prior tenants by when the transitional housing program timeline expires (HSA, DBI, Planning, Mayor/BOS; Short)
- l. Support and expand community-led navigation 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; and consider expanding this culturally competent program to other people of color. (MOHCD; Medium)
- m. Advocate for State legislation to reform the [Ellis Act](#) ([Government Code Chapter 12.75](#)) to stabilize rental housing by, for example, imposing a minimum holding period of five years before the Act can be used to evict tenants. (Planning, Mayor/BOS; Medium)
- n. Advocate for State legislation to reform the [Costa-Hawkins Housing Law](#) to allow cities to

better stabilize tenants by, for example, allowing cities to extend [rent control](#) to multifamily housing that is at least 25 years old. (Planning, Mayor/BOS; Medium)

**Policy 2:** Preserve affordability of existing subsidized housing, government-owned or cooperative-owned housing, or [SRO hotel rooms](#) where the affordability requirements are at risk or soon to expire.

- o. Conduct a comprehensive needs assessment of existing housing cooperatives to identify impediments to success and need for support (MOHCD; Short).
- p. Expand resources for preservation, rehabilitation, or rebuilding of cooperative buildings, and adopt requirements such as one-to-one replacement of affordability rates, right-to-return, and relocation plans. (MOHCD; Medium)
- q. Expand technical assistance and support to limited equity cooperatives regarding governance, finance, management, and marketing. (MOHCD; Short)
- r. Expand resources to 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. (MOHCD; Medium)
- s. Identify units in permanently affordable projects that can be used as temporary housing for those temporarily displaced by affordable housing rehabilitation or redevelopment. (MOHCD, Mayor/BOS; Medium)
- t. Identify [SRO residential hotels](#) in advanced states of disrepair where demolition and construction of new permanent supportive

<sup>9</sup> Examples of similar programs in effect in 2021 include Oakland's Community Lawyering & Civil Rights program or Chicago's Residential Landlord and Tenant Ordinance.

housing is more cost-effective than rehabilitation and requiring tenant relocation plans during construction and a right to return for tenants. (DBI, HSH, Planning; Medium)

- u. Increase fines for illegally converting SROs to new uses or illegally preventing residents from establishing tenancy by forcing short-term stays. (DBI; Short)

**Policy 3:** Reform and support the City's acquisition and rehabilitation program to better serve areas and income ranges underserved by affordable housing options and [areas vulnerable to displacement](#).

- v. Prioritize building purchases for the acquisition and rehabilitation program that serve extremely- and very-low-income and unhoused populations including purchase of [SRO residential hotels](#). (MOHCD, DBI; Medium)
- w. Increase non-profit capacity-building investments to purchase and operate existing tenant-occupied buildings as permanent affordable housing in western neighborhoods, particularly within [areas vulnerable to displacement](#). (MOHCD; Medium)
- x. Evaluate the feasibility of utilizing the [small-sites program](#) to increase shared equity or cooperative ownership opportunities for tenants. This study would also inform expansion of shared equity homeownership models cited in Policy 11, action (I) and Policy 23, action (a). (MOHCD, Planning; Short)
- y. Incentivize private owners to sell residential buildings to non-profit affordable housing developers via transfer tax exemptions or other

financial measure. (Planning, MOHCD, Mayor/BOS; Medium)

**Policy 4:** Preserve the affordability of unauthorized dwelling units while improving their safety and habitability.

- a. Facilitate and encourage more legalizations through financial support such as low-interest or forgivable loans for property owners. (MOHCD, Mayor/BOS, DBI; Medium)
- b. Update the Conditional Use findings requirements for removal of unauthorized dwelling units to account for tenancy and to identify alternative findings to financial hardship findings that account for the cost and construction burdens of legalization. (Planning, DBI, Mayor/BOS; Short)
- c. Reduce cost of legalization by removing Planning and Building Code requirements that are not critical for health or safety. (Planning, DBI, Mayor/BOS; Medium)

**Policy 9:** Prevent homelessness and eviction through comprehensive evidence-based systems, including housing and other services, targeted to serve those at risk of becoming unhoused<sup>10</sup> and the most vulnerable groups.

- a. Prioritize those at risk of becoming unhoused for homeless prevention investments, such as flexible financial assistance or Step Up to Freedom<sup>11</sup> program and other programs that offer a continuum of care and wrap around services in addition to housing. Highest risk is currently known to apply to: those with prior experience of homelessness, with involvement with the criminal justice, system, extremely low

<sup>10</sup> People with prior experience of homelessness, with involvement with the criminal justice, system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for example with an eviction notice, or subject to landlord harassment).

<sup>11</sup> Step Up to Freedom is a reentry rapid rehousing and rental subsidy program for justice involved unstably housed/homeless adults who are between the ages of 18 – 35 years on parole or post release supervision.

- and very low-income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (i.e. an eviction notice, or subject to landlord harassment). (HSH, MOHCD, APD; Short)
- b. Increase the timeframe during which time-limited rental assistance is offered, through programs such as Rapid Rehousing,<sup>12</sup> to enable households to secure stable employment. (HSH, MOHCD; Short)
  - c. Ensure adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority. (MOHCD; Short)
  - d. Expand 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 and households with fixed incomes, such as seniors and people with disabilities, as also referenced in Policy 1, actions (c), (d), and (e). (HSH, SFHA, MOHCD; Short)
  - e. Expand the timeline during which transitional housing programs<sup>13</sup> are offered for people coming out of jails, prisons, immigration detention centers, and substance use treatment. (APD, HSH, DPH, MOHCD; Short)
  - f. Expand and improve services for mental health and substance use care, social work, and other supportive services for residents of permanent supportive housing, and those at risk of becoming unhoused.<sup>14</sup> (HSH, DPH; Medium)
  - g. Expand on-site case management services that focus on removing barriers to housing stability to support non-profit housing providers in preventing evictions of their tenants. (HSH, MOHCD, APD; Medium)
  - h. Expand housing retention requirements to prevent evictions and support tenants of non-profit housing. (MOHCD, HSH; Short)
  - i. Continue to provide mobile services for residents in scattered-site supportive housing, for example the new Flexible Housing Subsidy Pool program. (HSH, DPH; ongoing)
  - j. Adopt Trauma-Informed Systems<sup>15</sup> with robust training resources for all service providers and property managers in the City's affordable housing projects and Homeless Response System. (DPH, HSH, MOHCD, APD; Medium)
  - k. Improve programs intended to transfer people experiencing violent crime and domestic violence to safe housing. (HSH, MOHCD, Department on Status of Women, SFHA; Short)
  - l. Strengthen the housing navigation services by assigning a support counselor, with similar lived experience, to an individual regardless of where that person lives instead of being tied to a particular location, so that consistent support continues through residential transitions. (HSH, APD; Short)
  - m. As a prevention partner to the regional All Home Plan<sup>16</sup>, help create a regional homeless response system to share data across systems, and administer the increased funds

<sup>12</sup> A set of interventions that provides people with grants to pay for living expenses like first and last month's rent managed by the SF Department of Homelessness and Supportive Housing.

<sup>13</sup> A list of transitional housing programs run by the San Francisco Adult Probation Office is catalogued [here](#).

<sup>14</sup> People with prior experience of homelessness, with involvement with the criminal justice system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for

example with an eviction notice, or subject to landlord harassment).

<sup>15</sup> Include definition in the HE glossary: [Department of Public Health | Deemed Approved Ordinance \(sfdph.org\)](#)

<sup>16</sup> Reference to: [210413\\_Regional\\_Action\\_Plan\\_Final.pdf \(allhomeca.org\)](#)



from local, State, and federal agencies. (HSH, MOHCD; Short)

### **Objective 1.b: Advance equitable housing access**

**Challenge-** Federal fair housing laws prohibit discrimination based on race, ability, sexual orientation, gender identity, and household type. Despite these laws, racial and social disparities in housing access are stark. More than half of Black households are rent burdened (paying more than 30% of their income on rent), and overall households of color are more likely to be rent burdened compared to White households (see Figure 6). The American Indian population is 17 times more likely to be homeless compared to their share of population, and Black households are seven times more likely (see Figure 7). The transgender and gender non-conforming (TGNC) community in San Francisco faces specific, heightened, and disproportionate challenges in housing. Fifty percent of respondents to the US Transgender Survey report having experienced homelessness in their lifetime. Seniors and transitional aged youth (between the ages of 18 to 24) collectively made up more than half of the homeless population in 2019 (see Figure 8). Seventy-four percent (74%) of respondents of the

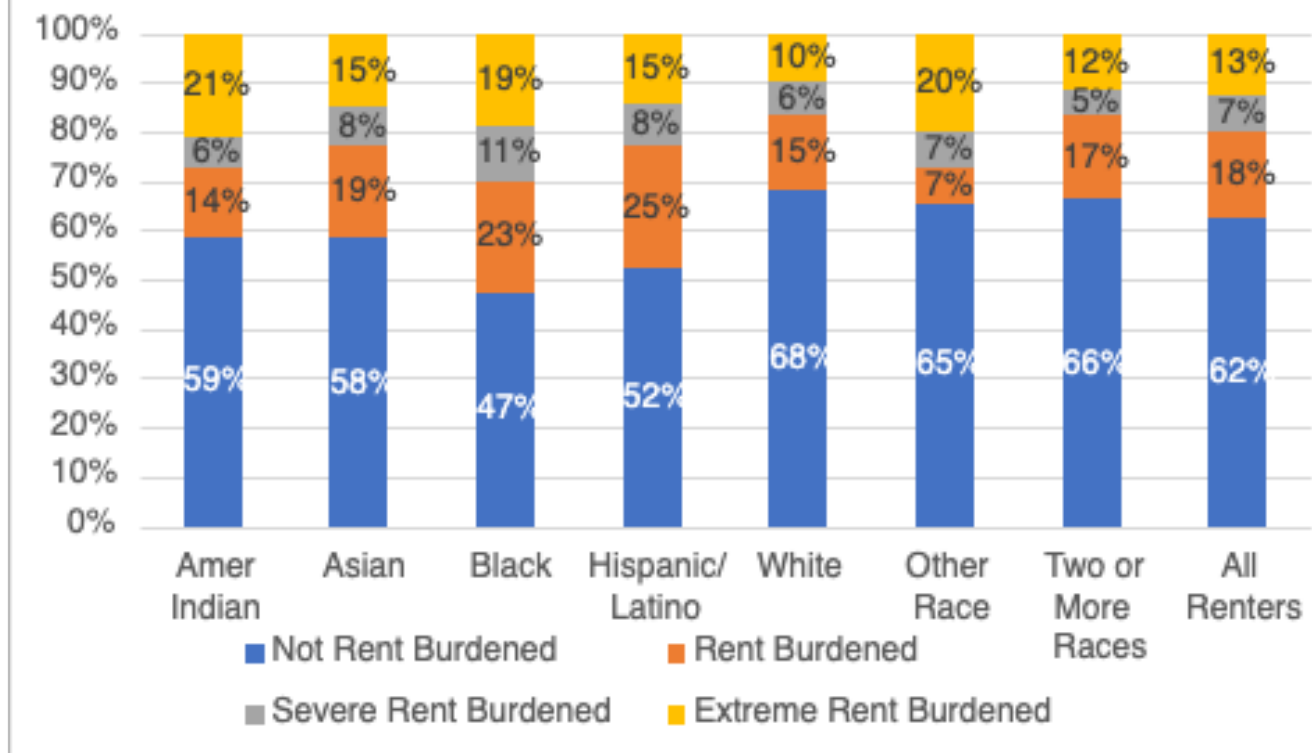
2019 Point-In-Time Homeless Count and Survey reported living with chronic physical illnesses, physical disabilities, chronic substance use, and severe mental health conditions (see Figure 9). Amongst tenants, renters of color continue to be disproportionately affected by evictions in San Francisco. In a survey of around 3,200 renters, 24% of Latino/e/x renters and 21% of Black renters reported being threatened with eviction as opposed to only 9% of White renters (see Figure 2).

**Path forward-** San Francisco has adopted various strategies including [programs](#) designed to ensure access for historically disadvantaged or currently vulnerable households in awarding below market rate units. These programs include the Displaced Tenant Housing Preference Program, Neighborhood Preference Program, and the Certificate of Preference Program. To effectively advance equity, the City will revise existing and implement other programs to improve access to permanently affordable housing for underserved racial and social groups. The City will identify clearer strategies to remove barriers to housing access for transgender, LGBTQ+, seniors, people with disabilities, formerly incarcerated individuals, and other specific vulnerable populations, to inform and strengthen current and new programs.



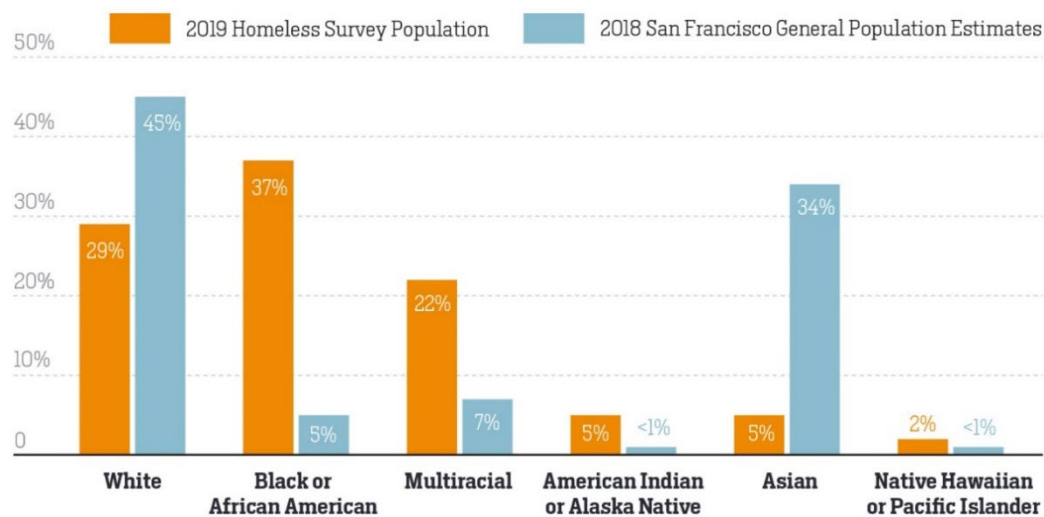
**Figure 6.** Percentage of households that are rent burdened\* by race and ethnicity (2018).

\*Rent burden means paying between 30% and 50% of the household's income in rent; severe cost burden means paying more that 50% of the household's income in rent.



Source: ACS 2018 5 Year Estimates (IPUMS-USA).

**Figure 7.** Percentage of people experiencing homelessness by race and ethnicity (2019).



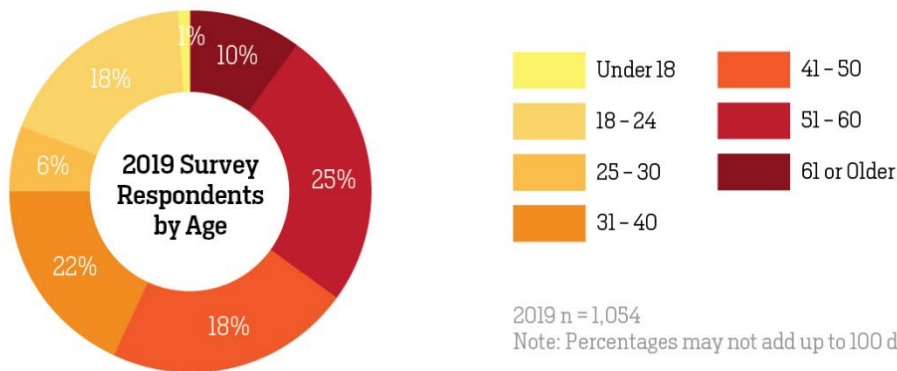
Homeless Survey Population n = 1,025

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

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

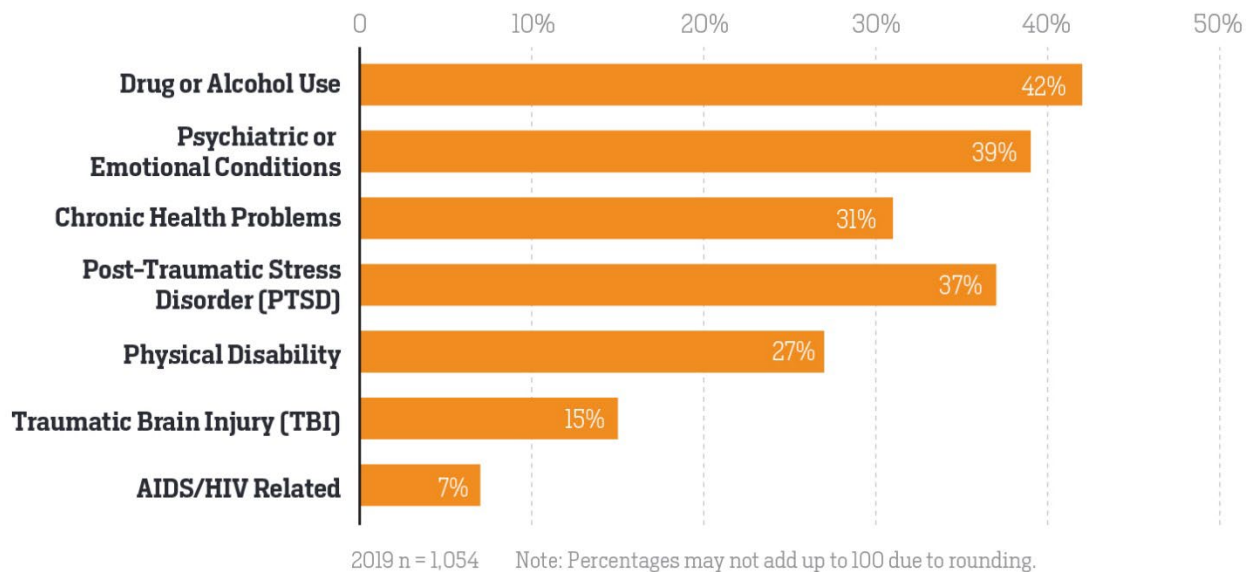
Note: Hispanic/Latino/e/x was represented in a separate chart: 18% of respondents identified as Hispanic/Latino/e/x for 2019 Homeless Survey Population, 15% identified as Hispanic/Latino/e/x for the 2019 San Francisco General Population Estimates.

**Figure 8.** Percentage of people experiencing homelessness by age group (2019).



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

**Figure 9.** Percentage of people experiencing homelessness with different health conditions (2019).



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

## POLICIES AND ACTIONS

**Policy 5:** Improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved.

- Identify racial, ethnic, and social groups who have been disproportionately underserved by available Below Market Rate units and the

underlying reasons, these groups include but are not limited to previously identified groups such as American Indian, Black, Latinos/es/x, and other people of Color, LGBTQ+, transitional aged youth, people with disabilities, and senior households. This study can inform the housing portal cited in Policy 14 (e). (MOHCD, Planning; Short)

- b. Through the Inclusionary Technical Analysis Committee, assess whether affordability levels of rental and ownership units created through the [Affordable Inclusionary Housing Program](#) are accessible to groups underserved as studied in Policy 5, action (a), update those requirements in balance with ensuring financial feasibility as referenced in Policy 24 (a). (Planning, MOHCD; Mayor/BOS; Short)
  - c. Evaluate and update existing policies and programs to increase the percentage of Below Market Rate units awarded to underserved groups identified through the study cited in Policy 5, action (a), including but not limited to [preferences](#), strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services. (MOHCD; Short)
  - d. Evaluate area median incomes and unit types, and identify strategies to secure housing for applicants to the Below Market Rate unit lottery program who have not won the lottery after more than five years of submitting applications. (MOHCD, Mayor/BOS; Short)
  - e. Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for the senior Below Market Rate rental units. (MOHCD; Short)
  - f. Strengthen monitoring and enforcement of Below Market Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need, through active enforcement of existing obligations, lease up of new and turnover units, and completing the build out of [DAHLIA](#) partners database. (MOHCD; Medium)
  - g. Amend the [Inclusionary Housing Program](#) regulations to allow existing homeowners of Below Market Rate units to purchase another Below Market Rate unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing household needs. (MOHCD; Planning; Short)
- Policy 6:** Advance equal housing access by eliminating discrimination based on race, ethnicity, immigration status, HIV+ status, gender identity, sexual orientation, disabilities, age, prior incarceration, or mental health.
- a. Identify and implement strategies to increase placement in permanent supportive housing through the Coordinated Entry assessment for racial and social groups who are overrepresented in the unhoused population, such as extremely and very-low income American Indian, Black, and Latinos/es/x, or prior involvement in the criminal justice system. (HSH, MOHCD; Short)
  - b. Evaluate and Identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases. (HRC; Medium)
  - c. Amend the City's Fair Chance Ordinance to incorporate best practices to expand housing access for people with criminal records to privately-owned units, Housing Choice Voucher units, and other federally funded units.<sup>17</sup> (HRC, MOHCD, APD; Short)
  - d. Advocate for State legislation to help remove barriers to access permanently affordable housing for immigrants or people who lack

<sup>17</sup> Examples of similar programs can be found in affect in Oakland, CA and Seattle, WA in 2021.

documentation such as credit history, bank accounts, or current lease. (Planning; Medium)

- e. Study and remove barriers to entry for temporary shelters, transitional and permanent supportive housing for unhoused individuals and families, particularly for individuals with mental health or substance abuse issues, and prior involvement with the criminal justice system. (HSH, DPH, APD; Medium)
- f. Conduct a Housing Needs Assessment<sup>18</sup> for seniors and people with disability every three years to inform strategies that meet their housing needs, as referenced in action (g) below, as well as in Policy 27. (HSA, Planning; ongoing)
  - a. Identify new strategies to address the unique housing and service needs of specific vulnerable populations to improve housing access and security for each group, using the findings from the City's housing Consolidated Plans and through direct engagement of these populations. Studies should address the needs of veterans, seniors, people with disabilities, youth, transgender and LGBTQ+ populations. (MOHCD, HSH, Planning; Medium)
  - b. Continue to provide high-quality and culturally responsive housing counseling to applicants to MOHCD Affordable Rental Opportunities and Affordable Homeownership Opportunities through a network of community-based housing counseling agencies. These programs include financial counseling, market-rate and below market rate rental readiness counseling, and other services that lead to finding and keeping safe and stable housing. (MOHCD; ongoing)

**Policy 7:** Pursue investments in permanently affordable housing that are specific to

neighborhoods that serve as entry points to recently arrived residents from certain groups, such as LGBTQ+ refugees or immigrants, or specific to populations such as transitional aged youth or transgender people.

- a. Study and identify programs that respond to the needs of LGBTQ+ groups, particularly those who are refugees, lack family connections, or previously incarcerated, to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods where they find community (e.g. in the Castro), building upon research spearheaded by the [Castro LGBTQ Cultural District](#). (MOHCD, Planning; Short)
- b. Support implementing Our Trans Home initiative to advance equity in assessment and housing placement for the transgender community. (MOHCD; Medium)
- c. Continue to provide housing affordable to applicants on the [Plus Housing List](#). (MOHCD; ongoing)
- d. Expand housing for transitional aged-youth in permanently affordable housing including supportive programs that address their unique needs as related to past criminal record, substance abuse, or other specific needs, as informed by the strategies referenced in Policy 7, action (g). (MOHCD, HSH; Medium)

**Policy 27:** Promote and facilitate aging in place for seniors and multi-generational living that supports extended families and communal households.

- a. Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely- and very-low income households including through expansion of

<sup>18</sup> These studies were required by Ordinance 266-20, passed by San Francisco Board of Supervisors in December 2020.

Senior Operating Subsidies as referenced in Policy 5, action (e). (MOHCD; Long)

- b. Create or support financing programs that support aging in place, including improvements to accessibility through home modifications or building [ADUs](#), and supported by technical assistance programs referenced in Policy 26, action (d). (Planning, HSA, MOHCD; Short)
- c. Implement new strategies to support and prevent the loss of residential care facilities, using the recommendations of the Assisted Living Working Group of the Long-term Care Coordinating Council,<sup>19</sup> including business support services, as well as City-funded subsidies for affordable placement of low-income residents (DPH, HSA; Medium)
- d. Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide home chore support in exchange for affordable rent. (HSA, MOHCD; Medium)
- e. Permit uses and eliminate regulatory limitations, such as conditional use authorizations, that discourage innovative, smaller housing types where licensing is not required, such as co-housing<sup>20</sup> with amenities that support seniors and those with disabilities. (Planning; Medium)
- f. Strengthen interagency coordination to identify and implement strategies to address the housing needs of seniors and people with disabilities, informed by the Housing Needs Assessments referenced in Policy 6, action (f). (HSA, Planning, MOHCD, MOD; Short)

**Policy 3:** Reform and support the City's acquisition and rehabilitation program to better serve areas

and income ranges underserved by affordable housing options and [areas vulnerable to displacement](#).

- g. Prioritize building purchases for the acquisition and rehabilitation program that serve extremely- and very-low-income and unhoused populations including purchase of [SRO residential hotels](#). (MOHCD, DBI; Medium)
- h. Increase non-profit capacity-building investments to purchase and operate existing tenant-occupied buildings as permanent affordable housing in western neighborhoods, particularly within [areas vulnerable to displacement](#). (MOHCD; Medium)
- i. Evaluate the feasibility of utilizing the [small-sites program](#) to increase shared equity or cooperative ownership opportunities for tenants. This study would also inform expansion of shared equity homeownership models cited in Policy 11, action (I) and Policy 23, action (a). (MOHCD, Planning; Short)
- j. Incentivize private owners to sell residential buildings to non-profit affordable housing developers via transfer tax exemptions or other financial measure. (Planning, MOHCD, Mayor/BOS; Medium)

### Objective 1.c: Eliminate homelessness

**Challenge-** Over 8,000 people in San Francisco were homeless in 2019, an increase of 17% compared to two years prior (see Figure 10). Of these, 65% were unsheltered and 36% were experiencing chronic homelessness. Over the past four years, the City has expanded considerably the number of permanent supportive housing units,

<sup>19</sup> [Supporting Affordable Assisted Living in San Francisco, January 2019, Assisted Living Facility \(ALF\) Workgroup | San Francisco Human Services Agency \(sfhsa.org\)](#)

<sup>20</sup> Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not

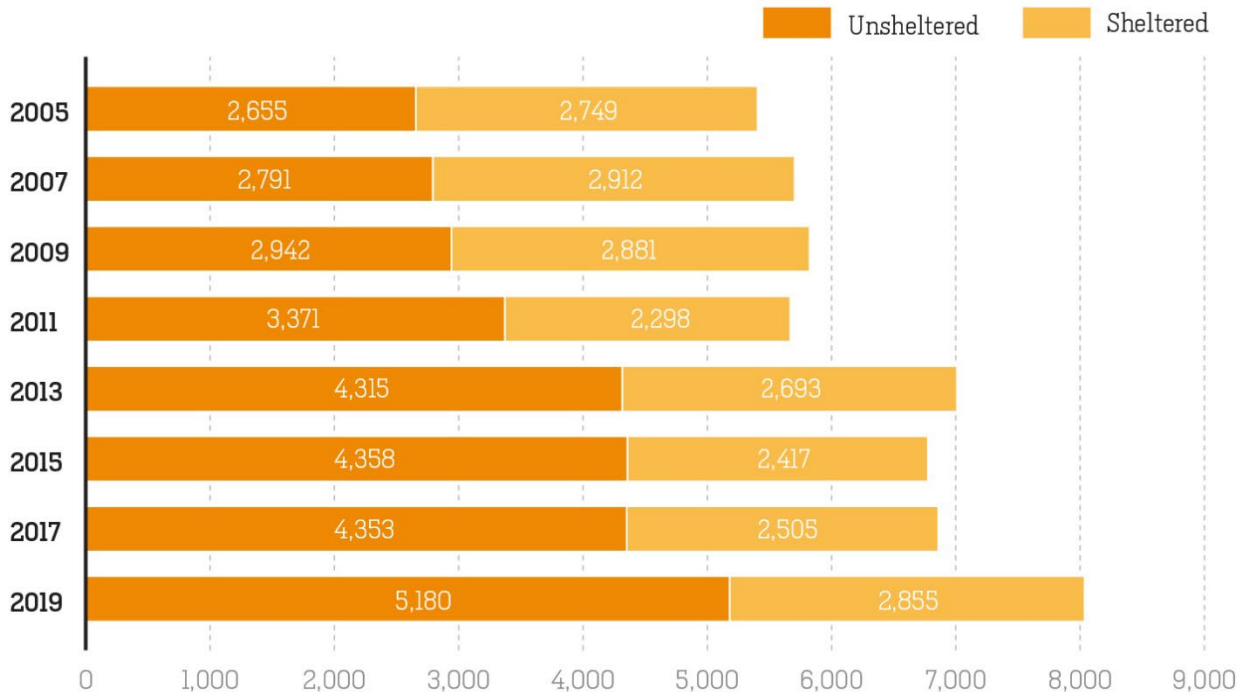
contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.

subsidies for operation, and [navigation centers](#). The City has also reduced the number of unsheltered families. While improvements have been made at multiple levels, the number of unhoused residents has continuously grown over the years.

**Path Forward-** Recognizing the right to housing means providing basic access to healthy and dignified living for everyone. Eliminating homelessness is a foundation for this goal, which relies on a comprehensive set of strategies. The City will scale up investments in permanent supportive housing and services, in addition to supporting and promoting other solutions such as

housing vouchers, short and long-term rental assistance. The City will also increase the supply of deeply affordable housing as a homelessness prevention strategy for extremely low- and very low-income households as those households bear a higher risk of homelessness. The City has always prioritized addressing chronic homelessness and the current goal is to end family homelessness and reduce chronic homelessness by 50% by December 2022. Eliminating homelessness goes beyond focusing on what is urgent. In the long-term, meeting this objective means securing investments and solutions to also prevent households with less severe vulnerabilities from falling into homelessness.

**Figure 10.** Number of counted people experiencing homelessness in San Francisco by shelter status from 2005 to 2019.



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



## POLICIES AND ACTIONS

**Policy 8:** Expand permanently supportive housing and services for individuals and families experiencing homelessness as a primary part of a comprehensive strategy to eliminate homelessness.

- a. Identify a numerical target for building permanently supportive housing based on the upcoming Point in Time Counts in 2022, to approximately house a third of the total unhoused population in permanent supportive housing and services, and update this target based on the 2022 Strategy completed by the Department of Homelessness and Supportive Housing. (HSH; Short)
- b. Prioritize Housing Choice Vouchers paired with social services for people who are unhoused. (SFHA, HSH; Short)
- c. Use the annual budget for capital, operating and services to funding needed for the actions in this policy including short and long-term rental subsidies using the process referenced in Policy 22, action (a). (Mayor/BOS, HSH, MOHCD; Medium)
- d. Increase the share of non-lottery housing for the unhoused within City-funded permanently affordable housing projects to 30% or greater. (MOHCD; Medium)
- e. Expand and improve on-site supportive services within permanent supportive housing projects including sustained care for mental health or substance abuse issues, case management, and childcare. (HSH, HSA, DPH; Medium)
- f. Utilize the state-wide streamlining opportunities to expedite and increase the production of permanent supportive housing. (MOHCD, Planning; Short)

- g. Evaluate the current prioritization system of housing placement and services for unhoused residents focusing on chronic homelessness and adopt additional levels of priorities for other vulnerable applicants to avoid worsening their situation while waiting for housing and services. (HSH; Medium)
- h. Continue to expand temporary shelter capacity such as [navigation centers](#) to eliminate unsheltered homelessness, with a focus on expanding temporary shelter in proportion<sup>21</sup> to permanent supportive housing and homelessness prevention investments. (HSH; Medium)
- i. Evaluate the needs for and create more types of shelters in the system with amenities and services tailored to their residents, examples could include 'clean and sober' shelters, safe consumption shelters for legal and illegal substances, non-congregate shelter, and off-street safe parking sites for those vehicle dwellers seeking conventional housing. (HSH; Medium)
- j. Remove Planning Code limitations to building homeless shelters and [navigation centers](#) throughout the city. (Planning; Short)
- k. Secure and advocate for additional State and federal funding for building and operation of permanent supportive housing such as the state's [Project Homekey](#) and the federal [HOME program](#). (HSH; Medium)
- l. Provide housing navigation services and stability case management to people experiencing homelessness using rental assistance programs (e.g., Housing Choice Vouchers) during the housing search stage and ongoing to ensure tenant retention. (MOHCD, HSH; Short)

<sup>21</sup> All Home Plan recommends a proportion of 1-2-4 where for each four units of permanently supportive housing, two shelter beds and interim-housing options are added, along with homelessness

prevention services for one individual.  
[210413\\_Regional\\_Action\\_Plan\\_Final.pdf \(allhomeca.org\)](#)



- m. Create and expand incentives for private landlords to use rental assistance programs (e.g., Housing Choice Vouchers) to rent their units to extremely and very low-income households. Incentives could include covering lease up fees, rent payment during the inspection period, providing tenant support for housing retention, covering unit damage upon separation, as well as establishing a fund to support these incentives. (SFHA, MOHCD, HSH; Short)
- n. Strengthen the Housing Ladder<sup>22</sup> strategy to support residents of permanent supportive housing to move to less-supportive settings, freeing up supportive housing units for unhoused people. Actions include revising San Francisco Housing Authority preference system to grant higher preference to these households in using Housing Choice Vouchers or other available subsidies or creating a new City-supported shallow subsidy for these households. (SFHA, HSH, MOHCD; Medium)

**Policy 9:** Prevent homelessness and eviction through comprehensive evidence-based systems, including housing and other services, targeted to serve those at risk of becoming unhoused<sup>23</sup> and the most vulnerable groups.

- a. Prioritize those at risk of becoming unhoused for homeless prevention investments, such as flexible financial assistance or Step Up to Freedom<sup>24</sup> program and other programs that offer a continuum of care and wrap around services in addition to housing. Highest risk is currently known to apply to: those with prior experience of homelessness, with involvement

with the criminal justice, system, extremely low and very low-income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (i.e., an eviction notice, or subject to landlord harassment). (HSH, MOHCD, APD; Short)

- b. Increase the timeframe during which time-limited rental assistance is offered, through programs such as Rapid Rehousing, to enable households to secure stable employment. (HSH, MOHCD; Short)
- c. Ensure adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority. (MOHCD; Short)
- d. Expand 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 and households with fixed incomes, such as seniors and people with disabilities, as also referenced in Policy 1, actions (c), (d), and (e). (HSH, SFHA, MOHCD; Short)
- e. Expand the timeline during which transitional housing programs<sup>25</sup> are offered for people coming out of jails, prisons, immigration detention centers, and substance use treatment. (APD, HSH, DPH, MOHCD; Short)
- f. Expand and improve services for mental health and substance use care, social work, and other supportive services for residents of permanent supportive housing, and those at

<sup>22</sup> A rehousing approach that offers opportunities for residents of Permanent Supportive Housing (PSH) to move from intensive supportive housing to more independent living, thus freeing up their PSH unit for others.

<sup>23</sup> People with prior experience of homelessness, with involvement with the criminal justice, system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for

example with an eviction notice, or subject to landlord harassment).

<sup>24</sup> Step Up to Freedom is a reentry rapid rehousing and rental subsidy program for justice involved unstably housed/homeless adults who are between the ages of 18 – 35 years on parole or post release supervision.

<sup>25</sup> A list of transitional housing programs run by the San Francisco Adult Probation Office is catalogued [here](#).

risk of becoming unhoused.<sup>26</sup> (HSH, DPH; Medium)

- g. Expand on-site case management services that focus on removing barriers to housing stability to support non-profit housing providers in preventing evictions of their tenants. (HSH, MOHCD, APD ; Medium)
- h. Expand housing retention requirements to prevent evictions and support tenants of non-profit housing. (MOHCD, HSH; Short)
- i. Continue to provide mobile services for residents in scattered-site supportive housing, for example the new Flexible Housing Subsidy Pool program. (HSH, DPH; ongoing)
- j. Adopt Trauma-Informed Systems<sup>27</sup> with robust training resources for all service providers and property managers in the City's affordable housing projects and Homeless Response System. (DPH, HSH, MOHCD, APD; Medium)
- k. Improve programs intended to transfer people experiencing violent crime and domestic violence to safe housing. (HSH, MOHCD, Department on Status of Women, SFHA; Short)
- l. Strengthen the housing navigation services by assigning a support counselor, with similar lived experience, to an individual regardless of where that person lives instead of being tied to a particular location, so that consistent support continues through residential transitions. (HSH, APD; Short)
- m. As a prevention partner to the regional All Home Plan, help create a regional homeless response system to share data across systems, and administer the increased funds from local, State, and federal agencies. (HSH, MOHCD ; Short)

**Policy 22:** 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.

- a. Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)
- b. Dedicate funding within the 10-year Capital Planning process for permanently affordable housing in [Priority Equity Geographies](#) with a goal of building planned projects, while reaching the minimum targets in [Well-resourced Neighborhoods](#) as referenced in Policy 19, action (a). (Mayor/BOS, MOHCD; Long)
- c. Explore the development of public financing tools such as Infrastructure Finance Districts to leverage the City's co-investments in order to lower direct City subsidy for permanently affordable housing. (OEWD; Medium)
- d. 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](#). (Planning, MOHCD; Medium)
- e. Support the Bay Area Housing Financing Authority's expected efforts to secure voter approval for a regional tax measure to fund permanently affordable housing. (MOHCD, Planning; Medium)

<sup>26</sup> People with prior experience of homelessness, with involvement with the criminal justice system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for

example with an eviction notice, or subject to landlord harassment).

<sup>27</sup> The TIS Initiative at the San Francisco Department of Public Health (SFDPH) is an organizational change model to support organizations to respond to and reduce the impact of trauma.

- f. Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private Activity Bonds, for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) to help unlock more LIHTC in San Francisco and statewide. (MOHCD, Planning; Short)
- g. Advocate for State legislation to change the voter approval threshold for General Obligation

Bonds from two-thirds to 55 percent. (Planning, Mayor/BOS; Medium)

- h. Advocate for State legislation to expand non-competitive permanently affordable housing funding sources. (Planning, Mayor/BOS; Medium)
- i. Collaborate with key organizations to reform Proposition 13<sup>28</sup> for commercial property to provide funding support for local jurisdictions to meet their permanently affordable housing targets. (Planning, Mayor/BOS; Medium)

<sup>28</sup> A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase.

Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.

## **Goal 2. Repair the harms of racial and ethnic discrimination against American Indian, Black, and other people of color.**

**Challenge-** Our nation, from its inception, has initiated and perpetuated harm against people of color, including the genocide, exploitation, and dispossession of American Indian people, the enslavement of Black people, and the systematic denial of suffrage and civil rights to American Indian, Black, and other people of color. San Francisco has participated in this national legacy by creating or enforcing laws, policies, actions, and institutions that have perpetuated racial discrimination and led to disparate outcomes for American Indian, Black, and other people of color (see Figure 11). In San Francisco land use, racial discrimination is evident in the City's 1870 Cubic Air Ordinance and 1880 Laundry Ordinance which targeted San Francisco's Chinese population by limiting where they could live or work. In the 20<sup>th</sup> Century, housing discrimination in San Francisco occurred through direct government action such as [urban renewal](#) or redevelopment and through a failure of the City to act to provide equal protection to all San Francisco's residents in the face of private instruments of racial discrimination including bank [redlining](#) (see Figure 12), [racial covenants](#), and predatory subprime loans. Furthermore, the City has at times directly removed targeted communities from their homes through local use of eminent domain or stood quietly by while federal actions like WWII Japanese American incarceration unjustly targeted San Francisco citizens based on their race. The cumulative effects of these discriminatory acts have contributed to the economic oppression that pushed and continues to push American Indian,

Black and other people of color out of San Francisco. As a result, American Indian, Black, and other people of color continue to face significant income inequality, poor health outcomes, exposure to environmental pollutants, low homeownership rates, high eviction rates, and poor access to healthy food, quality and well-resourced schools, and infrastructure.

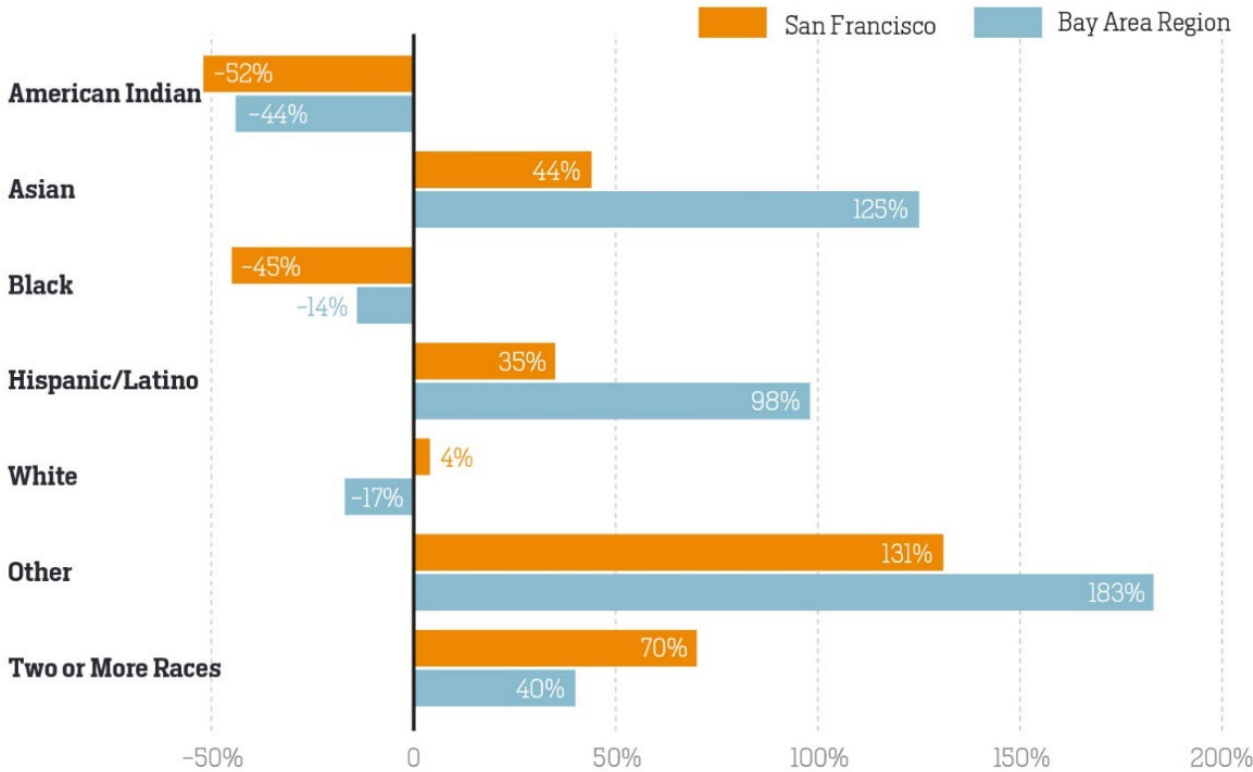
**Path forward-** San Francisco has a role to play in redressing the compounding effects of racial discrimination against American Indian, Black, and other people of color perpetuated at all levels of government and throughout American society. While federal action is required to redress the harms of American Indian genocide or the enslavement of Black people, our city can incrementally work towards healing these deep wounds and the disparities that have resulted from centuries of oppression. The San Francisco Planning Commission passed a [resolution](#) on June 11, 2020, that acknowledges and apologizes for the history of racist, discriminatory, and inequitable planning policies and practices that have resulted in racial disparities. The resolution provides direction for the Planning Department to develop proactive strategies to address and redress structural and institutional racism. The resolution explicitly directs the Planning Department to redress the consequences of government-sanctioned racial harm via meaningful City-supported, community-led processes.

To advance this transformative work, the City must deepen its understanding of the direct harm that discriminatory housing programs and policies caused to American Indian, Black, Japanese, Filipino, and other communities of color in San Francisco. It must also understand the multiple ways in which broader mechanisms of racial and social discrimination reduce a person's access to housing, such as job discrimination or racial disparities within the criminal justice system. The City must actively dismantle these discriminatory

policies by reallocating resources to increase housing access, financial stability, economic opportunities, and community building investments for these communities. Lastly, the City

must remain accountable to these communities and transparent in the processes it undertakes to redress harm.

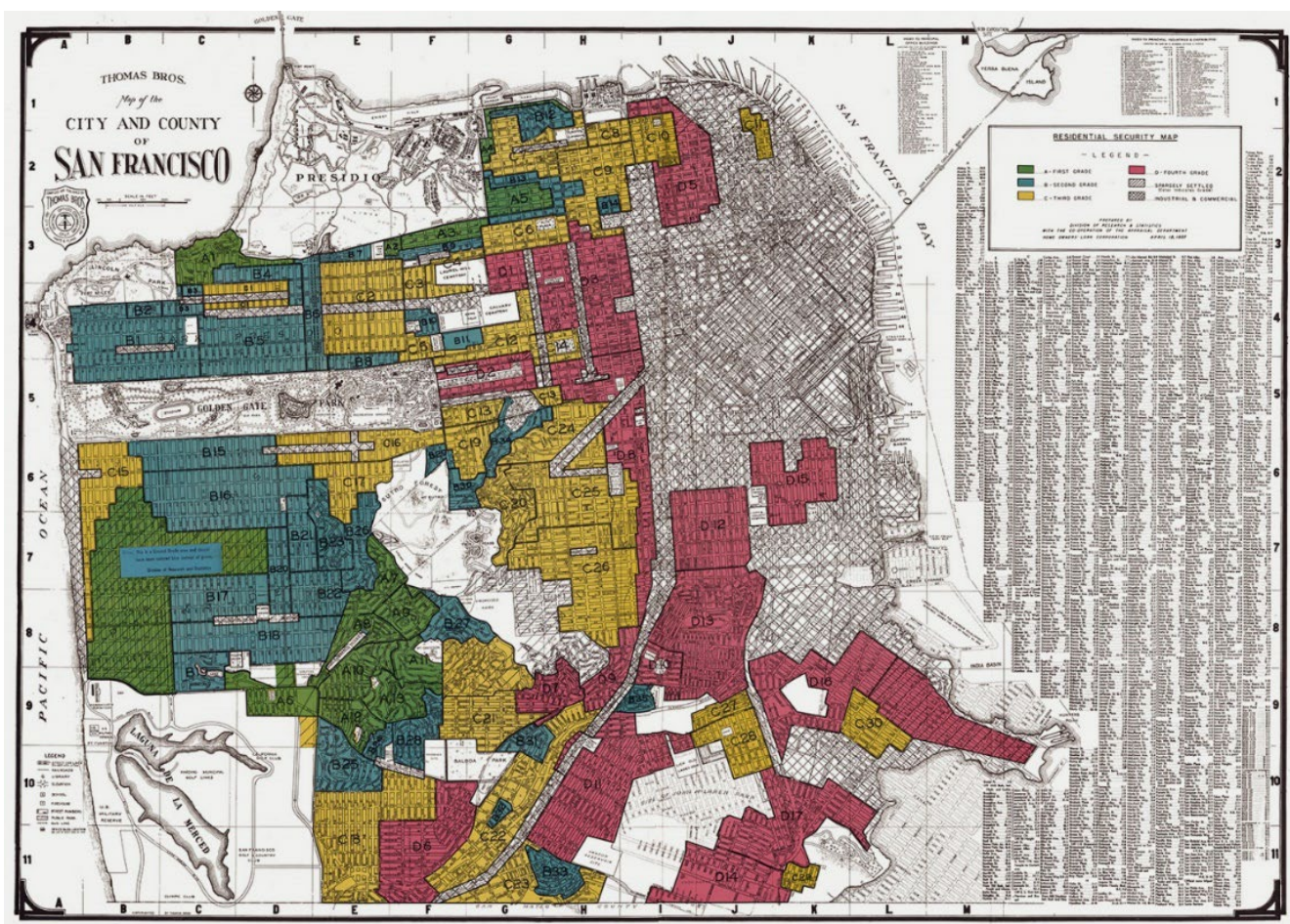
**Figure 11.** Percentage change of population by race and ethnicity from 1990 to 2015.



Source: 1990 Decennial Census (IPUMS-USA); ACS 2015 5-year Estimates (IPUMS-USA).



**Figure 12.** Redlining map shows in red neighborhoods that were discriminated for home and improvement loans.



Source: The University Of Richmond's Mapping Inequality Project.

## Objective 2.a Make amends and inform reparative actions by telling the truth about discriminatory actions and the resulting harm

**Challenge-** Throughout history, communities of color have been the targets of federal, state and locally sponsored and supported programs which have segregated neighborhoods, displaced, and stripped wealth from communities, and undermined their general health and well-being. The impact of these discriminatory actions on American Indian, Black and other communities of color has yet to be fully documented or understood. While historians have described

national events such as the Japanese Internment Bill of 1942 or the Indian Relocation Act of 1956, or government endorsed practices such as [redlining](#) (see Figure 12), [racially restrictive covenants](#), and [urban renewal](#), the City needs to study and understand how these actions specifically impacted the residents of San Francisco in order to take reparative action. The City cannot make amends or take steps to repair past harm without identifying the persons who suffered these acts of discrimination and, by speaking with them, documenting the nature and magnitude of the harm. In many cases, this will mean tracking how harm to an individual reperussed through generations and communities. This level of

investigation and documentation, centering the voices of the American Indian, Black and other communities of color, has been limited in San Francisco to date. For example, the Planning Department has constructed historical narratives to explain segregation in public housing or development patterns resulting from redlining and urban renewal to inform the department's regulatory review; however, the department is only just beginning to apply this information in a reparative framework to ask, "What actions must we take as a department and a city to redress the harm that resulted from these events?" This is a challenging and urgent task because truth-telling will necessarily rely on oral histories to reveal the largely undocumented stories of impacted communities, and first-hand accounts of these events will become rarer as members of those communities pass on. Moreover, the opportunity to repair harm for those individuals will be lost.

**Path forward-** To begin to repair and redress the harm, it is crucial that the City undergoes a truth-

telling process to acknowledge the impacts government-sanctioned actions that led to wealth loss, disparate housing outcomes and displacement in the American Indian, Black, Japanese, Filipino and other communities of color. This process of investigation, documentation, and acknowledgment is essential for establishing accountability, raising consciousness, and informing the mechanisms and magnitude of resources required to repair the harm. The City must support the affected communities to lead this investigation and documentation, and acknowledgement of harms and their disparate outcomes must be communicated at all levels of power. This truth-telling can illuminate how City agencies build programs that are harm reductive, culturally competent, accessible, and that do not reproduce racist practices from the past. Lastly, truth-telling can begin to correct the erasure from the historic record, both in its written form and in the city's built-form, that these communities have suffered.

## POLICIES AND ACTIONS

**Policy 10:** Acknowledge the truth about discriminatory practices and government actions<sup>29</sup> as told by American Indian, Black, and other communities of color to understand the root causes of the housing disparities in these communities and to inform how to redress the harms.

- a. Commission an American Indian community-led study to document the discriminatory practices and government actions against American Indian communities including the Indian Relocation Act of 1956 and the cumulative impacts of genocide, exploitation, and dispossession of resources in terms of

- wealth loss, disparate housing outcomes, and scale of displacement. (Planning, HRC ; Short)
- b. Commission a community-led study by affected communities, including American Indian, Black, and other communities of color, to document the history of redlining and racial covenants in San Francisco and their cumulative impacts, particularly on Black households, in terms wealth-loss, disparate housing outcomes, and scale of displacement. (Planning; Short)
- c. Commission a community-led study by affected communities, including American Indian, Black, and other communities of color, to document the history of in San Francisco

<sup>29</sup> Discriminatory programs include, but are not limited to, redlining, urban renewal, segregated public housing, and exclusionary zoning regulations, such as single-family zoning.



and its cumulative impacts, particularly on Black households, in terms wealth-loss, disparate housing outcomes, and scale of displacement. (Planning; Short)

- d. Commission a community-led study by affected communities to document the history of public housing replacement in San Francisco and its impacts, particularly on Black households, in terms of wealth loss, disparate housing outcomes, and scale of displacement. (Planning; Short)
- e. Commission a community-led study by affected communities to document the history of predatory lending practices in San Francisco and its impacts in terms of wealth loss, disparate housing outcomes, and scale of displacement. (Planning; Short)
- f. Incorporate the findings of these studies including the resulting disparities and inequities when applying the racial and social equity assessment tool to applicable projects (Planning; Short).

## **Objective 2.b Offer reparations for communities directly harmed by discriminatory action and bring back their displaced people**

**Challenge-** Racial discrimination has led to disparate outcomes in income for American Indian, Black and other communities of color, leaving them vulnerable to housing insecurity and limiting their ability to build intergenerational wealth. The median income for Black households was \$30,442 in 2018, 23% of median income for a white household, and for American Indian households' median income was \$61,250 (see Figure 13), 46% of a white household's median income. As a result, these communities are far more impacted by displacement as discussed also in objective 2.b. San Francisco has a moral obligation to repair the harms of racial

discrimination, especially those harms for which it holds the greatest responsibility. Calls for reparations from the federal government have occurred since the Civil War, but it was only in 2021 that House Resolution 40, first introduced in 1989 to create a commission to study slavery and discrimination and potential reparations, moved out of committee. In California, Assembly Bill 3121 was enacted on September 30, 2020 to establish the Task Force to Study and Develop Reparation Proposals for Black Americans. And in May 2021, San Francisco's Board of Supervisors appointed the city's African American Reparations Advisory Committee, described as the first body of its kind to create a comprehensive reparations plan for Black Americans.

**Path forward-** The City can build on current and past local and state initiatives to pursue reparations for American Indian, Black, as well as Japanese American and Filipinos harmed by government actions to create local programs that use housing as tool of repair. Reparative acts through housing tools targeted to harmed communities could include dedicating land or housing, offering homeownership loans and grants, ensuring access to below market rate units, facilitating communal forms of land or housing ownership, creating pathways for displaced people and their descendants to return, and strengthening and sustaining their cultural anchors, such as businesses, community and cultural centers, and historic sites.

The city should use the [Cultural District program](#) to help anchor and stabilize American Indian, Black and other communities of color by leveraging the community-government partnerships the program has created to lead community planning and guide resource allocation. The program's mandate requires that the City coordinate resources to assist in stabilizing the districts, which house and provide for vulnerable communities facing, or at risk of, displacement or gentrification. Their

community-led processes such as their Cultural History, Housing, and Economic Sustainability Strategies (CHHESS) and direct services, provide a culturally competent framework for stabilizing harmed communities and devising ways to bring back their displaced members.

To incrementally repair the harm inflicted on American Indian and Black people throughout our nation’s history and to reverse the displacement and overrepresentation in homelessness of American Indian and Black residents, the City should support these groups for homeownership opportunities, rental housing assistance and other housing services programs. Similarly, to address direct displacement caused by government actions, the City will explore implementing the

newly passed State Assembly Bill 1584 that expands the [Certificate of Preference program](#) to serve the descendants of households displaced.

The goal of such actions is to erase racial and ethnic disparities across indicators such as homelessness, homeownership, and rent burden, to improve life outcomes for residents in vulnerable communities, and to grow the city’s communities of color whose populations have been diminished by displacement. Housing reparative acts should work in concert with more comprehensive local, state, and federal efforts to redress the nation’s history of harm against American Indian, Black and other communities of color.

**Figure 13.** Median household income by race and ethnicity (2018).

SAN FRANCISCO	\$104,552
American Indian / Alaskan Native	\$61,250
Black or African American	\$30,442
Hispanic or Latino/e/x (Any Race)	\$72,578
Native Hawaiian and Other Pacific Islander	\$76,333
Some Other Race	\$ 59,497
Two or More Races	\$114,399
White (Non-Hispanic)	\$132,154

Source: ACS 2018 5-year Estimates (IPUMS-USA).

**POLICIES AND ACTIONS**

**Policy 11:** Establish and sustain homeownership housing programs designed around a reparations framework for American Indian, Black, Japanese, Filipino, and other communities directly targeted by discriminatory government actions in the past including [redlining](#), [Redevelopment and Urban Renewal](#), the Indian Relocation Act or WWII

Japanese incarceration with the goal of stabilizing these communities and bringing back those who have been displaced from the city.

- a. Establish pilot programs that offer homeownership opportunities targeted to Black communities harmed through [redlining](#) or [urban renewal](#), building on programs such as the [Dream Keeper initiative](#) and including

features such as silent second loans or grants for down payment assistance. (MOHCD; Medium)

- b. Target increased investment in the Down Payment Assistance Loan Program to communities harmed by discriminatory government actions.<sup>30</sup> (MOHCD; Short)
- c. Identify housing opportunities targeted to the American Indian community to redress the historic dispossession of resources affecting these communities, through Indian Relocation Act, or other historic efforts that broke the cohesion of this community. (Mayor/BOS; Short)
- d. Implement the right to return legislation for residents of public housing including opportunities to those previously displaced. (MOHCD; Medium)
- e. Pursue expanding and modifying the shared equity homeownership and land trust models, to address their effectiveness and scalability, for communities harmed by past discrimination. Use the findings of the study referenced in Policy 3 action (c) to inform expansion of these models. (MOHCD, Planning; Medium)
- f. To support the [Certificates of Preference program](#), conduct a study to engage with Certificate holders and their descendants to identify what they see as their housing needs and goals and recommend strategies for better supporting those families (not limited to the existing preference program). Create a tracking system to better understand who has obtained or passed on opportunities and why. (OCII, MOHCD; Short)

**Policy 12:** Cultivate cultural anchors<sup>31</sup> by identifying, preserving, and enhancing spaces of

cultural importance for communities impacted by displacement so that they can return to thriving and culturally rich neighborhoods.

- a. Utilize the [Cultural Districts program](#) and related strategies to guide neighborhood investments and housing development that supports cultural activities, uses, traditions, and spaces that strengthen unique racial, social, and cultural aspects of San Francisco communities. (Planning, MOHCD, OEWD; Short)
- b. Recognize spaces of cultural importance identified by American Indian and Black communities and other displaced groups in community planning and regulatory review, consult them in decisions affecting those spaces, and direct resources towards their preservation and management. (Planning, OEWD, OSB; Short)
- c. Fund the development and implementation of community-developed strategies in [Cultural Districts](#) to retain and grow culturally associated businesses and services that attract residents back to the area. (MOHCD, OEWD, OSB, Planning; Short)
- d. 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) reports. (Planning, MOHCD; Medium)
- e. Recognizing the history of dispossession and the symbolic importance of land, identify opportunities to dedicate land for community spaces for the American Indian community. (MOHCD, Mayor/Board, RED; Short)

<sup>30</sup> Discriminatory programs by government action affecting housing, including government sanctioned programs, include but are not limited to urban renewal, redlining, segregated public housing,

racial covenants, and exclusionary zoning regulations, such as single-family zoning.

<sup>31</sup> Businesses, community and cultural centers, and other spaces of cultural importance for communities.

- f. Explore utilizing the [Legacy Business Registry](#) program to direct resources to businesses associated with communities impacted by displacement. (OSB, OEWD; Short)

**Policy 5:** Improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved.

- g. Identify racial, ethnic, and social groups who have been disproportionately underserved by available Below Market Rate units and the underlying reasons, these groups include but are not limited to previously identified groups such as American Indian, Black, Latinos/es/x, and other people of Color, LGBTQ+, transitional aged youth, people with disabilities, and senior households. This study can inform the housing portal cited in Policy 14 (e). (MOHCD, Planning; Short)
- h. Through the Inclusionary Technical Analysis Committee, assess whether affordability levels of rental and ownership units created through the [Affordable Inclusionary Housing Program](#) are accessible to groups underserved as studied in Policy 5, action (a), update those requirements in balance with ensuring financial feasibility as referenced in Policy 24 (a). (Planning, MOHCD; Mayor/BOS; Short)
- i. Evaluate and update existing policies and programs to increase the percentage of Below Market Rate units awarded to underserved groups identified through the study cited in Policy 5, action (a), including but not limited to [preferences](#), strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services. (MOHCD; Short)
- j. Evaluate area median incomes and unit types, and identify strategies to secure housing for applicants to the Below Market Rate unit lottery

- program who have not won the lottery after more than five years of submitting applications. (MOHCD, Mayor/BOS; Short)
- k. Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for the senior Below Market Rate rental units. (MOHCD; Short)
- l. Strengthen monitoring and enforcement of Below Market Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need, through active enforcement of existing obligations, lease up of new and turnover units, and completing the build out of [DAHLIA](#) partners database. (MOHCD; Medium)
- m. Amend the [Inclusionary Housing Program](#) regulations to allow existing homeowners of Below Market Rate units to purchase another Below Market Rate unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing household needs. (MOHCD; Planning; Short)

## **Objective 2.c Increase accountability to American Indian, Black and other communities of color**

**Challenge-** Limited commitment at the local, state, and federal levels to adequately fund housing programs to meet the City's existing housing need has contributed to profound public frustration and distrust in the agencies that are meant to serve them. In focus groups for the Housing Element with communities of color and vulnerable groups in 2021, participants reported the sense of powerlessness that they have experienced when attempting to access city programs and resources. Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to

improve housing challenges that seem insurmountable. Participants expressed that existing housing programs and systems sometimes contribute to this sense of powerlessness by de-humanizing already vulnerable community members, and by operating without enough transparency, or accountability to the communities served.

More needs to be done to improve information sharing with the public about why their needs are not being met, how decisions are being made, and why resources have been inadequate. Unmet housing needs for low-income people are the norm around the state and nation as represented by only one Section 8 voucher available for every four qualified households, and very-low-income renters everywhere face cost burdens and a scarcity of affordable housing. Locally, hundreds of households apply for each new affordable housing unit (see Figure 14). American Indian, Black and other people of color are disproportionately impacted by the failure to adequately fund our housing systems. These are the same communities that are most marginalized from the electoral process and therefore, have fewer means to impact political and government decisions regarding housing policy and resource allocation and to hold those in power accountable to their needs. Likewise, communities of color have not been sufficiently elevated in the City's outreach and engagement efforts or adequately represented in decision-making bodies, further marginalizing their voices.

**Path forward-** The City must create systems of accountability that empower American Indian, Black and other communities of color with the knowledge and means to effect positive change for their communities. Elevating the voices of communities of color and other marginalized groups will require that the City proactively support community-based organizations in leading community engagement, and planning. Working

with community organizations that serve American Indian, Black and other people of color will help expand access to housing programs and ensure that new policies and larger programmatic changes effectively meet the housing needs of these communities. Outreach and engagement processes should be community-led, culturally appropriate, long-term, and with clear expectations about the outcome of the engagement. Whenever possible, the time and knowledge shared by community advisors should be compensated. Elevating the voices of communities of color also means increasing representation of American Indian, Black, and other people of color in advisory and decision-making bodies.









Improving accountability to advance racial and social equity in housing outcomes will require identifying priorities in this housing plan. While the City needs to significantly expand its resources, priority actions will guide City agencies to prioritize their existing limited resources into actions that carry the highest impact in serving the needs of communities of color, and improving housing affordability for all. Working with bodies and organizations that represent American Indian, Black, and other Communities of color, such as the Community Equity Advisory Council, the African American Reparations Committee, or Cultural Districts, the City will update those priorities frequently, and report on their performance. This process will equip communities of color with more knowledge of the functions and performance of housing programs and policies and the means to hold agencies accountable and support efforts to hold greater power in the decisions that affect their communities. The dissemination of information to and capacity building with American Indian, Black, and other communities of color should expand access to housing programs and result in more effective

policies and strategies for meeting the housing needs of their communities.

Additionally, transparent processes and interagency coordination will support the City to continuously identify the funding gaps to implement those priorities and inform the City's budgeting process. A new racial and social equity analysis framework will help evaluate the impact of the Housing Element's policies and programs to

ensure timely adjustments to increase accountability and effectiveness in advancing racial and social equity. This new framework will include metrics to evaluate progress, and investment solutions to prevent and reverse adverse impacts and to advance equity. Overall, these new tools should make possible a healthier democratic system in which the needs of all residents are more equitably addressed.

**Figure 14.** BMR Rental Applicants vs Occupants by Race and Ethnicity.

Demographics for BMR Rentals*		
589 units (new and re-rental)	Applicants	Occupants
 American Indian or Alaska Native	1,818	4
 Asian	36,301	214
 Black or African American	19,045	71
 Hispanic or Latino	28,005	140
 Native Hawaiian or Other Pacific Islander	1,710	6
 White	18,392	90
 Other or Multi-Racial	6,597	24
 Unknown	8,169	51
<b>Total</b>	<b>120,037</b>	<b>602</b>

Source: 2019-2020 MOCHD Progress Report

## POLICIES AND ACTIONS

**Policy 13:** Amplify and prioritize voices of American Indian, Black, and other people of color and embrace the guidance of their leaders throughout the engagement and planning processes for housing policy, planning, programs, and developments.

- Develop and implement community engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups. (Planning; Short)
- Update the Planning Code and Planning Department protocols where necessary to reflect strategies developed in Policy 13, action



- (a), this includes updating Planning Department requirements for project sponsors to engage with interested [Cultural Districts](#) to allow these communities to provide input upon initiation of a project application and to allow the project sponsor adequate time to address the input through dialogue or project revisions. (Planning; Short)
- c. Increase resources and funding to partner 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 through focus groups, surveys, and other outreach events (Planning, Mayor/BOS; Medium)
  - d. Develop and implement guidelines, and update the municipal codes where needed, to ensure elevated representation of American Indian, Black, and other communities of color in decision-making or advisory bodies such as Community Advisory Councils (CACs). (Planning; Medium)
  - e. Prioritize and improve consultation with local Native Ohlone representatives, including the Association of Ramaytush Ohlone representatives, and American Indian residents in policy development and project review regarding tribal and cultural resource identification, treatment, and management while compensating them for their knowledge and efforts. (Planning; Short)
  - f. 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) reports. (MOHCD, Planning, OEWD, ARTS, DPW; Medium)
  - g. 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. (Planning, MOHCD; Medium)
- Policy 14:** Establish accountability tools to measure progress towards advancing racial and social equity in housing access.
- a. Develop and align department-wide metrics that measure progress towards beneficial outcomes for American Indian, Black, and other people of color resulting from housing policies using methods consistent with the San Francisco Equity Index prepared by the Office of Racial Equity. (Planning, ORE; Medium)
  - b. Identify priority actions in the Housing Element specific to different communities, through collaboration with [Cultural Districts](#) or other racial and social equity-focused community bodies such as the Community Equity Advisory Council, and report back to communities on those priorities and update every two years. (Planning; Medium)
  - c. Establish an inter-agency Housing Element implementation committee to inform the City's budget and work program on housing equity. The committee would be responsible for reporting progress measured in actions (a) and (b) and for identifying financial or legal challenges to progress. (Planning, MOHCD, HRC; Short)
  - d. Create a budget tool for housing investments, including permanently affordable housing production, preservation, and housing services, to implement the priorities identified in the Housing Element 2022 Update actions (b) and (c), and inform the Capital Planning process as cited in Policy 22 action (a). The tool would identify existing and consistent sources of funding as well as funding gaps to inform the annual funding and Capital Planning process. (Planning, MOHCD; Short)



- e. Develop a housing portal, expanding [DAHLLIA](#), to improve data collected on communities being served by various housing services, and to also provide a hub for applicants to all housing programs and services including as rental assistance, affordable housing lotteries, vouchers, and public housing. (MOHCD, Digital Services, SFHA, HSH; Short)

**Policy 21:** Prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in [areas vulnerable to displacement](#).

- a. Based on the Racial and Social Equity Impact Analysis for the Housing Element,<sup>32</sup> identify levels of investments to prevent displacement according to the needs of each community and each neighborhood, including priorities for [areas vulnerable to displacement](#). (Planning; Short)

- b. Create guidelines to avoid displacement and other adverse racial and social equity impacts for future zoning changes, development projects and infrastructure projects according to the scale and location of the proposal. (Planning; Short)
- c. Invest public funding or direct private investment to implement the anti-displacement investments identified in action (b) for zoning changes, development projects, or infrastructure projects of certain scale or intensity, in parallel with the project timeline. (MOHCD, SFMTA, OEWD, DPW; Medium)
- d. Within [areas vulnerable to displacement](#), increase funding, to support community-based organizations to expand tenant and eviction protection services; such services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance. (MOHCD, Mayor/BOS; Short)

<sup>32</sup> The Racial and Social Equity Impact analysis of the Housing Element will be completed prior to the adoption of the Housing

Element 2022, and this action will be updated based on the findings accordingly.

### **Goal 3. Foster racially and socially inclusive neighborhoods through equitable distribution of investment and growth.**

**Challenge-** Racial and economic segregation is defined by the UC Berkeley Othering and Belonging Institute (OBI) as “an attempt to deny and prevent association with another group, and a strategy that institutionalizes othering of racial or social groups through inequitable resource distributions.”<sup>33</sup>

Racial concentrations overlapped with concentration of low-income households are strongly visible in San Francisco (Mission, Fillmore and Bayview, Chinatown, SoMA) indicating segregated living patterns (Figure 15). Many of these neighborhoods have hosted most of the new growth, with 85% of new housing built since 2005 concentrated in the eastern and central parts of the city: Downtown/South Beach, SoMa, Mission Bay, Potrero Hill/ Dogpatch, Bayview Hunters Point, the Mission, Tenderloin, and Hayes Valley (see Figure 16). While these investments in housing development brought new infrastructure, jobs, and residents to the east side, many lower income communities of color were locked out of access to these benefits and are still contending with the lingering effects of discrimination that make them more vulnerable to homelessness, evictions, and displacement. At the same time, well-resourced neighborhoods with greater access to parks, quality schools, better environmental conditions, and with higher median incomes have

experienced the lowest rates of new housing development over the last few decades. Multi-family homes in these neighborhoods are either not currently allowed or zoning restrictions render them too expensive to deliver. These restrictions have the effect of excluding low- and moderate-income households from being able to live in these neighborhoods and in that way serve to maintain racial and economic segregation in San Francisco (see Figure 17).

**Path forward-** A new state law, [Affirmatively Furthering Fair Housing \(AFFH\)](#), requires that all public agencies administer programs and activities related to housing and community development in a manner that promotes fair housing. Affirmatively furthering fair housing means “taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity.”<sup>34</sup> The California Department of Housing and Community Development (HCD) prescribes that in order to prevent further segregation and concentration of poverty, and to increase access to opportunity and redress past actions that led to current inequities, city agencies and decision-makers “must create land-use and funding policies to increase affordable housing in high resource neighborhoods that have often been exclusionary (explicitly or indirectly due to costs or zoning policies) and bring additional resources to traditionally under-resourced neighborhoods.”<sup>35</sup>

The goal of greater integration, and racially and socially inclusive neighborhoods, relies on building intergenerational wealth within areas<sup>36</sup> with high concentration of American Indian, Black, or other

<sup>33</sup> <https://www.otheringandbelonging.org/the-problem-of-othering/>

<sup>34</sup> AB 686  
[https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill\\_id=201720180AB686](https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201720180AB686)

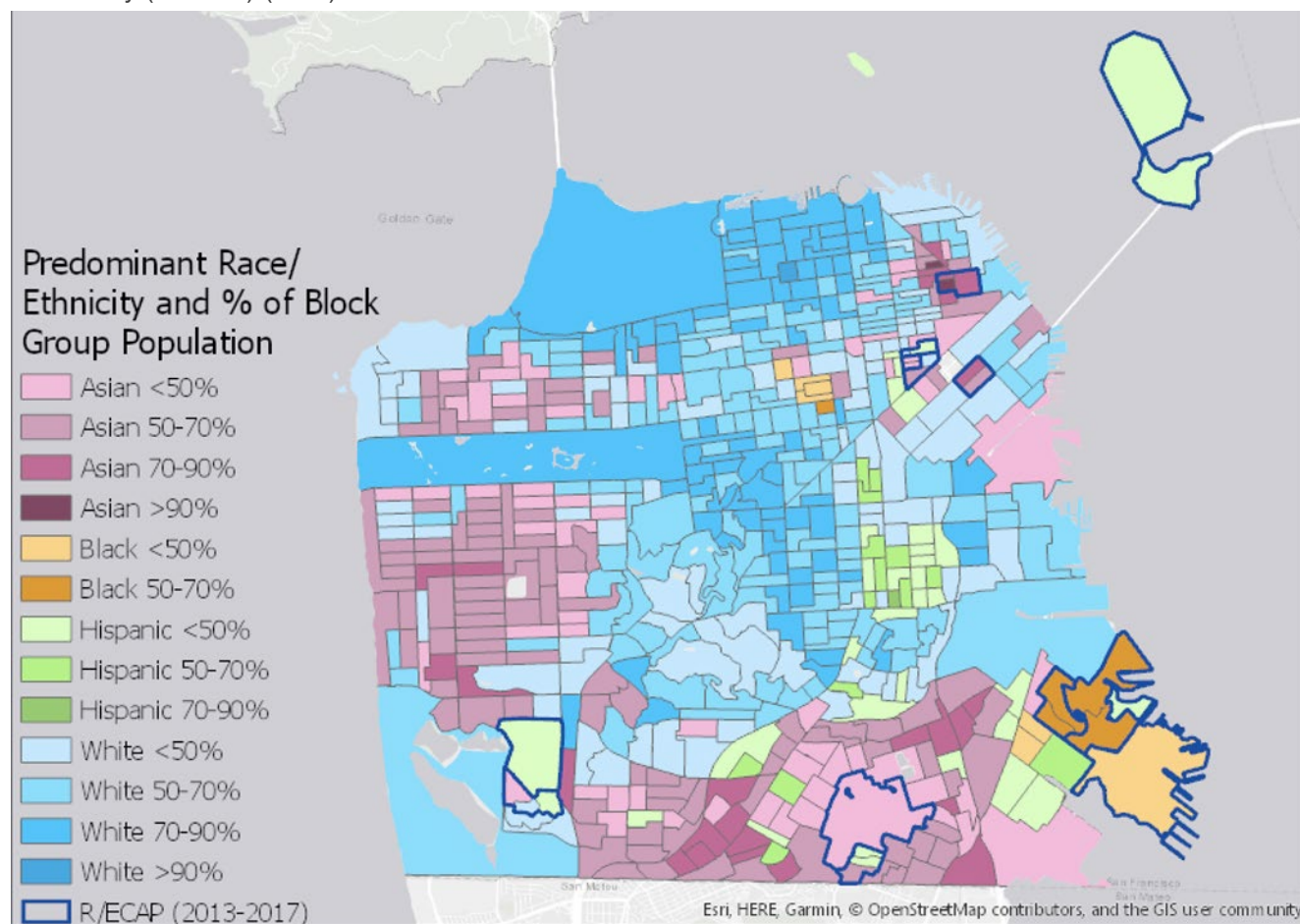
<sup>35</sup> [https://www.hcd.ca.gov/community-development/affh/docs/affh\\_document\\_final\\_4-27-2021.pdf#page=16](https://www.hcd.ca.gov/community-development/affh/docs/affh_document_final_4-27-2021.pdf#page=16)

<sup>36</sup> Ibram Kendi, “How to Be an Antiracist” (One World, August 13, 2019).

communities of color. This goal requires the City to ensure low-income communities and communities of color can also benefit from investment in housing, including the opportunity to build wealth. The goal also requires the City to open wealthy, white, and well-resourced neighborhoods to all communities of color and low-income households

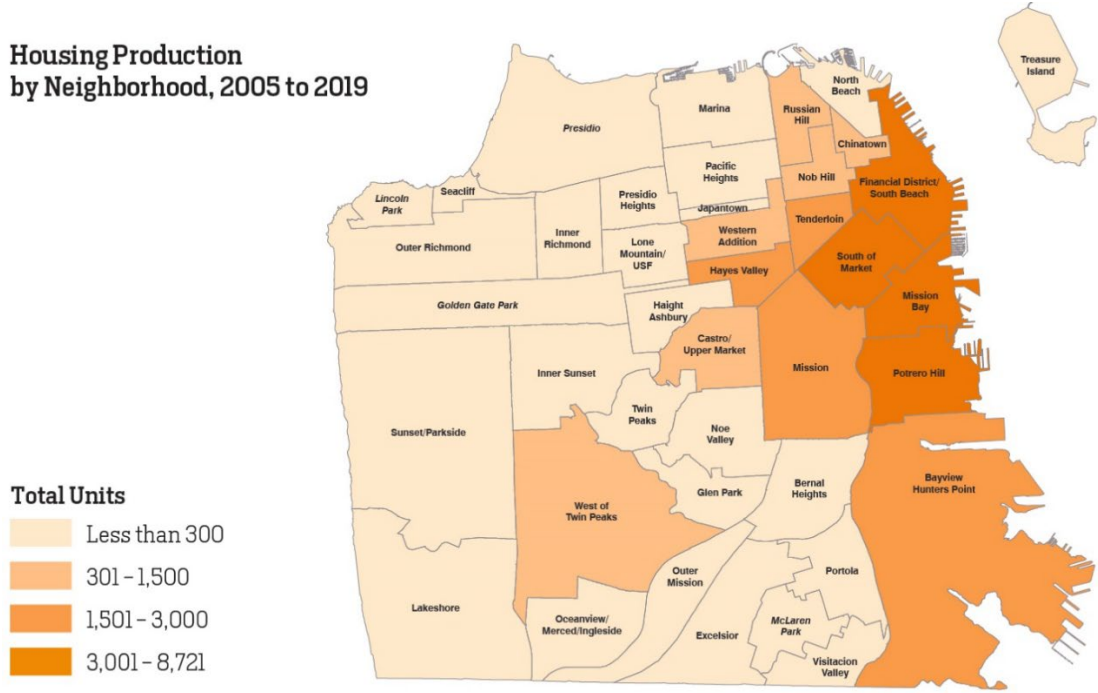
in order provide access to high-quality neighborhood resources that foster positive economic and health outcomes. To prevent further inequities as an unintended impact of investments, targeted anti-displacement investments are needed to stabilize existing racially and socially inclusive communities.

**Figure 15.** Map of predominant racial and ethnic concentrations and Racially and Ethnically Concentrated Areas of Poverty (R/ECAP) (2017).



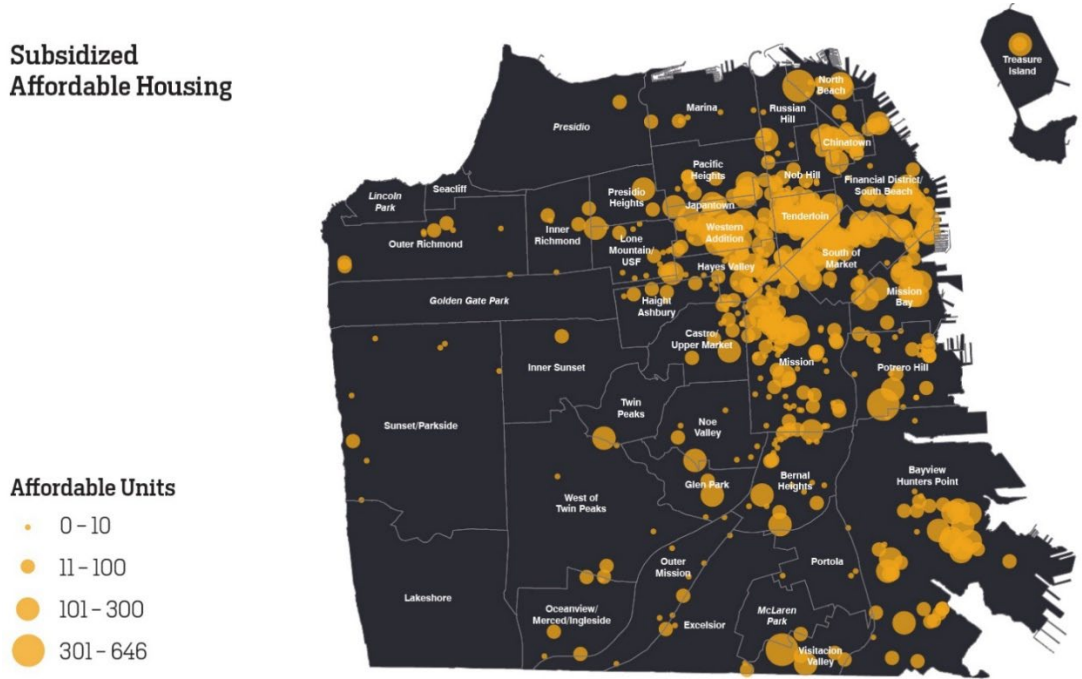
Source: Esri, Predominant Race/Ethnicity by Block Group, 2013-2017 (2013-2017 American Community Survey 5 Year)

Figure 16. Map of housing production by neighborhood from 2005 to 2019.



Source: San Francisco Housing Affordability Strategies (2020).

Figure 17. Map of permanent affordable housing by units per building (2018).



Source: San Francisco Housing Affordability Strategies (2020) with data from the San Francisco's Mayor's Office of Housing and Community Development (2018).

### **Objective 3.a Build intergenerational wealth for American Indian, Black, and other communities of color.**

**Challenge-** Government actions in the form of [redevelopment and urban renewal](#) have dispossessed specific communities in San Francisco, such as American Indian, Black, Japanese, Filipino, and other communities, of homes and entire neighborhoods. The median household wealth (the difference between total assets and total debts) for White households is more than five times greater than Latino/e/x households and more than seven times greater than Black households (see Figure 18). Income data from San Francisco echoes these national trends (see Figure 13). The median income for Black households is less than one fourth of non-Hispanic White households. Similarly, the median household income for American Indians (\$61,250), Latinos/es/x (\$72,578), and Asians (\$88,016) was also lower than non-Hispanic White households.

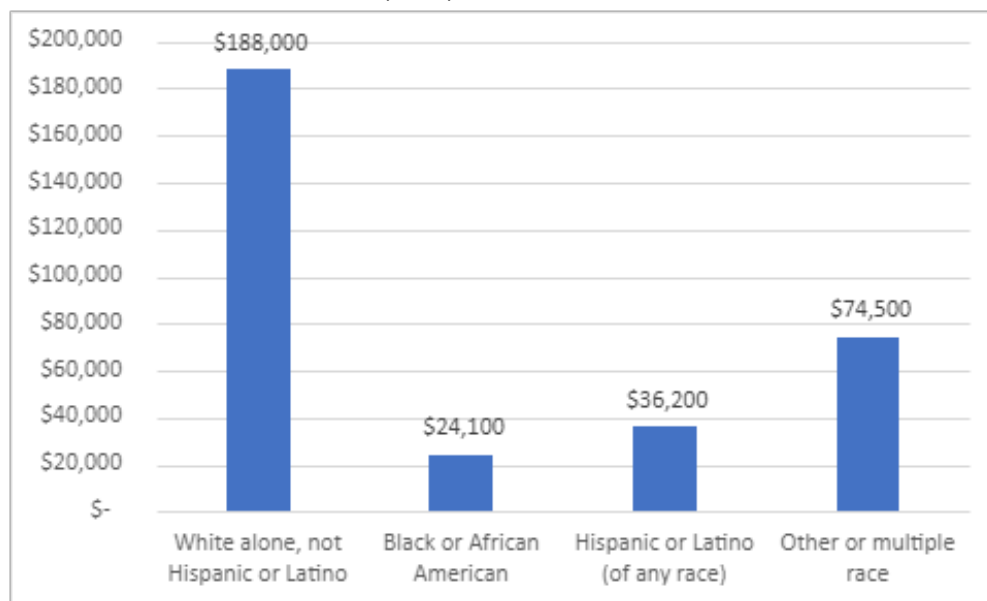
These wealth gaps have left households of color more likely to experience housing instability and cycles of intergenerational poverty, and often unable to build wealth to pass down to their children over decades. Wealth allows people and families to secure safe and healthy housing, open businesses, sustain themselves in retirement, and facilitate education and access to homeownership for their children. Homeownership is one of the primary sources of building wealth for most U.S. families. But decades of lost opportunity due to housing discrimination and neighborhood disinvestment, along with educational and workplace discrimination, have locked many people of color out of homeownership and contributed to the racial wealth gaps we see today. While some neighborhoods with the high

concentration of low-income American Indian, Black, and other communities of color in San Francisco have experienced significant housing and infrastructure investments in the past two decades, these communities have experienced limited benefits and, in some cases, experienced displacement of residents and businesses. In addition, these low-income communities of color have had limited access to the new permanently affordable housing units due to income or credit requirements beyond their reach.

**Path forward-** Racially and socially inclusive neighborhoods rely on low-income American Indian, Black, and other communities of color having the opportunity to build wealth to pass on to future generations. This Housing Element defines [Priority Equity Geographies](#), as places where the city will target direct investments to achieve this outcome and implement reparative strategies described in the previous goal (see Figure 19). Wealth building strategies should start with a people-based approach and include access to affordable housing and homeownership, as well as trainings for well-paid jobs, business ownership, and fostering financial literacy and readiness. Wealth building strategies will also include place-based strategies to improve access to opportunity: resources in one's neighborhood that are linked to positive economic, social and health outcomes for communities, such as quality public schools, affordable and accessible transportation options that connect residents to educational and economic development opportunities, affordable community serving businesses, and a healthy environment. These resources create the conditions for thriving neighborhoods that, along with people-based approaches, can build lasting wealth that can be passed on from one generation to the next.

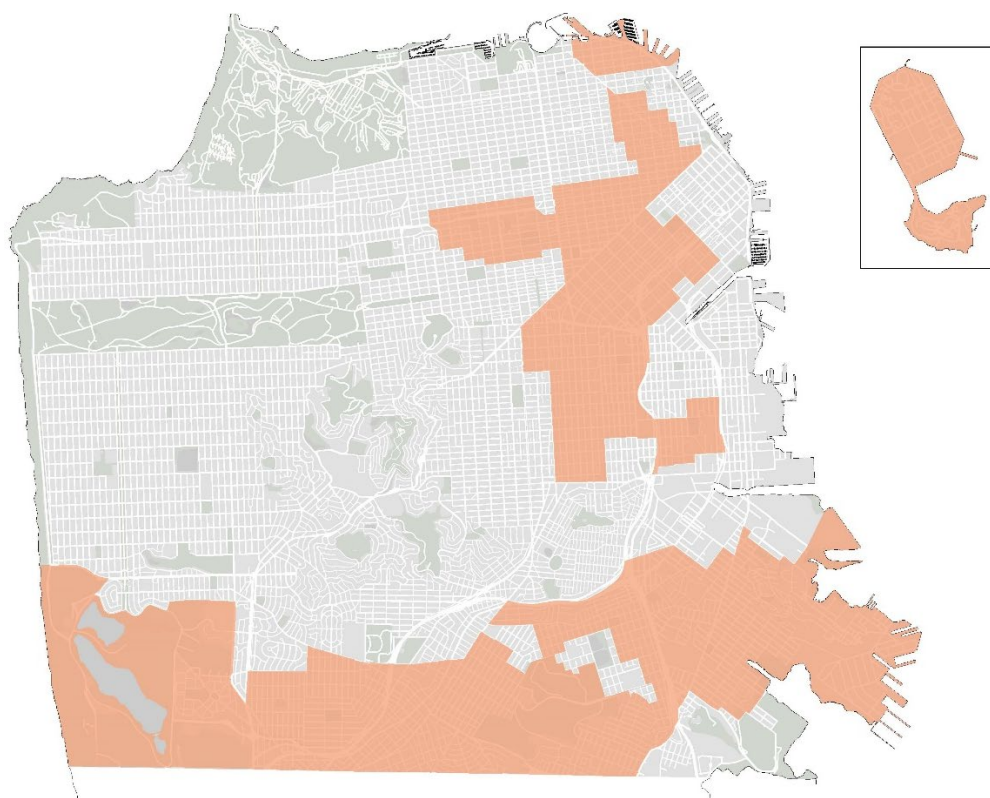


**Figure 18.** National median household wealth (2019).



Source: [US Federal Reserve \(2019\)](#)

**Figure 19.** Map of Priority Equity Geographies



Source: San Francisco Department of Public Health's [Areas of Vulnerability map](#).

Note: Priority Equity Geographies are areas with a higher density of vulnerable populations as defined by the San Francisco Department of Health, including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed.



## POLICIES AND ACTIONS

**Policy 15:** Expand permanently affordable housing investments in [Priority Equity Geographies](#) to better serve American Indian, Black, and other People of color within income ranges underserved, including extremely-, very low-, and moderate-income households.

- e. Increase production of housing affordable to extremely and very low-income households including identifying and deploying subsidy resources necessary to serve these income groups. (MOHCD, HSH; Medium)
- f. Maximize the use of ongoing tenant-based rental assistance to expand eligibility for extremely and very low-income households who otherwise do not qualify for Below Market Rate units. (MOHCD; Short)
- g. Evaluate increasing [neighborhood preference](#) allocation for Below Market Rate units in [Priority Equity Geographies](#) to better serve American Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations. (MOHCD; Short)
- h. 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). (Planning; ongoing)
- i. Continue to rebuild and replace public housing units at HOPE SF sites without displacement of the current residents. (MOHCD; Medium)

**Policy 5:** Improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved.

- j. Identify racial, ethnic, and social groups who have been disproportionately underserved by available Below Market Rate units and the underlying reasons, these groups include but are not limited to previously identified groups

such as American Indian, Black, Latinos/es/x, and other people of Color, LGBTQ+, transitional aged youth, people with disabilities, and senior households. This study can inform the housing portal cited in Policy 14 (e). (MOHCD, Planning; Short)

- k. Through the Inclusionary Technical Analysis Committee, assess whether affordability levels of rental and ownership units created through the [Affordable Inclusionary Housing Program](#) are accessible to groups underserved as studied in Policy 5, action (a), update those requirements in balance with ensuring financial feasibility as referenced in Policy 24 (a). (Planning, MOHCD; Mayor/BOS; Short)
- l. Evaluate and update existing policies and programs to increase the percentage of Below Market Rate units awarded to underserved groups identified through the study cited in Policy 5, action (a), including but not limited to [preferences](#), strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services. (MOHCD; Short)
- m. Evaluate area median incomes and unit types, and identify strategies to secure housing for applicants to the Below Market Rate unit lottery program who have not won the lottery after more than five years of submitting applications. (MOHCD, Mayor/BOS; Short)
- n. Expand the Senior Operating Subsidy (SOS) program to allow extremely and very low-income seniors to be eligible for the senior Below Market Rate rental units. (MOHCD; Short)
- o. Strengthen monitoring and enforcement of Below Market Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need, through active enforcement of existing obligations, lease up of new and turnover units, and completing the

build out of [DAHLIA](#) partners database.  
([MOHCD](#); Medium)

- p. Amend the [Inclusionary Housing Program](#) regulations to allow existing homeowners of Below Market Rate units to purchase another Below Market Rate unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing household needs. ([MOHCD](#); [Planning](#); Short)

**Policy 23:** Retain and increase the number of moderate- and middle-income households through building permanently affordable workforce housing and reversing the shortage in affordable housing built for these households.

- q. Study and implement expansion of shared equity models to leverage more non-City financing tools that offer moderate- and middle-income homeownership through development of smaller sized lots (such as Shared Equity, land trusts, or cooperative ownership). Use the studies cited in Policy 3, action (c), and Policy 11, action (e) to inform expansion of these models. ([MOHCD](#), [Planning](#); Short)
- r. Study and implement expansions to programs that create workforce housing for educators to serve other public-sector essential workers such as transit operators and hospital workers. ([Planning](#), [MOHCD](#), [Mayor/BOS](#); Short)
- s. Continue funding for the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program. ([MOHCD](#); ongoing)

**Policy 11:** Establish and sustain homeownership housing programs designed around a reparations framework for American Indian, Black, Japanese,

Filipino, and other communities directly targeted by discriminatory government actions in the past including [redlining](#), [Redevelopment and Urban Renewal](#), the Indian Relocation Act or WWII Japanese incarceration with the goal of stabilizing these communities and bringing back those who have been displaced from the city.

- a. Establish pilot programs that offer homeownership opportunities targeted to Black communities harmed through [redlining](#) or [urban renewal](#), building on programs such as the [Dream Keeper initiative](#) and including features such as silent second loans or grants for down payment assistance. ([MOHCD](#); Medium)
- b. Target increased investment in the Down Payment Assistance Loan Program to communities harmed by discriminatory government actions.<sup>37</sup> ([MOHCD](#); Short)
- c. Identify housing opportunities targeted to the American Indian community to redress the historic dispossession of resources affecting these communities, through Indian Relocation Act, or other historic efforts that broke the cohesion of this community. ([Mayor/BOS](#); Short)
- d. Implement the right to return legislation for residents of public housing including opportunities to those previously displaced. ([MOHCD](#); Medium)
- e. Pursue expanding and modifying the shared equity homeownership and land trust models, to address their effectiveness and scalability, for communities harmed by past discrimination. Use the findings of the study referenced in Policy 3 action (c) to inform expansion of these models. ([MOHCD](#), [Planning](#); Medium)

<sup>37</sup> Discriminatory programs include, but are not limited to, redlining, urban renewal, segregated public housing, and exclusionary zoning regulations, such as single-family zoning.

- f. To support the [Certificates of Preference program](#), conduct a study to engage with Certificate holders and their descendants to identify what they see as their housing needs and goals and recommend strategies for better supporting those families (not limited to the existing preference program). Create a tracking system to better understand who has obtained or passed on opportunities and why. (OCII, MOHCD; Short)

**Policy 16:** Improve access to well-paid jobs and business ownership for American Indian, Black and other communities of color, particularly those who live in [Priority Equity Geographies](#), to build the wealth needed to afford and meet their housing needs.

- a. Expand and target job training, financial readiness education programs to residents of [Priority Equity Geographies](#) including youth from American Indian, Black and other communities of color. (OEWD, MOHCD, ORE; Medium)
- b. Support developers of new permanently affordable housing developments in [Priority Equity Geographies](#) through dedicated funding from GO Bonds and other eligible funding sources to include affordable community 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. (MOHCD, Mayor/BOS/BOS; Medium)
- c. Adopt commercial space guidelines to encourage the development of businesses owned by American Indian, Black and other people of color in permanently affordable housing buildings. (MOHCD, OEWD, ORE; Short)
- d. Provide resources for warm-shell buildout and tenant improvements for businesses owned by American Indian, Black, and other people of

color in permanently affordable housing buildings. (OEWD, MOHCD, ORE; Medium)

- e. Target capacity-building, job training, start-up, and business development resources for Black-owned developers and construction companies with potential to play a larger role in building housing. (OEWD, MOHCD, ORE; Medium)

**Policy 17:** Expand investments in [Priority Equity Geographies](#) to advance equitable access to resources while ensuring community stability.

- a. Apply equity metrics identified under Policy 14 (a) in identifying necessary infrastructure improvements for [Priority Equity Geographies](#) and to guide all City investment decisions, including but not limited to: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review. (Planning; Short)
- b. Prioritize [Priority Equity Geographies](#) in investments to improve transit service, as well as other community improvements to parks, streetscape, and neighborhood amenities. (SFMTA, RPD, DPW, Planning; Medium)
- c. Invest in and implement anti-displacement measures in parallel with major infrastructure improvements in areas undergoing displacement, using the results of the study conducted per Policy 21, action (a). (Planning, SFMTA, RPD, DPW; Medium)

**Policy 33:** Ensure transportation investments advance equitable access to transit and are planned in parallel with increase in housing capacity to advance well-connected neighborhoods consistent with the City's [Connect](#)

[SF vision](#), and encourage sustainable trips<sup>38</sup> in new housing.

- d. Continue interagency coordination for transportation, evaluating the existing and future needs of [Priority Equity Geographies](#), [Environmental Justice Communities](#), and [Well-resourced Neighborhoods](#) targeted for increased housing capacity, and dedicating investments to these areas consistent with the city's [Connect SF vision](#). (SFMTA, Planning; ongoing)
- e. Adopt requirements that encourage sustainable trip choices in new housing and reduce transportation impacts from new housing. Such amendments may require certain new housing to include additional transportation demand management measures and driveway and loading operations plans, protect pedestrian, cycling, and transit-oriented street frontages from driveways, and reduce vehicular parking. (Planning, SFMTA; Medium)
- f. Restore, maintain, and optimize the existing system, prioritizing [Priority Equity Geographies](#) and [Environmental Justice community](#)-led transportation fixes and enhancements in these communities. (SFMTA, Planning; Short)
- g. Seek and obtain new funding sources to further improve the system such as expanding the complete streets and transit service networks (e.g., five-minute transit network, rail network) to support new housing and existing needs including joint funding for integrated transit and affordable housing along improved transit corridors or new transit lines. (SFMTA; Medium)

**Policy 18:** Tailor zoning changes within [Priority Equity Geographies](#) to serve the specific needs of

American Indian, Black, and other communities of color.

- a. Identify and adopt zoning changes that implement priorities of American Indian, Black, and other communities of color identified in [Cultural District](#) or other community-led processes. (Planning; Medium)
- b. Consult with related [Cultural Districts](#) or other racial equity-focused community bodies such as the Community Equity Advisory Council to evaluate the racial and social equity impacts of proposed zoning changes in these areas and , using the framework identified under Policy 21, actions (a) and (b). (Planning; Medium)
- c. Allocate resources and create an implementation plan for any applicable anti-displacement measures parallel with the adoption of those zoning changes. (Planning; Medium)

**Policy 12:** Cultivate cultural anchors<sup>39</sup> by identifying, preserving, and enhancing spaces of cultural importance for communities impacted by displacement so that they can return to thriving and culturally rich neighborhoods.

- d. Utilize the [Cultural Districts program](#) and related strategies to guide neighborhood investments and housing development that supports cultural activities, uses, traditions, and spaces that strengthen unique racial, social, and cultural aspects of San Francisco communities. (Planning, MOHCD, OEWD; Short)
- e. Recognize spaces of cultural importance identified by American Indian and Black communities and other displaced groups in community planning and regulatory review, consult them in decisions affecting those spaces, and direct resources towards their

<sup>38</sup> Sustainable trip choices mean walking, bicycling, transit, and carpooling.

<sup>39</sup> Businesses, community and cultural centers, and other spaces of cultural importance for communities.

preservation and management. (Planning, OEWD, OSB; Short)

- f. Fund the development and implementation of community-developed strategies in [Cultural Districts](#) to retain and grow culturally associated businesses and services that attract residents back to the area. (MOHCD, OEWD, OSB, Planning; Short)
- g. 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) reports. (Planning, MOHCD; Medium)
- h. Recognizing the history of dispossession and the symbolic importance of land, identify opportunities to dedicate land for community spaces for the American Indian community. (MOHCD, Mayor/Board, RED; Short)

**Policy 22:** 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.

- a. Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)
- b. Dedicate funding within the 10-year Capital Planning process for permanently affordable housing in [Priority Equity Geographies](#) with a goal of building planned projects, while

reaching the minimum targets in [Well-resourced Neighborhoods](#) as referenced in Policy 19, action (a). (Mayor/BOS, MOHCD; Long)

- c. Explore the development of public financing tools such as Infrastructure Finance Districts to leverage the City's co-investments in order to lower direct City subsidy for permanently affordable housing. (OEWD; Medium)
- d. 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](#). (Planning, MOHCD; Medium)
- e. Support the Bay Area Housing Financing Authority's expected efforts to secure voter approval for a regional tax measure to fund permanently affordable housing. (MOHCD, Planning; Medium)
- f. Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private Activity Bonds, for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) to help unlock more LIHTC in San Francisco and statewide. (MOHCD, Planning; Short)
- g. Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent. (Planning, Mayor/BOS; Medium)
- h. Advocate for State legislation to expand non-competitive permanently affordable housing funding sources. (Planning, Mayor/BOS; Medium)
- i. Collaborate with key organizations to reform Proposition 13<sup>40</sup> for commercial property to provide funding support for local jurisdictions

<sup>40</sup> A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase.

Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.



to meet their permanently affordable housing targets. (Planning, Mayor/BOS; Medium)

### **Objective 3.b Create a sense of belonging for all communities of color within [Well-resourced Neighborhoods](#) through expanded housing choice**

**Challenge-** [Well-resourced Neighborhoods](#) are areas the state has identified in each jurisdiction as places that have a high concentration of resources that have been shown to support positive economic, educational, and health outcomes for low-income families — particularly long-term outcomes for children (see Figure 20). Since 2005, just 10% of all new housing in San Francisco and 10% new affordable housing has been built in [Well-resourced Neighborhoods](#) though these areas cover nearly 52% of the residential land in the city (see Figures 16 & 17). In part this is because 65% of land in these areas is limited to one or two units and most of the rest also has fixed restrictions on the number of units allowed- even near major commercial districts and transit lines (see Figure 21). This pattern of development has had a two-fold effect on low-income communities and communities of color which mostly reside outside of these neighborhoods. First, these communities disproportionately carry the burden of accommodating growth in our city. Second, a lack of new housing, particularly affordable housing, in neighborhoods with better services and amenities means those neighborhoods remain largely inaccessible to low-income communities and communities of color.

Current restrictions on the number of homes that can be built on most of the city's residential land date largely to the 1970s, when the city faced a substantially different housing context. The city had lost population from 1950 to 1980 as many

middle- and high-income households, who were typically white, moved to rapidly growing suburban communities of single-family homes. Jobs were also growing quickly in suburban areas including manufacturing, logistics, and new suburban office parks. The amount of housing produced regionally was significantly higher than today and housing costs were lower to what people earned at the time. These zoning changes from the 1970s often were an indirect way to institutionalize and perpetuate racial and social exclusion from affluent, white neighborhoods in San Francisco. These practices and regulations are known as [exclusionary zoning](#).

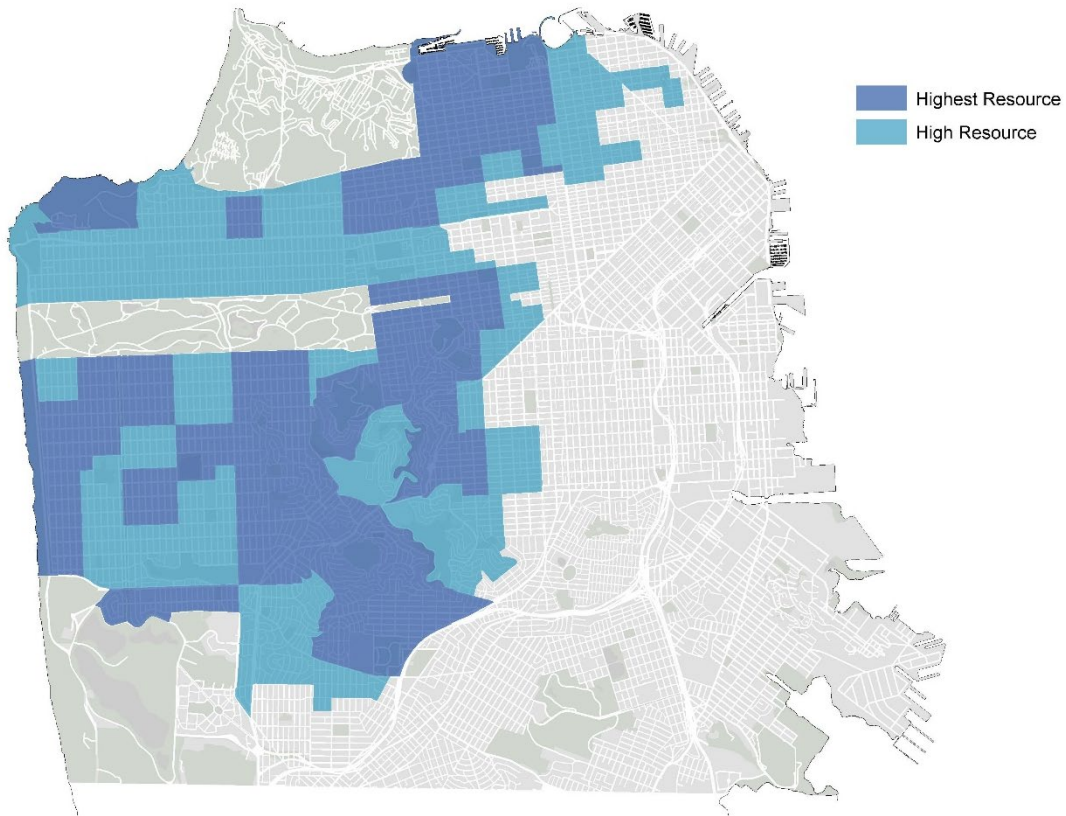
**Path forward-** Fostering racially and socially inclusive neighborhoods throughout the city means increasing housing choice for all in all neighborhoods. It means ensuring access to housing for American Indian, Black, and other communities of color across all neighborhoods. To promote a sense of belonging for all communities in [Well-resourced Neighborhoods](#), the City needs to shift course regarding where new housing is built, so more diverse communities can call these neighborhoods home. The new [Affirmatively Furthering Fair Housing Law](#) also requires local jurisdictions to create programs that would reverse segregation and promote inclusive neighborhoods, including allowing for more housing, particularly affordable housing, to be built in [Well-resourced Neighborhoods](#). Increasing housing development capacity through changes to zoning in [Well-resourced Neighborhoods](#), focusing on small- to mid-rise multifamily buildings is the first step the City must pursue to shift development patterns. Increasing housing choice in these areas also will rely on incentives and community benefits in order to provide housing choices affordable to not just to low-income residents, but also to middle-income residents, families with children, seniors and people with disabilities. Opening access to housing choices in



the [Well-resourced Neighborhoods](#) must be supplemented with strategies to foster openness to new neighbors, support to those previously

excluded in accessing new neighborhoods, and financial strategies for affordable housing.

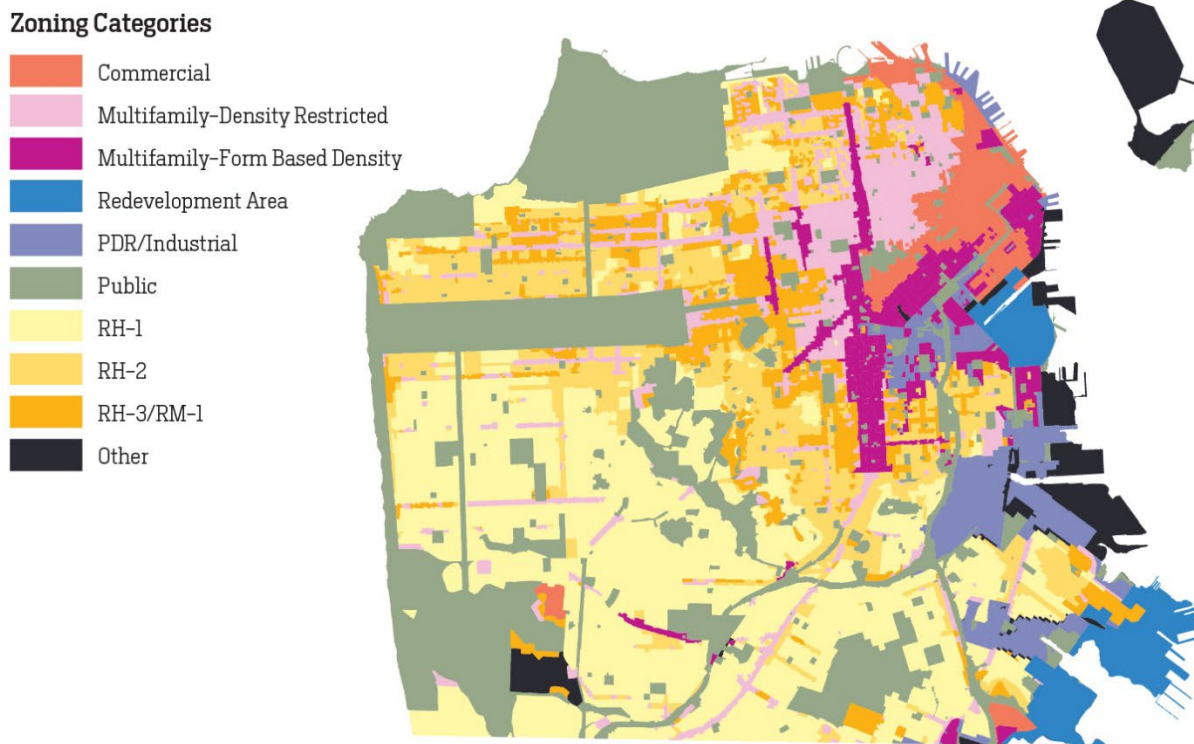
**Figure 20.** Map of Well-resourced Neighborhoods



Source: [2020 TCAC/HCD Opportunity Map](#).

Note: Well-resourced Neighborhoods are shown below and defined as "High Resource/Highest Resource" by the [California Fair Housing Task Force](#). The purpose of this map is to identify every region of the state whose characteristics have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children.

**Figure 21.** Map of simplified zoning categories for the Housing Affordability Strategies analysis.



Source: San Francisco Housing Affordability Strategies.

## POLICIES AND ACTIONS

**Policy 19:** Enable low and moderate-income households, particularly American Indian, Black, and other people of color, to live and prosper in [Well-resourced Neighborhoods](#) by increasing the number of permanently affordable housing units.

- a. Build between 25% and 50% of the City's new permanently affordable housing within [Well-resourced Neighborhoods](#) within the next two RHNA cycles. (MOHCD, Planning; Medium)
- b. Increase housing that is affordable to extremely and very low-income households in [Well-resourced Neighborhoods](#) through City funded permanently affordable housing projects. (MOHCD; Long)

- c. Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in [Well-resourced Neighborhoods](#), such as church sites or underutilized sites. (MOHCD, Mayor/BOS; Medium)
- d. Expand ministerial review<sup>41</sup> for permanently affordable housing on smaller sized residentially zoned parcels to improve feasibility. (Planning; Short)
- e. Create and expand funding for programs that provide 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 [Well-resourced Neighborhoods](#),

<sup>41</sup> A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use

personal, subjective judgment in deciding whether or how the project should be carried out.

and provide incentives and counseling to landlords in [Well-resourced Neighborhoods](#) to offer their unit to low-income households. Consider similar incentives referenced in Policy 8, action (m). (MOHCD; Medium)

**Policy 20:** Increase mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) near transit, including along SFMTA Rapid Network and other transit, and throughout lower-density areas.

- a. Increase the opportunity for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other zoning changes along SFMTA's Muni Forward Rapid Network and other transit such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. (Planning, Mayor/BOS; Short)
- b. Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning in [Well-resourced Neighborhoods](#) near transit. (Planning, Mayor/BOS; Short)
- c. Allow a minimum of four units on all residential lots, expanding the State duplex/lot split program ([SB 9](#)), and include programs and incentives that target these new homes to moderate- and middle-income households as described in Policy 26. (Planning, Mayor/BOS; Short)
- d. Engage with communities living in [Well-resourced Neighborhoods](#) to nurture enhanced openness for all through educational material and community conversations that highlight how locating new housing and permanently affordable housing in every neighborhood can address historic

inequity and injustice and build more vibrant neighborhoods that improve everyone's quality of life. (Planning; Short)

**Policy 22:** 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.

- a. Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)
- b. Dedicate funding within the 10-year Capital Planning process for permanently affordable housing in [Priority Equity Geographies](#) with a goal of building planned projects, while reaching the minimum targets in [Well-resourced Neighborhoods](#) as referenced in Policy 19, action (a). (Mayor/BOS, MOHCD; Long)
- c. Explore the development of public financing tools such as Infrastructure Finance Districts to leverage the City's co-investments in order to lower direct City subsidy for permanently affordable housing. (OEWD; Medium)
- d. 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](#). (Planning, MOHCD; Medium)
- e. Support the Bay Area Housing Financing Authority's expected efforts to secure voter approval for a regional tax measure to fund permanently affordable housing. (MOHCD, Planning; Medium)
- f. Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private

Activity Bonds, for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) to help unlock more LIHTC in San Francisco and statewide. (MOHCD, Planning; Short)

- g. Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent. (Planning, Mayor/BOS; Medium)
- h. Advocate for State legislation to expand non-competitive permanently affordable housing funding sources. (Planning, Mayor/BOS; Medium)
- i. Collaborate with key organizations to reform Proposition 13<sup>42</sup> for commercial property to provide funding support for local jurisdictions to meet their permanently affordable housing targets. (Planning, Mayor/BOS; Medium)

**Policy 26:** Facilitate small and mid-rise multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households without deed restriction, including through expansion or demolition of existing lower density housing, or by adding [Accessory Dwelling Units](#) (ADUs).

- a. Identify and promote construction types, financing, and design strategies that would make small multi-family buildings financially feasible. (Planning, OEWD; Short)
- b. Identify and adopt incentives or abatements that could make small multi-family buildings feasible and accessible to middle-income households without deed restriction, such as exemptions from some fees, modified [inclusionary requirements](#), or streamlined approval criteria as defined in Policy 25, action (a). (Planning, Mayor/BOS; Medium)

- c. Create low-interest construction loan programs for eligible lower-income homeowners, to expand their existing homes with additional units or demolish and replace their homes with more units up to the allowable maximum density. (MOHCD, Mayor/BOS; Medium)
- d. Create technical assistance programs, as well as outreach and education programs for eligible homeowners interested in updating their property from single- to multi-family housing (through [ADUs](#) or demolitions) particularly targeting low-income property owners, households of color, seniors and people with disabilities. Such programs should ensure accessible accommodations for aging adults and people with disabilities (Planning, HSA; Short)
- e. 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 ([Housing Crisis Act](#)). (Planning; ongoing)
- f. Support projects that maximize density within low-density zoning areas through processes referenced in Policy 25, action (a), and explore new fees on single-family housing applications where more density is permitted. (Planning; Short)
- g. Create and adopt new design standards that align with rear yard, height, and other physical code standards and eliminate design guidelines that subjectively and significantly restrict the massing of housing contrary to those regulatory standards. (Planning; Short)
- h. Reduce the use of discretionary design guidelines for projects that propose replacement of auto parking with housing,

<sup>42</sup> A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase.

Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.

especially housing proposals that promote sustainable modes of transportation such as transit use, bicycling, and car sharing. (Planning; Short)

- i. Prioritize City permitting staff resources for the review of [ADUs](#) that do not displace tenants. (DBI; Planning, Short)
- j. Continue to strengthen the interagency coordination (e.g. Roundtable Review) for permit processing of [ADUs](#) and implement an integrated online permitting system and permitting governance structure to support permit streamlining and government transparency. (Planning; ongoing)
- k. Create an affordable [ADU](#) program that provides financial support for professional services and construction of units that serve low-income households. (Planning, MOHCD; Short)
- l. 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. (Planning; Short)

### Objective 3.c Eliminate displacement of vulnerable communities and communities of color

**Challenge** - Due to social and economic inequities, low-income households and households of color are particularly vulnerable to displacement. The impacts of displacement, the involuntary or forced movement of households due to causes outside of the household's ability to control on communities are deep and destabilizing. Members of displaced communities report feelings of loss, anxiety, and fear,<sup>43</sup> experience the disintegration of social fabrics,<sup>44</sup> face greater food insecurity,<sup>45</sup> and self-report poorer health outcomes.<sup>46</sup> In San Francisco, economic booms are often accompanied with an increase in eviction rates (see Figure 22).

Eviction notices are only one metric to measure displacement. The Urban Displacement Project has measured displacement through a variety of social and economic indicators (see Figure 23),<sup>47</sup> including new metrics such as in and out migration to neighborhoods.<sup>48</sup> Displacement constitutes not only loss of people but also cultural heritage, businesses and services, and social networks, all of which provide vital spaces for immigrants, LGBTQ+ residents, people of color, and other groups. These resources are also essential to the fabric of San Francisco. Displacement is more likely to occur in neighborhoods with high populations of seniors, low-income households, and Black, American Indian, and other communities of color, making these populations

<sup>43</sup> Atkinson, Rowland, Maryann Wulff, Margaret Reynolds, and Angela Spinney. "Gentrification and displacement: the household impacts of neighborhood change." AHURI Final Report 160 (2011): 1-89.

<sup>44</sup> Betancur, John. "Gentrification and community fabric in Chicago." Urban studies 48, no. 2 (2011): 383-406.

<sup>45</sup> Whittle, Henry J., Kartika Palar, Lee Lemus Hufstедler, Hilary K. Seligman, Edward A. Frongillo, and Sheri D. Weiser. "Food insecurity, chronic illness, and gentrification in the San Francisco Bay Area: an example of structural violence in United States public policy." Social science & medicine 143 (2015): 154-161.

<sup>46</sup> Izenberg, Jacob M., Mahasin S. Mujahid, and Irene H. Yen. "Health in changing neighborhoods: A study of the relationship between gentrification and self-rated health in the state of California." Health & place 52 (2018): 188.

<sup>47</sup> Social and economic indicators include: household income, change in household income, housing costs, rent increases, and housing affordability

<sup>48</sup> Chapple, K., & Thomas, T., and Zuk, M. (2021). Urban Displacement Project website. Berkeley, CA: Urban Displacement Project.



even more vulnerable and disadvantaged. Studies have suggested that major infrastructure improvements, such as new rail or major transit investments, could result in displacement impacts if parallel anti-displacement investments have not been made.<sup>49</sup> Low-income communities of color also have expressed concerns about displacement due to rental and price adjustments which can occur along with major zoning changes, or major new market-rate buildings. At the same time neighborhoods without such investments have also experienced high eviction rates and have been identified as [vulnerable to displacement, such as places in the](#) Richmond and Sunset.

**Path forward-** Preventing further displacement is key to the goal of racial and socially inclusive neighborhoods as it contributes to greater neighborhood and individual stability and cultivates culturally appropriate commercial and social spaces for the most vulnerable

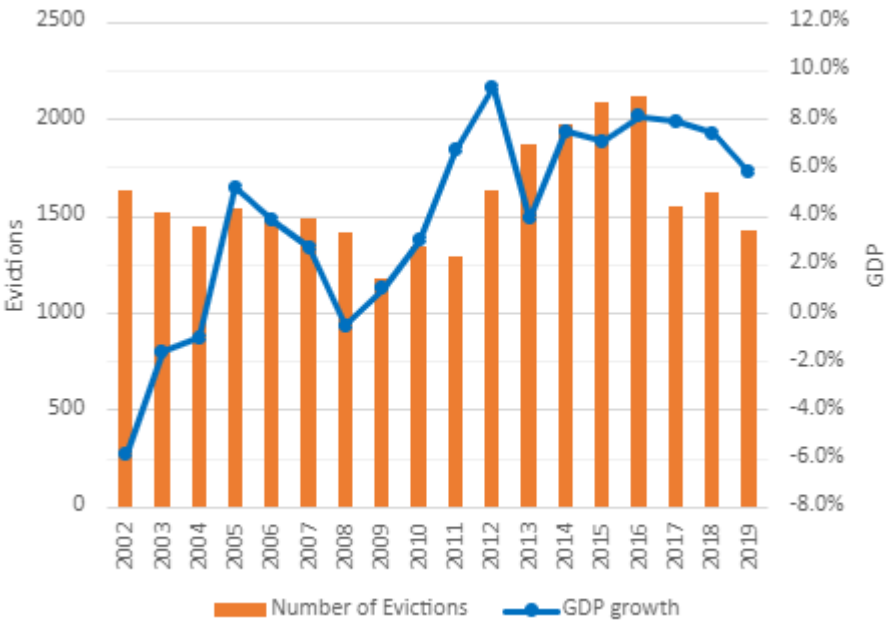
communities. The City must understand and measure displacement impacts more clearly and directly to prevent further displacement. Upcoming analyses will identify metrics to measure displacement, especially in [geographies identified as vulnerable to displacement](#). The findings of that analysis will inform anti-displacement investments that will ameliorate, and ideally reverse the displacement impacts. Anti-displacement investments include funding eviction defense programs, such as right to counsel and tenant rights education, bolstering and enforcing existing eviction protections and rent stabilization laws, and providing relief through emergency or targeted rent subsidies, as well as medium- to long-term investments such as preservation of affordability of existing housing that primarily house low-income households and households of color, and building new permanently affordable housing targeted to [communities vulnerable to displacement](#).

<sup>49</sup> Zuk, Miriam, Ariel H. Bierbaum, Karen Chapple, Karolina Gorska, and Anastasia Loukaitou-Sideris. "Gentrification, displacement, and

the role of public investment." *Journal of Planning Literature* 33, no. 1 (2018): 31-44.

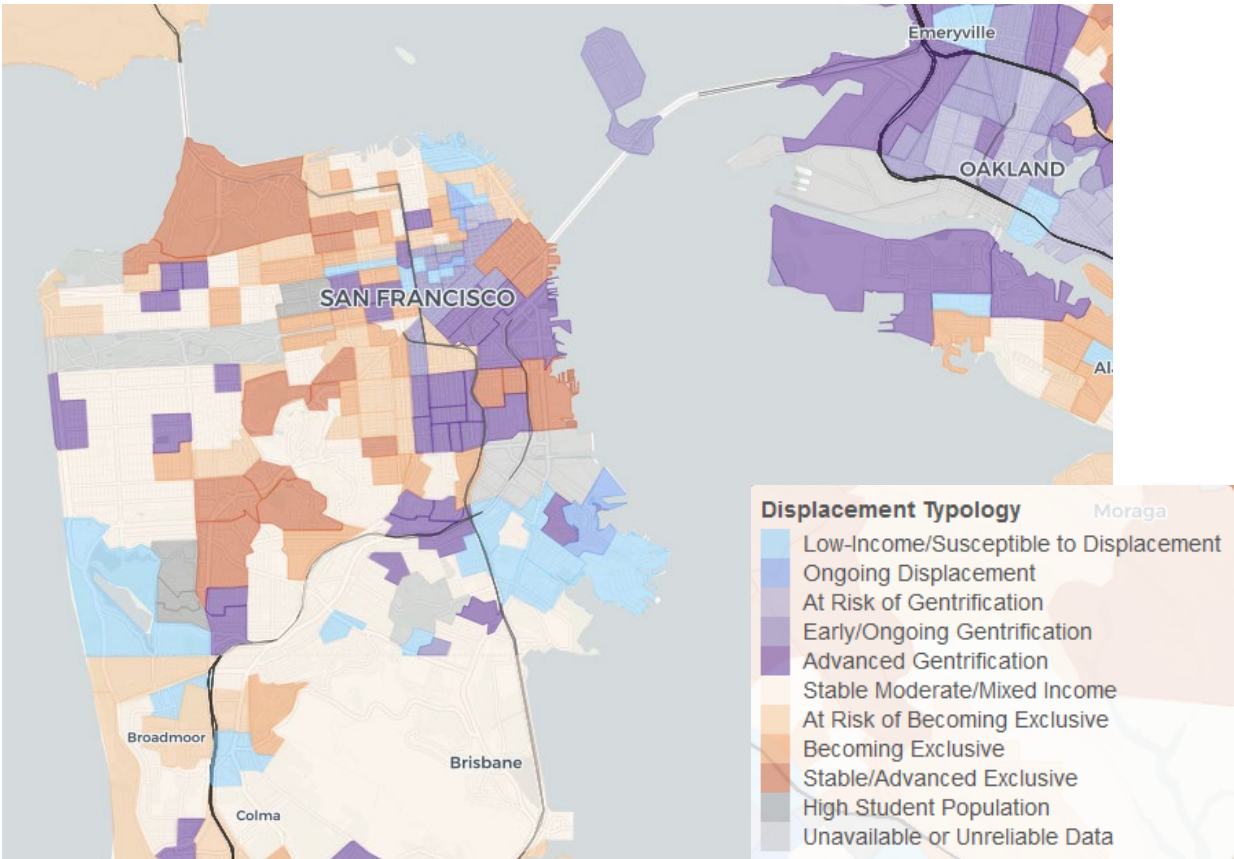


Figure 22. GDP growth and eviction notices in San Francisco from 2002 to 2019.



Source: San Francisco Rent Board, US Bureau of Economic Analysis

Figure 23. San Francisco Bay Area gentrification and displacement map.



Source: San Francisco Bay Area Gentrification and Displacement Map, Urban Displacement Project; accessed in January 2022.

## POLICIES AND ACTIONS

**Policy 21:** Prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in [areas vulnerable to displacement](#).

- a. Based on the Racial and Social Equity Impact Analysis for the Housing Element,<sup>50</sup> identify levels of investments to prevent displacement according to the needs of each community and each neighborhood, including priorities for [areas vulnerable to displacement](#). (Planning; Short)
- b. Create guidelines to avoid displacement and other adverse racial and social equity impacts for future zoning changes, development projects and infrastructure projects according to the scale and location of the proposal. (Planning; Short)
- c. Invest public funding or direct private investment to implement the anti-displacement investments identified in action (b) for zoning changes, development projects, or infrastructure projects of certain scale or intensity, in parallel with the project timeline. (MOHCD, SFMTA, OEWD, DPW; Medium)
- d. Within [areas vulnerable to displacement](#), increase funding, to support community-based organizations to expand tenant and eviction protection services; such services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance. (MOHCD, Mayor/BOS; Short)

**Policy 1:** Minimize all [no-fault](#) and [at-fault](#) evictions for all tenants, and elevate direct rental assistance as an eviction protection strategy.

- e. Prioritize the creation of a digital [Rental Housing Inventory](#) to collect data that informs the evaluation of anti-displacement programs, including rental rates, [rent control](#) status, vacancy, and services provided. (Rent Board; Short)
- f. Fully fund the [Tenant Right-to-Counsel program](#) to match the need for eviction defense. (MOHCD, Mayor/BOS; Medium)
- g. Expand rental assistance programs, including those designed for emergency response, ongoing tenant-based support, and time-limited assistance (such as Rapid Rehousing), as also referenced in Policy 9, action (d) as a homelessness prevention tool. Consider a goal of capping rent payments at 30% of household income for extremely and very-low income households. (Mayor/BOS, MOHCD, HSH; Medium)
- h. Provide a priority in the allocation of Direct Rental Assistance to households that live in [areas identified as vulnerable to displacement](#). (MOHCD, HSH; Short)
- i. Dedicate sufficient rental assistance funding to cap rent payments at 30% of household income for [SRO](#) residents. (MOHCD, Mayor/BOS; Medium)
- j. Increase [relocation assistance](#) for tenants experiencing either temporary or permanent evictions. (Mayor/BOS, Rent Board; Short)
- k. Increase the time period during which [relocation compensation](#) is required when using temporary evictions from three to six months. (Mayor/BOS, Rent Board; Short)

<sup>50</sup> The Racial and Social Equity Impact analysis of the Housing Element will be completed prior to the adoption of the Housing

Element 2022, and this action will be updated based on the findings accordingly.

- l. Clarify and limit the definition of nuisance or other just cause evictions as needed to limit abuse. (Mayor/BOS, Rent Board; Short)
- m. Pursue proactive/affirmative enforcement of eviction protections programs, especially for [Owner Move-in](#) and [Ellis Act evictions](#), including annual reporting by owners that is enforced by site inspections and confirmation of owner occupancy and funded through owner fees. (Rent Board, MOHCD; Medium)
- n. Proactively enforce eviction protection and avoid predatory practices or tenant harassment by pursuing affirmative litigation models.<sup>51</sup> (MOHCD; Medium)
- o. Adopt incentives for property owners to rebuild buildings struck by fire within two years to house prior tenants by when the transitional housing program timeline expires (HSA, DBI, Planning, Mayor/BOS; Short)
- p. Support and expand community-led navigation 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; and consider expanding this culturally competent program to other people of color. (MOHCD; Medium)
- q. Advocate for State legislation to reform the [Ellis Act](#) ([Government Code Chapter 12.75](#)) to stabilize rental housing by, for example, imposing a minimum holding period of five years before the Act can be used to evict tenants. (Planning, Mayor/BOS; Medium)
- r. Advocate for State legislation to reform the [Costa-Hawkins Housing Law](#) to allow cities to

better stabilize tenants by, for example, allowing cities to extend [rent control](#) to multifamily housing that is at least 25 years old. (Planning, Mayor/BOS; Medium)

**Policy 3:** Reform and support the City's acquisition and rehabilitation program to better serve areas and income ranges underserved by affordable housing options and [areas vulnerable to displacement](#).

- s. Prioritize building purchases for the acquisition and rehabilitation program that serve extremely- and very-low-income and unhoused populations including purchase of [SRO residential hotels](#). (MOHCD, DBI; Medium)
- t. Increase non-profit capacity-building investments to purchase and operate existing tenant-occupied buildings as permanent affordable housing in western neighborhoods, particularly within [areas vulnerable to displacement](#). (MOHCD; Medium)
- u. Evaluate the feasibility of utilizing the [small-sites program](#) to increase shared equity or cooperative ownership opportunities for tenants. This study would also inform expansion of shared equity homeownership models cited in Policy 11, action (I) and Policy 23, action (a). (MOHCD, Planning; Short)
- v. Incentivize private owners to sell residential buildings to non-profit affordable housing developers via transfer tax exemptions or other financial measure. (Planning, MOHCD, Mayor/BOS; Medium)

<sup>51</sup> Examples of similar programs in effect in 2021 include Oakland's Community Lawyering & Civil Rights program or Chicago's Residential Landlord and Tenant Ordinance.

## **Goal 4. Provide sufficient housing for existing residents and future generations for a city with diverse cultures, family structures, and abilities.**

**Challenge-** San Francisco has been in a state of affordability crisis in the past couple of decades, a crisis felt by low-, moderate-, and, more recently, middle-income households. Current residents or workers wanting to call San Francisco home cannot afford the housing they need. While this crisis is fueled by the consistent housing shortage throughout the state, San Francisco has become one of the least affordable cities in the nation. The median condominium price of \$1.2 million is affordable to households making \$222,000 annually. Less than 25% of San Francisco households earn this income and less than 10% of San Francisco workers have this salary. In 2022, median rent was \$3,800 for a 2-bedroom apartment, affordable to a household earning \$137,000, that is less than 40% of our households.

During the economic boom of the last decade, the city attracted major job growth particularly high salaried jobs. The increasing demand for city living by high earning households, along with historic low housing production rates drove up the rental and sales prices (see Figure 24), and triggered waves of displacement especially in low-income communities of color (see Figure 4). This challenge has been compounded by a significant decline of public funding for affordable housing from the Federal and State governments over the past four decades. High housing costs in our region mean that this disinvestment has had an

even greater impact. Securing State affordable housing funds has become more competitive recently, and San Francisco does not fare well due to high costs of construction. Staggeringly high costs of housing development also mean that new homes delivered by private investment are only affordable to higher-income earners, further aggravating the affordability crisis. High costs of construction material, skilled labor priced out of living in the region, and complex review and permitting processes, and with increased investment risk all contribute to increases in the cost of building homes.

As the cost of living in San Francisco has ballooned over the years, the city has lost much of the diversity that once defined its identity. Seniors, families with children and middle-wage workers are confronted with very limited choices. Many are forced to find housing choices that meet their needs across the bay or further away and endure long commute hours. Many are forced to leave the Bay Area or California completely. The City has been unable to provide the needed housing for the diversity of workers that our economy requires and most importantly the housing for our diverse cultures and communities that define the essential values of San Francisco.

**Path forward-** There has been a growing commitment to address housing scarcity in California. Cities throughout the state are required to facilitate sufficient housing that not only responds to natural population growth but also address existing housing needs. These needs are measured by the share of households who bear high housing cost burden (paying more than 30% of their income on rent), or by those living in overcrowded conditions (more than one person per room, including the living room), or by low rates of available units on the market for rent or sale. San Francisco's [Regional Housing Needs](#)

[Allocation](#) for the 2023-2031 cycle is 82,069 units, over three times the targets of the most recent regional planning cycle (2014-2022) (See Figure 25).

Many studies illustrate the importance of increasing the supply of housing to address the affordability crisis throughout California. New market-rate housing is generally only affordable to high-income earners. In San Francisco, new housing is also mostly limited to certain neighborhoods, and often in certain typologies within high-rise or mid-rise buildings that may not serve families with children, multi-generational living, or seniors.

Achieving the goal of providing sufficient housing will require providing an abundance of

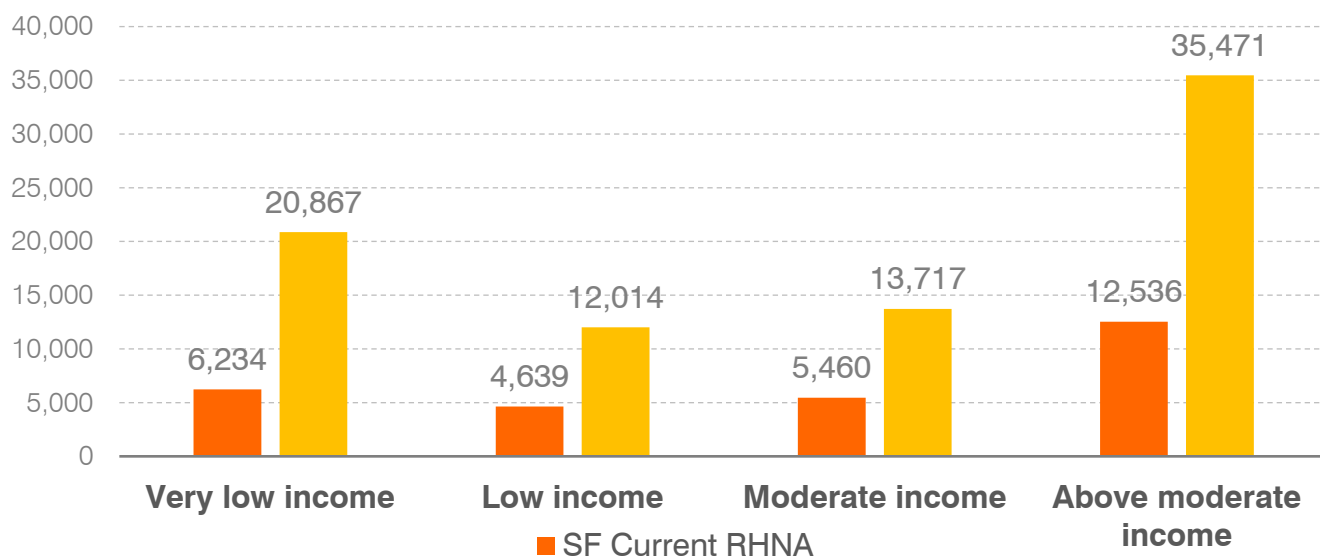
permanently affordable housing, which requires a substantial increase in public funding. It also means continuing production of market-rate housing for all segments of San Francisco’s workforce. It means supporting private investments to build housing for middle-income households. Small and mid-rise multi-family buildings have been a typology that historically played this role without public subsidies or income restrictions. This is a typology that fits the scale of most of San Francisco’s neighborhoods, and new strategies can promote the feasibility of these buildings. The City’s future diversity also relies on ensuring that new housing responds to the needs of a diversity of cultures, incomes, household types and family structures, age, and abilities.

**Figure 24.** Percentage change in job growth compared to percentage change in housing unit production from 2010 to 2019.



Source: 2010, 2019 BLS QCEW; ACS 2010 and 2019 1-Year Estimates.

**Figure 25.** San Francisco Regional Housing Needs Allocation by income level (Cycle 5 vs Cycle 6).



Source: ABAG

**Objective 4.a Substantially expand the amount of permanently affordable housing for extremely low- to moderate-income households.**

**Challenge-** Building housing permanently affordable to people with extremely low- to moderate- incomes requires subsidy to cover the gap between the cost of development and operations and the reduced revenue due to lower rents and prices. Annual affordable housing production has varied from year to year over the past decade, generally following overall housing production (see Figure 26). Federal funding for affordable housing has continually decreased for the past several decades. In the past 15 years, San Francisco has only built or preserved 13,320 units permanently affordable to extremely low- to moderate-income households, 33% of our regional

targets. San Francisco also lost a significant and continuous source of funding due to State dissolution of Redevelopment Agencies in 2011. To continue building affordable housing, non-profit developers piece together a variety of public and private funding sources. The City also created new sources of local funding to make up for the loss of redevelopment funds. These include:

- Affordable housing trust fund, established in 2012, a general fund set aside of approximately \$50 million/yr for 30 years.
- Employer gross receipts tax, established in 2018, expected to create \$300 million per year for supportive housing
- Real Estate Transfer tax for properties valued at \$10 million or higher, expected to create \$196 million per year<sup>52</sup>

<sup>52</sup> This funding source is for the general fund and is subject to annual appropriation. For FY20-21, \$10M of supplemental appropriation was approved for affordable housing



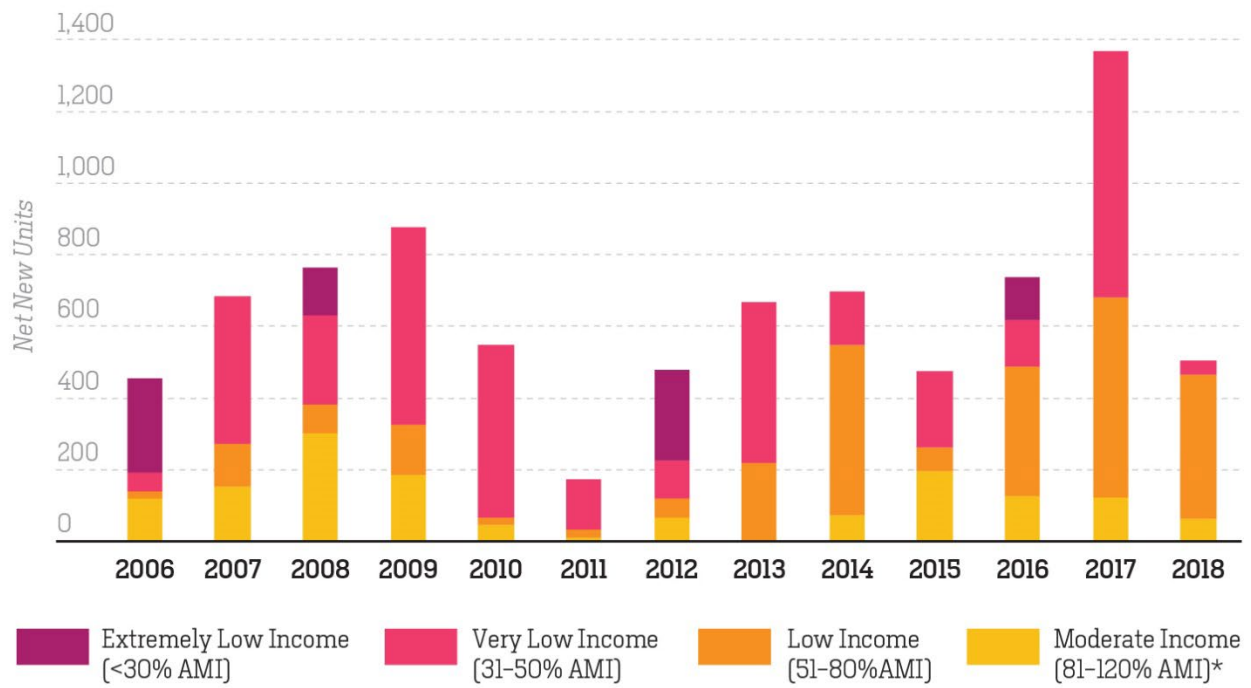
- Affordable Housing General Obligation Bonds, \$310 million in 2015, and \$600 million in 2019, and \$147 million in the Health and Recovery G.O. Bond in 2020.

Despite limited funding sources, San Francisco continues to build affordable housing at a faster rate than most other cities. According to the Housing Affordability Strategies report, the City needs to spend over \$517 million per year on building or preserving permanently affordable housing to secure 30 percent affordability of 5,000 new or preserved units (see Figure 27). This study assumed an average cost of construction of \$700,000 per unit and a subsidy of \$350,000. The City was able to reach the high funding target in 2019. However, the new RHNA goals have increased significantly and will require substantially larger investments. The City's Capital Plan indicates that we would need \$1.2 billion per year to meet our new goals within the next ten years.

**Path forward-** Substantial expansion of permanently affordable housing for extremely low to moderate-income households is a critical pillar of addressing housing needs and housing our workforce. Without that investment the City will continue to lose its racial, social and cultural diversity. To achieve this objective, the City must seek new paths to substantially expand funding sources for affordable housing whether through new local sources, or expanded State and Federal

funding. The City will continue and expand streamlined review of all permanently affordable housing, reduce the cost of construction in regulatory review processes, and rely on innovative materials to make more efficient use of limited public funds. The City must also distribute affordable housing investments across all neighborhoods, including investments in Well-resourced Neighborhoods where the production of affordable housing has been limited. Expanding the types of permanently affordable housing beyond non-profit owned and operated or privately-owned below market rate rental units into cooperative housing, shared equity models, and land trusts will expand paths to increase affordable homeownership opportunities. The City must also target its investment to provide permanently affordable housing that serves the particular needs of vulnerable groups, such as LGBTQ+, transitional-aged youth, seniors and people with disabilities, and families with children. As the City, state and federal governments, continue to expand investment in affordable housing, it is important to recognize the role of private housing developers in building permanent affordable housing, through [inclusionary requirements](#), or affordable housing fees. Beyond the distinct contributions of the government and private sectors, the City must continue to support public-private partnerships to leverage public funds with private investments to maximize the number of affordable housing units produced.

**Figure 26.** Affordable housing production by income level from 2006 to 2018.

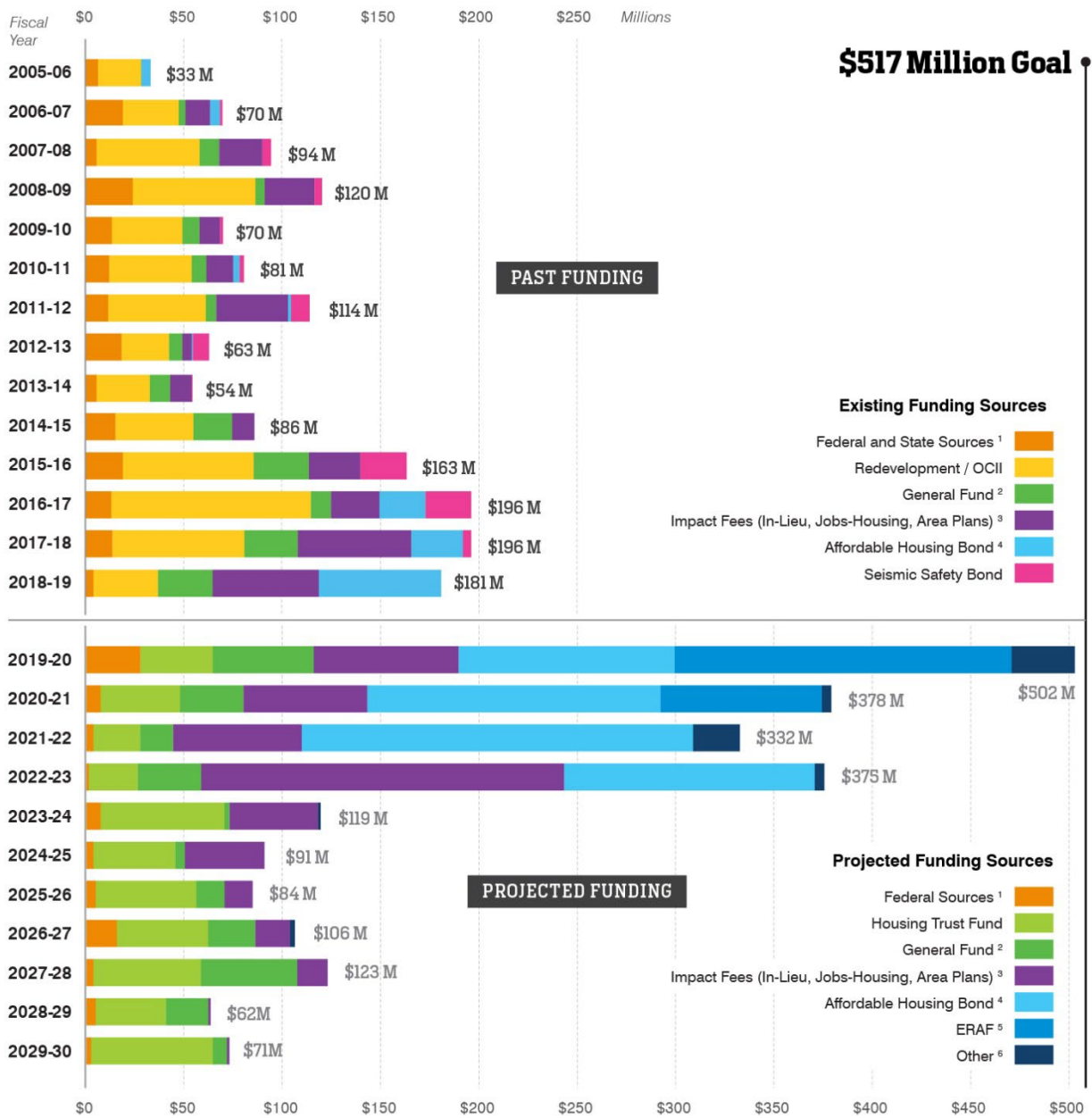


\* Does not include new or legalized ADUs.

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

**Figure 27.** Affordable housing past expenditures (2006-2019) and projected investments (2020-2030) by source.

**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 Housing Affordability Strategies. Data: San Francisco's Mayor's Office of Housing and Community Development

## POLICIES AND ACTIONS

**Policy 22:** 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.

- w. Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)
- x. Dedicate funding within the 10-year Capital Planning process for permanently affordable housing in [Priority Equity Geographies](#) with a goal of building planned projects, while reaching the minimum targets in [Well-resourced Neighborhoods](#) as referenced in Policy 19, action (a). (Mayor/BOS; MOHCD; Long)
- y. Explore the development of public financing tools such as Infrastructure Finance Districts to leverage the City's co-investments in order to lower direct City subsidy for permanently affordable housing. (OEWD; Medium)
- z. 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](#). (Planning; MOHCD; Medium)
- aa. Support the Bay Area Housing Financing Authority's expected efforts to secure voter approval for a regional tax measure to fund permanently affordable housing. (MOHCD; Planning; Medium)

- bb. Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private Activity Bonds, for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) to help unlock more LIHTC in San Francisco and statewide. (MOHCD; Planning; Short)
- cc. Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent. (Planning; Mayor/BOS; Medium)
- dd. Advocate for State legislation to expand non-competitive permanently affordable housing funding sources. (Planning; Mayor/BOS; Medium)
- ee. Collaborate with key organizations to reform Proposition 13<sup>53</sup> for commercial property to provide funding support for local jurisdictions to meet their permanently affordable housing targets. (Planning; Mayor/BOS; Medium)

**Policy 8:** Expand permanently supportive housing and services for individuals and families experiencing homelessness as a primary part of a comprehensive strategy to eliminate homelessness.

- a. Identify a numerical target for building permanently supportive housing based on the upcoming Point in Time Counts in 2022, to approximately house a third of the total unhoused population in permanent supportive housing and services, and update this target based on the 2022 Strategy completed by the Department of Homelessness and Supportive Housing. (HSH; Short)
- b. Prioritize Housing Choice Vouchers paired with social services for people who are unhoused. (SFHA; HSH; Short)

<sup>53</sup> A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase.

Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.

- c. Use the annual budget for capital, operating and services to funding needed for the actions in this policy including short and long-term rental subsidies using the process referenced in Policy 22, action (a). (Mayor/BOS, HSH, MOHCD; Medium)
- d. Increase the share of non-lottery housing for the unhoused within City-funded permanently affordable housing projects to 30% or greater. (MOHCD; Medium)
- e. Expand and improve on-site supportive services within permanent supportive housing projects including sustained care for mental health or substance abuse issues, case management, and childcare. (HSH, HSA, DPH; Medium)
- f. Utilize the state-wide streamlining opportunities to expedite and increase the production of permanent supportive housing. (MOHCD, Planning; Short)
- g. Evaluate the current prioritization system of housing placement and services for unhoused residents focusing on chronic homelessness and adopt additional levels of priorities for other vulnerable applicants to avoid worsening their situation while waiting for housing and services. (HSH; Medium)
- h. Continue to expand temporary shelter capacity such as [navigation centers](#) to eliminate unsheltered homelessness, with a focus on expanding temporary shelter in proportion<sup>54</sup> to permanent supportive housing and homelessness prevention investments. (HSH; Medium)
- i. Evaluate the needs for and create more types of shelters in the system with amenities and services tailored to their residents, examples could include 'clean and sober' shelters, safe consumption shelters for legal and illegal substances, non-congregate shelter, and off-street safe parking sites for those vehicle dwellers seeking conventional housing. (HSH; Medium)
- j. Remove Planning Code limitations to building homeless shelters and [navigation centers](#) throughout the city. (Planning; Short)
- k. Secure and advocate for additional State and federal funding for building and operation of permanent supportive housing such as the state's [Project Homekey](#) and the federal [HOME program](#). (HSH; Medium)
- l. Provide housing navigation services and stability case management to people experiencing homelessness using rental assistance programs (e.g., Housing Choice Vouchers) during the housing search stage and ongoing to ensure tenant retention. (MOHCD, HSH; Short)
- m. Create and expand incentives for private landlords to use rental assistance programs (e.g., Housing Choice Vouchers) to rent their units to extremely and very low-income households. Incentives could include covering lease up fees, rent payment during the inspection period, providing tenant support for housing retention, covering unit damage upon separation, as well as establishing a fund to support these incentives. (SFHA, MOHCD, HSH; Short)
- n. Strengthen the Housing Ladder<sup>55</sup> strategy to support residents of permanent supportive housing to move to less-supportive settings, freeing up supportive housing units for unhoused people. Actions include revising San Francisco Housing Authority preference system to grant higher preference to these

<sup>54</sup> All Home Plan recommends a proportion of 1-2-4 where for each four units of permanently supportive housing, two shelter beds and interim-housing options are added, along with homelessness prevention services for one individual. [210413\\_Regional\\_Action\\_Plan\\_Final.pdf \(allhomeca.org\)](#)

<sup>55</sup> A rehousing approach that offers opportunities for residents of Permanent Supportive Housing (PSH) to move from intensive supportive housing to more independent living, thus freeing up their PSH unit for others.

households in using Housing Choice Vouchers or other available subsidies or creating a new City-supported shallow subsidy for these households. (SFHA, HSH, MOHCD; Medium)

**Policy 15:** Explore utilizing the [Legacy Business Registry](#) program to direct resources to businesses associated with communities impacted by displacement. (OEWD, OSB; Short) Expand permanently affordable housing investments in [Priority Equity Geographies](#) to better serve American Indian, Black, and other People of color within income ranges underserved, including extremely-, very low-, and moderate-income households.

- a. Increase production of housing affordable to extremely and very low-income households including identifying and deploying subsidy resources necessary to serve these income groups. (MOHCD, HSH; Medium)
- b. Maximize the use of ongoing tenant-based rental assistance to expand eligibility for extremely and very low-income households who otherwise do not qualify for Below Market Rate units. (MOHCD; Short)
- c. Evaluate increasing [neighborhood preference](#) allocation for Below Market Rate units in [Priority Equity Geographies](#) to better serve American Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations. (MOHCD; Short)
- d. 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). (Planning; ongoing)

- e. Continue to rebuild and replace public housing units at HOPE SF sites without displacement of the current residents. (MOHCD; Medium)

**Policy 19:** Enable low and moderate-income households, particularly American Indian, Black, and other people of color, to live and prosper in [Well-resourced Neighborhoods](#) by increasing the number of permanently affordable housing units.

- a. Build between 25% and 50% of the City's new permanently affordable housing within [Well-resourced Neighborhoods](#) within the next two RHNA cycles. (MOHCD; Planning; Medium)
- b. Increase housing that is affordable to extremely and very low-income households in [Well-resourced Neighborhoods](#) through City funded permanently affordable housing projects. (MOHCD; Long)
- c. Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in [Well-resourced Neighborhoods](#), such as church sites or underutilized sites. (MOHCD, Mayor/BOS; Medium)
- d. Expand ministerial review<sup>56</sup> for permanently affordable housing on smaller sized residentially zoned parcels to improve feasibility. (Planning; Short)
- e. Create and expand funding for programs that provide 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 [Well-resourced Neighborhoods](#), and provide incentives and counseling to landlords in [Well-resourced Neighborhoods](#) to offer their unit to low-income households.

<sup>56</sup> A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use

personal, subjective judgment in deciding whether or how the project should be carried out.



Consider similar incentives referenced in Policy 8, action (m). (MOHCD; Medium)

**Policy 23:** Retain and increase the number of moderate- and middle-income households through building permanently affordable workforce housing and reversing the shortage in affordable housing built for these households.

- a. Study and implement expansion of shared equity models to leverage more non-City financing tools that offer moderate- and middle-income homeownership through development of smaller sized lots (such as Shared Equity, land trusts, or cooperative ownership). Use the studies cited in Policy 3, action (c), and Policy 11, action (e) to inform expansion of these models. (MOHCD, Planning; Short)
- b. Study and implement expansions to programs that create workforce housing for educators to serve other public-sector essential workers such as transit operators and hospital workers. (Planning, MOHCD, Mayor/BOS; Short)
- c. Continue funding for the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program. (MOHCD; ongoing)

**Policy 24:** Support mixed-income development projects to maximize the number of permanently affordable housing constructed, in balance with delivering other community benefits.

- a. 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, and in balance with the directions of Policy 5, action (b). (Planning, MOHCD; Long)

- b. Expand density bonus programs to allow additional Below Market Rate units in exchange for Planning Code modifications or exemptions. (Planning; Medium)
- c. Explore the possibility of additional height increases and density limit removal at major transit nodes along Rapid bus and rail corridors, in addition to areas referenced in Policy 20, in parallel with needed infrastructure improvements and maximize permanently affordable housing units. (Planning; Medium)
- d. Support approval of housing project applications that maximize density and height under existing zoning and regulatory programs as that will result in the production of more permanently affordable housing units, as informed by the racial and social equity impact analysis referenced in Policy 21, actions (a) and (b). (Planning; Short)
- e. Expand the Public Sites for Housing Program through public-private partnerships and prioritize City resources to support the maximum number of permanently affordable housing units on underutilized publicly owned and surplus sites, balancing the financial needs of enterprise agencies, and ensuring adequate space and resources to address the gaps in community infrastructure, services and amenities. (Planning, OEWD, MOHCD; Long)
- f. Support the maximum number of permanently affordable housing units as well as improved transit facilities on SFMTA owned sites slated for development through leveraging private investment in market-rate units with public funding. (Planning, OWED, SFMTA, MOHCD; Medium)
- g. Support maximum permanently affordable housing as an essential benefit of new mixed-use development agreements alongside other benefits such as community facilities and transit investments. (OEWD, Planning; ongoing)

- h. Incentivize development projects to exceed the [required inclusionary percentages](#) to maximize the total number of Below Market Rate units via density bonus programs or regulatory paths through streamlined approval as defined in Policy 25, action (b). (Planning; Short)
- i. Explore public-private partnership solutions for front-ending the necessary funding for infrastructure investments to expedite housing for large master plans and development agreements with major up front infrastructure needs, such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, and Schlage Lock, such as direct City investment in infrastructure, allocation of public financing for infrastructure improvements, or issuance of other public debt to fund infrastructure improvements. (OEWD, DPW; Medium)
- j. Partner with affordable housing developers to purchase privately-owned entitled sites where construction may be stalling. (MOHCD, Mayor/BOS; Short)
- k. 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. (Planning, OEWD, Mayor/BOS; Medium)

**Objective 4.b Expand small and mid-rise multi-family housing production to serve our workforce, prioritizing middle-income households.**

**Challenge-** While middle income households in San Francisco were not cost burdened (paying more than 30 percent of their income for housing) at all in 1990 more recent data shows that middle-

income households are now cost-burdened (see Figure 3). San Francisco's housing costs are so high that even middle-income households – such as teachers, nurses, or first responders - are increasingly finding it hard to remain in the city. Data from the San Francisco Unified School District, for example, shows that anywhere from 300 to 700 educators leave San Francisco every year, leading to a shortage of teachers. While middle-income households may find rental housing affordable in many neighborhoods, median sales prices are completely out of reach. Middle-income households can find homeownership opportunities more easily across the bay, and that alone presents an incentive to leave the city.

Middle-income households have been increasingly left out as a target for newly built private market housing. While San Francisco has consistently met or exceeded regional housing targets for “above moderate-income households,” this housing is not affordable to middle-income households. Factors contributing to this high cost include: land value, construction material costs, labor shortages, a complex regulatory environment, lengthy permitting processes, as well as uncertainties of discretionary approval processes. The high cost of developing housing increases investment risk and focus on projects that can endure uncertainty and yield higher rents and sales prices.

The cost of housing is also conditioned by the city's attractiveness to workers, businesses and investors from the region, the country and the world<sup>57</sup>. San Francisco has been an attractive place for many high-income workers and investors around the world. This attractiveness makes housing in San Francisco a valuable global commodity. The availability of resources to pay for

<sup>57</sup> San Francisco is the third city in the world with the highest concentration of billionaires Source and the Bay Area has

concentrated around 20 percent of global venture capital, half of 'unicorn' companies and 8 out of 13 valued over \$10 billion.

housing partially defines what is being produced by the private market for new housing and drives the market for renovations and modification to existing housing stock. These trends have resulted in market rate housing that is only affordable to higher-income earners.

These pressures leave middle-income households with very limited choices, as federal and state funding resources only target lower income households for affordable housing. The City has recently created programs, such as educator housing, that would produce deed restricted units for eligible middle-income households.

[Inclusionary requirements](#) for market rate housing have also been updated to include below market rate units that are affordable to households earning up to 150% of AMI, or \$179,850 for a three-person household. Relying on City housing subsidies to serve middle-income households would certainly mean taking away limited public funding resources from moderate-, low-, and very low-income households who are left without choices in most of the region.

**Path forward-** Finding new paths to ensure that the private housing market serves the middle-income workforce is key to maintaining our city's diversity. Expanding where small and mid-rise buildings can be constructed throughout the city provides a path

for the market to provide more middle-income housing opportunities without public subsidy. This objective will be met not only by increasing development capacity for small and mid-rise buildings in areas where they are not currently allowed, but also by removing uncertainty from regulatory review processes, streamlining review, and cost abatements. The smaller scale of these buildings fit within the existing scales of most of the neighborhoods in the city which provides better opportunities for a clearer regulatory framework and streamlined processes, including units that serve middle-income households without deed restrictions. Adding new units to our existing housing stock on vacant lots, and through demolition and reconstruction is a critical strategy to increase small multi-family homes particularly for middle income households. However, new units should meet the affordability rates of existing units and tenants should be offered competitive relocation programs during construction. As building multi-unit buildings has been legalized in areas designated for single-family homes throughout the city and the State, the City must encourage multi-family buildings whenever possible. The retention of single-family homes should include contributions towards affordable multi-family housing given the missing opportunities and high use of land and infrastructure resources by a single household.

## **POLICIES AND ACTIONS**

---

**Policy 20:** Increase mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) near transit, including along SFMTA Rapid Network and other transit, and throughout lower-density areas.

- a. Increase the opportunity for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other

zoning changes along SFMTA's Muni Forward Rapid Network and other transit such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. ([Planning](#), [Mayor/BOS](#); Short)

- b. Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning in [Well-resourced Neighborhoods](#) near transit. (Planning, Mayor/BOS; Short)
- c. Allow a minimum of four units on all residential lots, expanding the State duplex/lot split program ([SB 9](#)), and include programs and incentives that target these new homes to moderate- and middle-income households as described in Policy 26. (Planning, Mayor/BOS; Short)
- d. Engage with communities living in [Well-resourced Neighborhoods](#) to nurture enhanced openness for all through educational material and community conversations that highlight how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and build more vibrant neighborhoods that improve everyone's quality of life. (Planning; Short)

**Policy 25:** Reduce development constraints such as lengthy City-permitting process or high construction costs to increase housing choices and improve affordability.

- a. Establish streamlined and ministerial approval<sup>58</sup> processes for mid-rise and small multi-family buildings, where community benefits such as certain portion of units serving middle-income households without deed restriction, designating commercial space as a Community Benefit Use, as defined in Policy 32, action (d), offering reduced rent for community-serving purposes via a development agreement or deed-restrictions,

or meeting family-friendly criteria as referenced in Policy 28, action (c). Such processes should consider other incentives referenced in Policy 26, action (a) for mid-rise and small multi-family buildings. (Planning, Mayor/BOS; Short)

- b. Establish streamlined and ministerial approval<sup>59</sup> processes for development projects that include higher rates of below market rate units beyond required, using streamlining models from Prop E or [SB 35](#) as informed by racial and social equity impact analysis under Policy 21, actions (a) and (b). (Planning, Mayor/BOS; Short)
- c. Pursue California Environmental Quality Act (CEQA) streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts within [Well-resourced Neighborhoods](#) outside of [areas vulnerable to displacement](#). (Planning, Mayor/BOS; Medium)
- d. Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications when not required. (Planning; Short)
- e. Continue to strengthen coordination of interagency permitting review and approval processes for implementation of approved large master planned projects to accelerate construction timelines of infrastructure improvements. (OEWD, Planning; ongoing)
- f. Continue to implement the Mayor Executive Directives to accelerate creating new housing and expand City department's compliance with the directives (Mayor Breed's Executive Directive 18-01 and Mayor Lee's Executive Directive 17-02). (Planning, DBI, OEWD, DPW, SFPUC, SFMTA, SF Port, OCII, MOHCD, MOD, SFFD; ongoing)

<sup>58</sup> A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use personal, subjective judgment in deciding whether or how the project should be carried out.

<sup>59</sup> A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use personal, subjective judgment in deciding whether or how the project should be carried out.

- g. Prioritize review of Discretionary Review applications that are filed by tenants, those within [Priority Equity Geographies](#), and applications that add density in [Well-resourced Neighborhoods](#). (Planning; Short)
- h. Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods support livability, building durability, access to light and outdoor space, and creative expression. (Planning; Short)
- i. Expand the use of cost-efficient construction types and materials such as cross laminated timber<sup>60</sup> and modular construction,<sup>61</sup> especially where local jobs are supported. (DBI; Medium)
- j. Support more efficient construction process by maintaining or increasing flexibility of lot size limits, allowing the development of small lots and reducing Conditional Use Authorizations or other barriers for lot consolidation. (Planning; Short)
- k. 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. (Planning, MOHCD, Mayor/BOS; Short)
- l. Strengthen the interagency coordination for the associated approvals for publicly funded affordable housing; examples of associated approvals include the PG&E requirements to accommodate Public Utilities Commission (PUC) low-cost electric service, or the multi-agency review of disability access, in order to reduce per-unit construction costs. (SFPUC, MOHCD; Medium)

- m. 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. (OEWD; Medium)

**Policy 26:** Facilitate small and mid-rise multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households without deed restriction, including through expansion or demolition of existing lower density housing, or by adding [Accessory Dwelling Units](#) (ADUs).

- a. Identify and promote construction types, financing, and design strategies that would make small multi-family buildings financially feasible. (Planning, OEWD; Short)
- b. Identify and adopt incentives or abatements that could make small multi-family buildings feasible and accessible to middle-income households without deed restriction, such as exemptions from some fees, modified [inclusionary requirements](#), or streamlined approval criteria as defined in Policy 25, action (a). (Planning, Mayor/BOS; Medium)
- c. Create low-interest construction loan programs for eligible lower-income homeowners, to expand their existing homes with additional units or demolish and replace their homes with more units up to the allowable maximum density. (MOHCD, Mayor/BOS; Medium)
- d. Create technical assistance programs, as well as outreach and education programs for eligible homeowners interested in updating their property from single- to multi-family housing (through [ADUs](#) or demolitions) particularly targeting low-income property owners, households of color, seniors and

<sup>60</sup> An engineered wood building material that can be used in walls, roofs or ceilings, may be eco-friendly, and could lower construction cost through decreased lead times.

<sup>61</sup> A type of prefabricated housing, where the pieces of the building are usually built in one place using a factory assembly line,

shipped to a construction site, and then assembled. Using this housing production method reduces construction costs through its building process and through decreased lead times.



- people with disabilities. Such programs should ensure accessible accommodations for aging adults and people with disabilities (Planning, HSA; Short)
- e. 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 (Housing Crisis Act). (Planning; ongoing)
  - f. Support projects that maximize density within low-density zoning areas through processes referenced in Policy 25, action (a), and explore new fees on single-family housing applications where more density is permitted. (Planning; Short)
  - g. Create and adopt new design standards that align with rear yard, height, and other physical code standards and eliminate design guidelines that subjectively and significantly restrict the massing of housing contrary to those regulatory standards. (Planning; Short)
  - h. Reduce the use of discretionary design guidelines for projects that propose replacement of auto parking with housing, especially housing proposals that promote sustainable modes of transportation such as transit use, bicycling, and car sharing. (Planning; Short)
  - i. Prioritize City permitting staff resources for the review of ADUs that do not displace tenants. (DBI; Planning, Short)
  - j. Continue to strengthen the interagency coordination (e.g. Roundtable Review) for permit processing of ADUs and implement an integrated online permitting system and permitting governance structure to support permit streamlining and government transparency. (Planning; ongoing)
  - k. Create an affordable ADU program that provides financial support for professional services and construction of units that serve low-income households. (Planning, MOHCD; Short)
  - l. 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. (Planning; Short)
- Policy 21:** Prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in [areas vulnerable to displacement](#).
- m. Based on the Racial and Social Equity Impact Analysis for the Housing Element,<sup>62</sup> identify levels of investments to prevent displacement according to the needs of each community and each neighborhood, including priorities for [areas vulnerable to displacement](#). (Planning; Short)
  - n. Create guidelines to avoid displacement and other adverse racial and social equity impacts for future zoning changes, development projects and infrastructure projects according to the scale and location of the proposal. (Planning; Short)
  - o. Invest public funding or direct private investment to implement the anti-displacement investments identified in action (b) for zoning changes, development projects, or infrastructure projects of certain scale or intensity, in parallel with the project timeline. (MOHCD, SFMTA, OEWD, DPW; Medium)
  - p. Within [areas vulnerable to displacement](#), increase funding, to support community-based organizations to expand tenant and eviction

<sup>62</sup> The Racial and Social Equity Impact analysis of the Housing Element will be completed prior to the adoption of the Housing

Element 2022, and this action will be updated based on the findings accordingly.



protection services; such services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance. (MOHCD, Mayor/BOS; Short)

## **Objective 4.c Expand and diversify housing types for all**

**Challenge-** San Francisco is home to a diverse range of family and household structures including multigenerational families, LGBTQ+ families, single parents, roommate living, artist co-ops, single-person households, couples, or families with multiple children among many others. As people's lifestyles change, children move out, families grow, partners move in or out, or physical abilities change, their housing needs change as well. San Francisco residents are finding it increasingly challenging to find housing that meets their changing needs, either within their current neighborhood, or anywhere in the city. Households with children, particularly those with two or more children are having an increasingly hard time staying in San Francisco (see Figure 28), and households with children in San Francisco experience high rates of overcrowding (more than 1 person per room, including the living room) as well (see Figure 29). Other household types are also experiencing pressure: many have been doubling or tripling up to live in the City as roommates or related adults (see Figure 29). Many are forced to live in these arrangements or leave the City because they cannot find housing that is within their financial reach and meets their needs. Seniors, aging adults, and people with disabilities are unable to afford living conditions that match

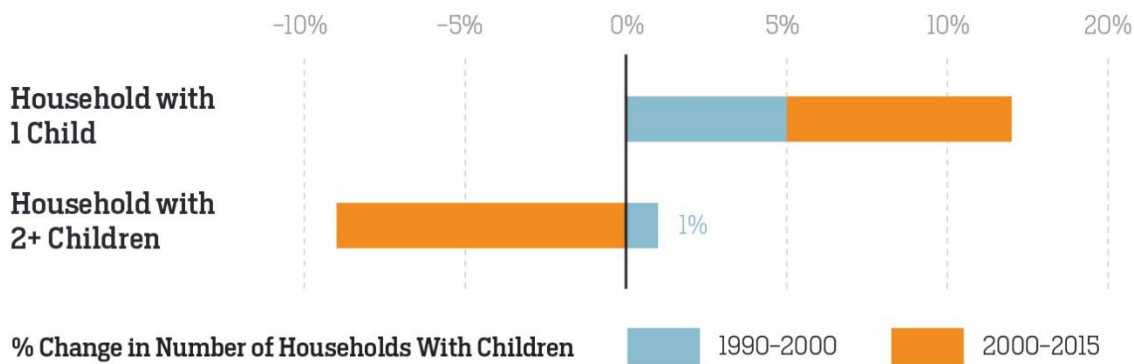
their abilities. A two-person educator household is likely cost burdened (paying more than 30% of their income on rent) or may not live in housing that meets their needs if interested in growing their family. Artists who once found a haven in San Francisco, and who are often the promoters of the city's diverse cultures, are turned away without viable housing choices.

**Path forward-** Ensuring a diversity of housing types at various affordability levels is critical to maintaining and advancing the diversity that once defined San Francisco. The City must employ targeted programs and products that serve the particular needs of seniors, people with disabilities, LGBTQ+, transitional aged youth, or families with children. To meet these unique needs, new housing must offer varying design and amenities, promote certain typologies, be located in certain neighborhoods, or in proximity to transit amenities. For example, promoting co-housing<sup>63</sup> will address the growing interest among some communities in living in small rooms with shared amenities (kitchen, living room, etc.). Housing for seniors and people with disabilities, at variety of income levels, must be promoted along transit corridors to address limited mobility issues. LGBTQ+ households are interested in living in neighborhoods where they have built a community over decades. Families with children, at a variety of income levels, need improved access to child friendly amenities, and shared open spaces. All neighborhoods should provide a range of housing types, at a range of affordability levels, as well as amenities that serve the changing needs of seniors, children, people with disabilities, young individuals, and various family structures.

<sup>63</sup> Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but

is not limited to) communes, fraternities and sororities, or Residential Hotels.

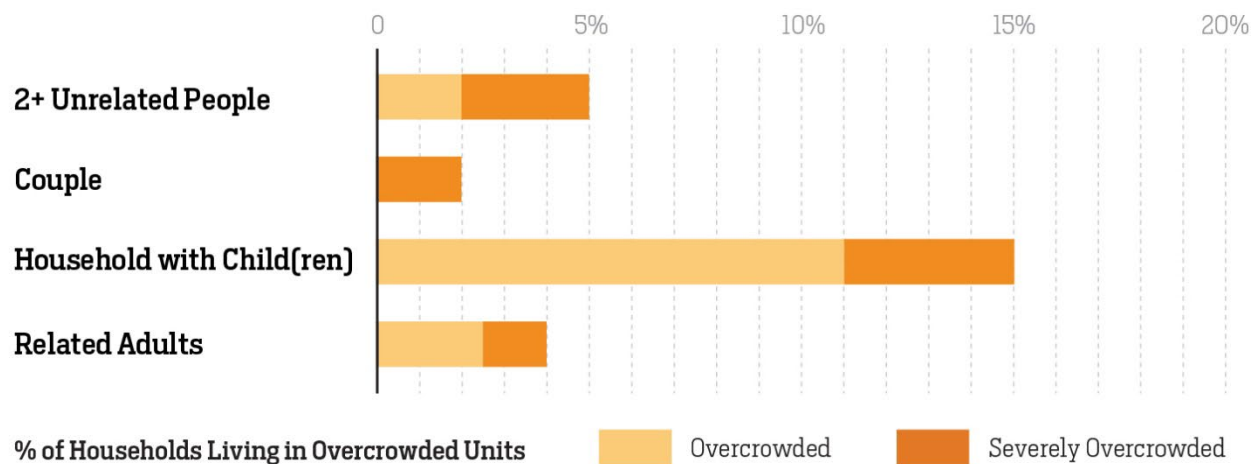
**Figure 28.** Percentage change in number of households with children from 1990 to 2015.



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

**Figure 29.** Percentage of households living in overcrowded\* units by household type (2015).

\* Overcrowded conditions are defined as more than one person per room, including the living room.



Source: San Francisco Housing Needs and Trends Report. Data: ACS 2015 5-year Estimates.

## POLICIES AND ACTIONS

**Policy 27:** Promote and facilitate aging in place for seniors and multi-generational living that supports extended families and communal households.

- Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors, particularly for extremely- and very-low income households including through expansion of Senior Operating Subsidies as referenced in Policy 5, action (e). (MOHCD; Long)
- Create or support financing programs that support aging in place, including

- ADUs, and supported by technical assistance programs referenced in Policy 26, action (d). (Planning, HSA, MOHCD; Short)
- Implement new strategies to support and prevent the loss of residential care facilities, using the recommendations of the Assisted Living Working Group of the Long-term Care

Coordinating Council,<sup>64</sup> including business support services, as well as City-funded subsidies for affordable placement of low-income residents (DPH, HSA; Medium)

- d. Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide home chore support in exchange for affordable rent. (HSA, MOHCD; Medium)
- e. Permit uses and eliminate regulatory limitations, such as conditional use authorizations, that discourage innovative, smaller housing types where licensing is not required, such as co-housing<sup>65</sup> with amenities that support seniors and those with disabilities. (Planning; Medium)
- f. Strengthen interagency coordination to identify and implement strategies to address the housing needs of seniors and people with disabilities, informed by the Housing Needs Assessments referenced in Policy 6, action (f). (HSA, Planning, MOHCD, MOD; Short)

**Policy 28:** Prevent the outmigration of families with children and support the needs of families to grow.

- a. Identify neighborhoods with a higher concentration of low-income, immigrant, and rent-burdened<sup>66</sup> families with children, such as Tenderloin, Mission, Chinatown, and/or SoMA, and allocate resources to increase permanently affordable housing that addresses their income and needs in those neighborhoods. (MOHCD, Planning; Medium)
- b. Develop objective design standards for child-friendly amenities within new buildings particularly for small and mid-rise multi-family buildings. (Planning; Short)

- c. Establish criteria for family-friendly housing to support these projects through processes referenced in Policy 25, action (a). Such criteria can include development projects with substantially higher number of two- or three-bedroom units than required; that are affordable to a wide range of low- to middle-income households and meet the child-friendly design standards established in action (b). (Planning; Medium)
- d. Collaborate with the San Francisco Unified School District to evaluate the feasibility of providing a priority in the school assignment process for low-income families and those living in permanently affordable housing. (Planning, SFUSD, MOHCD; Medium)
- e. Continue to require multi-bedroom unit mixes. (Planning; ongoing)

**Policy 7:** Pursue investments in permanently affordable housing that are specific to neighborhoods that serve as entry points to recently arrived residents from certain groups, such as LGBTQ+ refugees or immigrants, or specific to populations such as transitional aged youth or transgender people.

- f. Study and identify programs that respond to the needs of LGBTQ+ groups, particularly those who are refugees, lack family connections, or previously incarcerated, to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods where they find community (e.g. in the Castro), building upon research spearheaded by the [Castro LGBTQ Cultural District](#). (MOHCD, Planning; Short)
- g. Support implementing Our Trans Home initiative to advance equity in assessment and

<sup>64</sup> [Supporting Affordable Assisted Living in San Francisco, January 2019, Assisted Living Facility \(ALF\) Workgroup | San Francisco Human Services Agency \(sfhsa.org\)](#)

<sup>65</sup> Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not

contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.

<sup>66</sup> Households that pay more than 30 percent of their income for housing.

housing placement for the transgender community. (MOHCD; Medium)

- h. Continue to provide housing affordable to applicants on the [Plus Housing List](#). (MOHCD; ongoing)
- i. Expand housing for transitional aged-youth in permanently affordable housing including supportive programs that address their unique needs as related to past criminal record, substance abuse, or other specific needs, as informed by the strategies referenced in Policy 7, action (g). (MOHCD, HSH; Medium)

**Policy 29:** Encourage co-housing<sup>67</sup> to support ways for households to share space, resources, and responsibilities, especially to reinforce supportive relationships within and across communities and generations.

- a. Eliminate the definition of “group housing” and modify “dwelling unit” to include “more than one” family in the Planning Code and to include minimum quality of life standards, such as cooking facilities and common space. (Planning, Mayor/BOS; Short)
- b. Support process and code changes in [Priority Equity Geographies](#) that seek to define specific needs or limits around co-housing types, as informed by Policy 18. (Planning, Mayor/BOS; Short)
- c. Create a co-housing informational program that provides ideas and recommendations on types, financing structures, precedents, and technical guidance to support their creation in [Cultural Districts](#) and [Priority Equity Geographies](#) to meet community needs. (Planning, Short)
- d. Support co-housing developments on parcels owned by non-profits, like church sites, to

further encourage philanthropically financed affordable housing. (Planning; Short)

**Policy 30:** Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by anticipated job growth and maintain an appropriate jobs-housing fit.

- e. Conduct a feasibility study to assess large employers affordable housing funding on an ongoing-basis to complement the jobs housing linkage requirements. (Planning, OEWD, Mayor/BOS; Medium)
- f. Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee with affordability requirements that align with the income levels of the households anticipated to fill new jobs. (Planning, OEWD, Mayor/BOS; Medium)
- g. Provide paths for large employers to contribute funding to and/or partner with non-profit developers to provide homeownership opportunities. (Planning; Medium)
- h. Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study and feasibility study on a regular basis. (Planning; Long)
- i. Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees. (Planning, OEWD, Mayor/BOS; Medium)
- j. Pursue partnerships that commit large employer institutions who are not subject to job housing linkage fees (hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within

<sup>67</sup> Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but

is not limited to) communes, fraternities and sororities, or Residential Hotels.

institutional master plans or equivalent documents. (Planning, OEWD, Mayor/BOS; Medium)

**Policy 31:** Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.

- k. Explore legislating a vacancy tax for residential units that stay empty for long periods of a year

or used as secondary or vacation homes. (Planning, Mayor/BOS; Medium)

- l. Explore regulatory paths, including a tax or other regulatory structures, for short term speculative resale of residential units, particularly those which seek to extract value out of evicting tenants, or rapid reselling to more lucrative markets. (Planning; Medium)
- m. Continue to improve compliance, enforcement, and restrictions on [short-term rentals](#). (Planning; ongoing)

## **Goal 5. Promote neighborhoods that are well-connected, healthy, and rich with community culture.**

**Challenge-** San Francisco's neighborhoods have unique qualities and histories that enrich their residents and communities, but they also are the result of incremental decision-making and discriminatory practices that have left disparities in public services, resources, and impacts from environmental damage. Government agencies have sometimes organized past public investment around the location of new housing or land-use changes rather than an overall assessment of needs, quality, or equity. Additionally, private enterprise that supports essential services like healthy food, healthcare, laundry, or childcare, has become increasingly pushed to serve high earners as their economic margins have dropped, even prior to the pandemic. According to the California Employment Development Department, between 2007 and 2017, the number of retail establishments with fewer than 10 employees in San Francisco decreased by over 8%. As land values and online shopping and delivery services have increased and brick-and-mortar retail continues to decline, the health of neighborhood commercial corridors is likely to continue to struggle, reducing residents' access to services nearby and opportunities to support community culture.

**Path forward-** Having a safe, sustainable, nurturing home means more than inhabiting an indoor structure, it must be in and connected to a larger place that fulfills residents' social, cultural, and physical growth. For a neighborhood to house people, it must provide access to good quality grocery stores, healthcare, schools, community services, arts and cultural institutions. It must create a healthy environment with clean air, water,

and soil and be prepared for the heightened impacts of the climate crisis, especially protecting those most at-risk. It must connect us to areas and resources beyond the neighborhood across the city and region through equitable transit. While a set of elements may not be the same across neighborhoods, the City should support the unique ecosystem of each one that will nourish its communities.

The Housing Element provides a solid framework for the allocation of resources where changes are more urgent. To achieve healthy neighborhoods for housing residents, the City must focus on repairing past harms through environmental justice and equitable mobility strategies to address the disparate outcomes in wealth and health in [Priority Equity Geographies](#) while protecting these communities against waves of displacement.

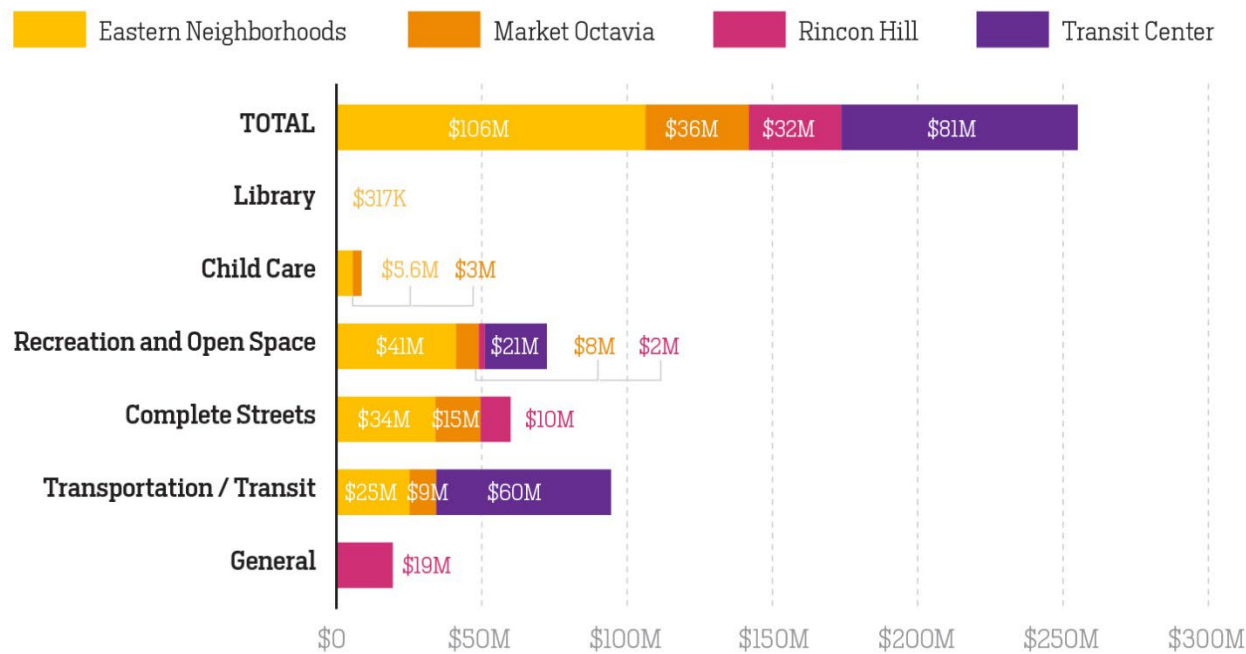
In addition, as San Francisco population grows the existing amenities and services, including parks, schools, libraries, police and fire departments, need to address the growing need. Recent neighborhood zoning changes have included planning for infrastructure such as transit, open space, and street improvements using development impact fees to help fund such improvements, such as the [Southeast Framework](#) and [Greater SoMa Community Facilities Needs Assessment](#) (see Figures 30 to 32).

Housing in a neighborhood is put together can foster relationships, identities, creativity, and individual well-being. Neighborhoods that express individual personalities and shared connections across cultures, race, and ethnicity, or art and architectural heritage provide a sense of community. Considering housing proximity and access to goods and services can reduce burdens, enhance the experience, or encourage healthy habits in daily life. Each neighborhood is a result of its people and histories and their efforts and challenges, and it should reflect these specific



experiences and adapt to undo past harms and changing conditions.

Figure 30. Infrastructure impact fees generated from development in Area Plans.



Source: SF Planning and DBI.

Figure 31. Nearly half of the cost of a new park in the Mission, In Chan Kaajal Park, was funded by development impact fees.



Photo: San Francisco Recreation & Parks

**Figure 32.** Streetscape improvements along 22nd street to improve pedestrian safety was largely funded by development impact fees.



Rendering: San Francisco Public Works

### **Objective 5.a Connect people to jobs and their neighborhood with numerous, equitable, and healthy transportation and mobility options**

**Challenge-** While San Francisco has always clustered housing near supportive neighborhood goods and services, it has grown rapidly without consistent or equitable planning mostly responding to boom-and-bust job and activity centers. While famously home to its cable cars, San Francisco also had significant physical growth during the heyday of the mass-produced automobile, first exhibited at the Panama Pacific Exposition here in 1915, and most notably during the major housing and workforce growth period after World War II. As the city and region have developed through decades of changes in economic, living, and land use patterns, transportation infrastructure has often been deployed to reconnect people's needs, primarily around jobs and housing. However, local governmental agencies often focused on the needs of middle- and high-income workers and left many populations, especially those of color or with low-wage jobs or those outside the workforce

or with other needs, with few or burdensome options. For example, Golden Gate Park, with its world-class cultural institutions and well-maintained open space full of programs and activities, is an hour-long bus ride from the areas in the city with the highest percentage of children, including Bayview, Outer Mission, and the Excelsior.

It has become increasingly difficult to complete new infrastructure and transportation projects. This makes it hard for the city to keep up with the rapidly changing needs of residents, constraining mobility options and leaving neighborhood needs unmet, particularly for underserved communities. As well, many with means and specific physical abilities still retain privileges.

**Path forward-** With new opportunities to reframe how jobs and housing work together-- whether through schedule flexibility, telecommuting, or changing workplace types-- and a broader prioritization of caregiving, education, and healthcare access needs, mobility and proximity can work together to support housing and

neighborhood choices. A more equitable San Francisco requires planning for how housing, jobs, services, institutions, and resources are interconnected in unique and vibrant neighborhoods. Some of the areas of the city, primarily lower density neighborhoods in the middle, western, and northern neighborhoods, have had greater public investment in infrastructure over a longer timeframe. Concentrations of higher performing schools and density of transit lines, among other things, have reinforced small business growth in the same areas. Opening more housing opportunities in these locations provides access to these benefits to more people. At the same time, the past two decades have transformed former industrial areas into neighborhoods with housing primarily in the southeast portion of the city where historically there was less investment and stability in the types of small businesses that serve residents. While some of these newly developing areas include public benefits and infrastructure growth, the specific resources offered have sometimes been oriented to future residents rather than supporting the needs of existing residents and businesses. The City will address how new housing impacts existing neighborhoods depending on their geography, history, cultural identity, and past discrimination. These efforts are necessary to address and support the comprehensive nature of neighborhood life, such as economic development, facility planning, collaboration across agencies, and community-based organizations. The priority is to bring what helps people thrive to them, to reduce the need to move great distances out of necessity, which further

supports the goals of healthier transportation options as well.

San Francisco has been a Transit First City for 45+ years, with a clear intention of supporting public transportation and walkable and bikeable neighborhoods. In the past decade, it has also significantly invested in [Vision Zero](#), a program to get to zero traffic fatalities by 2024; the [Climate Action Plan 2021](#), to reduce carbon emissions; and [ConnectSF](#) a fifty-year vision for San Francisco's mobility. [ConnectSF](#) should relate directly to housing considerations, for example that we should preserve affordable housing, especially in areas receiving new infrastructure investment and add new low- and moderate-income housing near essential services and schools. The city's transportation planning will also be anchored in the upcoming [Transportation Element Update](#) which will be designed to recognize and reflect the racial and social equity center of the Housing Element, to note historic harms, prioritize undoing damage, promote equity, and prioritize those most at-risk of being excluded from transportation resources.

Another climate goal for the City is to have 80% of trips be sustainable by 2030 – that is, by transit, walking, or biking. Building multi-family housing near transit, especially along transit corridors, makes existing and future transit investments more efficient to the City, helps the City be environmentally sustainable, and help to anchor more people as a plentiful and reliable customer base, further supporting the health and success of local businesses



## POLICIES AND ACTIONS

**Policy 17:** Expand investments in [Priority Equity Geographies](#) to advance equitable access to resources while ensuring community stability.

- a. Apply equity metrics identified under Policy 14 (a) in identifying necessary infrastructure improvements for [Priority Equity Geographies](#) and to guide all City investment decisions, including but not limited to: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review. (Planning; Short)
- b. Prioritize [Priority Equity Geographies](#) in investments to improve transit service, as well as other community improvements to parks, streetscape, and neighborhood amenities. (SFMTA, RPD, DPW, Planning; Medium)
- c. Invest in and implement anti-displacement measures in parallel with major infrastructure improvements in areas undergoing displacement, using the results of the study conducted per Policy 21, action (a). (Planning, SFMTA, RPD, DPW; Medium)

**Policy 32:** Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for vehicular travel, and advances healthy activities.

- a. Develop or adopt certification programs for community-serving businesses, such as grocery stores, childcare centers, healthcare clinics, and laundromats. Eliminate conditional use authorizations or reduce entitlement requirements related to lot size or commercial uses for new housing developments that include businesses that meet such requirements, allow them to participate in a Community Benefit Use program as described in Policy 32 action (a), or provide rental subsidies to them. (Planning, OEWD; Medium)

- b. In [Cultural Districts](#), reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, or services that support Cultural District needs and identity for a minimum of ten years. (Planning; Short)
- c. Incentivize new housing to commit via deed restrictions or other legal agreement to below market rate commercial leases for community-based organizations serving the neighborhood community for a minimum of ten years by providing fee waivers, especially in [Cultural Districts](#). (Planning; Medium)
- d. Study the creation of a Community Benefit Use program, referenced in Policy 25 action (a) and Policy 32 action (j), that allows new housing developments to have a highly flexible ground floor use entitlement and tenants to be eligible for rent subsidy in exchange for community participation in tenant selection or for businesses that obtain certifications as described in Policy 32 action (a). (Planning; Short)
- e. Incentivize by reducing ground floor requirements, for example for active uses, in new permanently affordable housing projects to include laundry services available to qualifying residents in proximate neighborhoods. (Planning, MOHCD; Medium)
- f. Strengthen interagency coordination, review, and compliance processes to ensure that walking and biking infrastructure and safety improvements are integrated into planning, funding, and construction and/or rehabilitation of public projects (e.g., parks and open spaces, libraries, and transit facilities) in addition to private development projects. (Planning, MTA, DPW; Short)
- g. Organize housing and neighborhood business and service areas to prioritize proximity in

neighborhood planning or development agreement projects that propose land use changes. (Planning; Medium)

- h. Create and a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, libraries, to accommodate a thirty-year projected population growth, and address any equity metrics and other existing gaps in service over that time in a manner that secures equitable access in [Priority Equity Geographies](#), [Environmental Justice Communities](#), as well as areas slated for growth, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee. (Planning; Medium)
- i. Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency working group under action (h) as well as community-based organizations plan for services, resources, open space, and businesses to be near each other and supportive to communities. (Planning, MTA, DPW, OEWD, DYCF, HSA; Medium)
- j. Expand and allow community serving uses, such as retail, restaurants, and personal services within areas that are primarily residential especially on corner parcels, especially uses under the Community Benefit Use program defined under Policy 32 action (d). (Planning; Short)
- k. Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees. (Planning; Short)

- l. Continue to adhere to guidelines in the Better Streets Plan when new housing creates improvements to sidewalks, streets, and other public spaces. (Planning; ongoing)
- m. Prioritize uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in [Cultural Districts](#), over inclusion of utility infrastructure, such as transformer vaults. (Planning, DPW; Short)

**Policy 33:** Ensure transportation investments advance equitable access to transit and are planned in parallel with increase in housing capacity to advance well-connected neighborhoods consistent with the City's [Connect SF vision](#), and encourage sustainable trips<sup>68</sup> in new housing.

- a. Continue interagency coordination for transportation, evaluating the existing and future needs of [Priority Equity Geographies](#), [Environmental Justice Communities](#), and [Well-resourced Neighborhoods](#) targeted for increased housing capacity, and dedicating investments to these areas consistent with the city's [Connect SF vision](#). (SFMTA, Planning; ongoing)
- b. Adopt requirements that encourage sustainable trip choices<sup>69</sup> in new housing and reduce transportation impacts from new housing. Such amendments may require certain new housing to include additional transportation demand management measures and driveway and loading operations plans, protect pedestrian, cycling, and transit-oriented street frontages from driveways, and reduce vehicular parking. (Planning, SFMTA; Medium)
- c. Restore, maintain, and optimize the existing system, prioritizing [Priority Equity Geographies](#)

<sup>68</sup> Sustainable trip choices mean walking, bicycling, transit, and carpooling.

<sup>69</sup> Sustainable trip choices mean walking, bicycling, transit, and carpooling.

and [Environmental Justice community](#)-led transportation fixes and enhancements in these communities. (SFMTA, Planning; Short)

- d. Seek and obtain new funding sources to further improve the system such as expanding the complete streets and transit service networks (e.g., five-minute transit network, rail network) to support new housing and existing needs including joint funding for integrated transit and affordable housing along improved transit corridors or new transit lines. (SFMTA; Medium)

**Policy 20:** Increase mid-rise and small multi-family housing types in [Well-resourced Neighborhoods](#) near transit, including along SFMTA Rapid Network and other transit, and throughout lower-density areas.

- e. Increase the opportunity for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other zoning changes along SFMTA's Muni Forward Rapid Network and other transit such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. (Planning, Mayor/BOS; Short)
- f. Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning in [Well-resourced Neighborhoods](#) near transit. (Planning, Mayor/BOS; Short)
- g. Allow a minimum of four units on all residential lots, expanding the State duplex/lot split program ([SB 9](#)), and include programs and incentives that target these new homes to moderate- and middle-income households as described in Policy 26. (Planning, Mayor/BOS; Short)

- h. Engage with communities living in [Well-resourced Neighborhoods](#) to nurture enhanced openness for all through educational material and community conversations that highlight how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and build more vibrant neighborhoods that improve everyone's quality of life. (Planning; Short)

### **Objective 5.b Advance environmental justice, climate, and community resilience**

**Challenge –** Many environmental perils exist for residents of San Francisco, some natural and others exacerbated by human action, with inequitable consequences. In San Francisco, as in many other cities, low-income households and people of color are more likely to live in neighborhoods with environmental hazards such as toxic groundwater, polluting industrial activities, congested freeways, hazardous and solid waste facilities. In large part, this is the direct result of [racial covenants](#), [redlining](#), [urban renewal](#) and other discriminatory programs that have historically restricted where people of color may live. Furthermore, these communities may be less likely to have access to health-supportive resources, such as grocery stores, safe parks and open spaces, adequate and stable employment, health facilities, and frequent public transit. These disparities result in worse health outcomes and shortened life expectancy for our most vulnerable populations—for instance, in San Francisco the average life expectancy for Black men (68 years) is more than a decade shorter than the citywide



average (80 years), and 15 years shorter than the most long-lived group, Asian men (83 years).<sup>70</sup>

The COVID-19 pandemic has exacerbated the consequences of these already existing health disparities. To date, the pandemic has disproportionately impacted communities of color, with those in the Latino/e/x and Black communities at highest risk (see Figure 33). The same health conditions that are more prevalent in neighborhoods most impacted by environmental injustice – asthma, heart disease, diabetes, hypertension – have also been identified as major risk factors for COVID-19.

San Francisco is increasingly vulnerable to climate crisis-related hazards like sea level rise, poor air quality, and extreme heat events. For example, approximately 37,200 people in San Francisco live in areas vulnerable to flooding from sea level rise (see Figure 34) and recent fires have shown that the entire city is vulnerable to poor air quality in the event of a wildfire. Environmental pollution also affects certain neighborhoods that are identified by the State as disadvantaged communities. Similarly, earthquakes have been a historic hazard to San Francisco residents in spite of the city having the highest building code rating for structural safety required in new buildings. The city has had programs that require or encourage seismic upgrades to existing buildings, with the aim of fostering a housing stock resilient to possible future earthquakes. This continues to be a challenge, along with the possible massive disruptions to infrastructure.

Even under normal conditions, housing is in constant need of repair and rehabilitation to

remain safe and supportive. Those who have housing instability are more likely to stay in housing that is unsafe or inadequate where either landlords or low-income homeowners defer improvements, with the latter facing increasing pressure to sell and leave the city altogether. Or in cases where the housing is maintained, households may have a higher occupancy than is safe, rendering fire codes insufficient in case of emergency.

**Path forward-** Addressing both safe housing and a safe environment for neighborhoods requires substantial investment, planning, and inter-agency coordination. The City's [Climate Action Plan 2021](#), [Earthquake Safety Implementation Program](#), and the [Environmental Justice Element](#) (see Figure 35) currently in process are three significant efforts across the city to address the many environmental challenges surrounding housing. In 2019, San Francisco declared a climate emergency in accordance with the Paris Climate Agreement and committed to eliminating greenhouse gas emissions by 2050. This commitment relies on the transformation of energy supply, buildings, transportation and waste system to reduce emissions. New housing development can help contribute to these goals by meeting the City's Green Building Code standards. Emissions from buildings stem mostly from the use of natural gas for water and from space heating, recently eliminated as an option through the City's New Construction Ordinance. San Francisco has committed to zero emissions in new construction by no later than 2030.

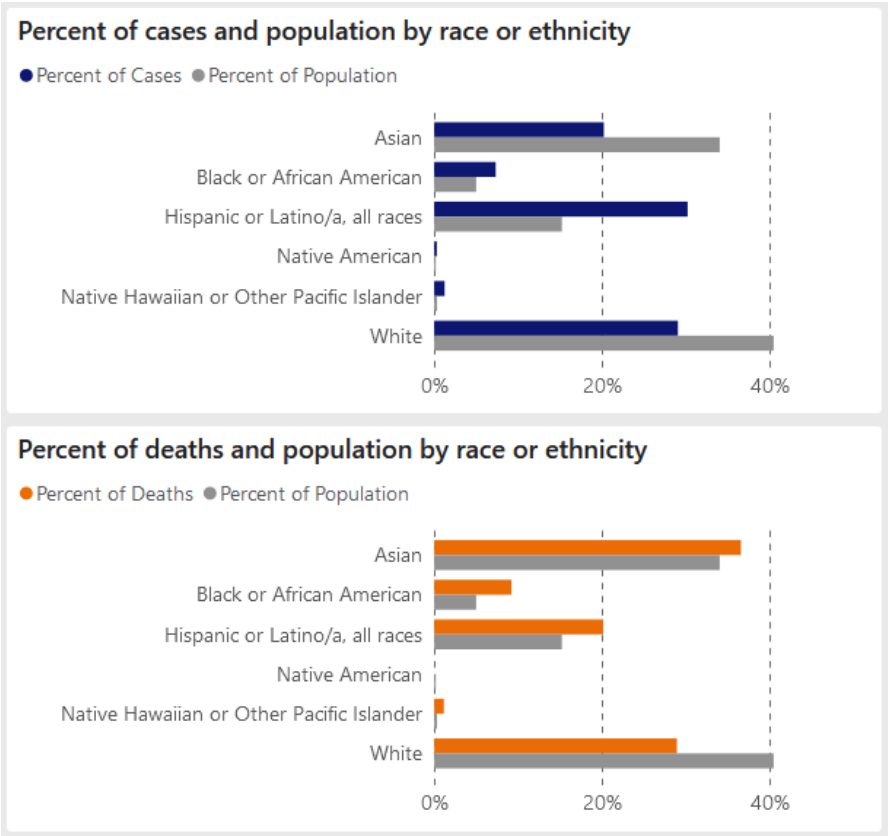
As most of San Francisco's housing was built before the middle of the last century, many

<sup>70</sup> "Mortality." SFHIP. San Francisco Health Improvement Partnership. Accessed January 14, 2022. <http://www.sfhip.org/chna/community-health-data/mortality/>.

buildings may require upgrades to improve resiliency against these hazards as well as general habitability. Older and inadequately-maintained buildings are less able to weather the impacts of these climate and environmental challenges. When these buildings fail, the outcomes are worse for lower-income households and those with health conditions and other existing vulnerabilities. As local, state, and federal resources are made available to address efficiency and resiliency of residential buildings, for example the State-funded and locally-run [CALHome program](#), and the [Capital Improvement Program](#), these resources should be prioritized to address existing inequities faced in vulnerable neighborhoods. The city should continue to support seismic upgrades and lead remediation, in such programs as the [Lead Program](#), prioritizing homeowners in Environmental Justice communities.

New housing development can also include neighborhood retail and other services on the ground floor, such as grocery stores, childcare, stores, restaurants, community centers, health facilities, etc. that encourage walking or biking. Finally, new housing can provide open space as required by SF Planning Code, community gardens, living roofs as required by the SF [Better Roofs Ordinance](#) (see Figure 36), and street trees as required by the [SF Better Streets Plan](#) that benefit existing and new neighbors. Integrating and designing sites to accommodate nature, through requirements such as [Bird Safe Building Standards](#), throughout our streets and buildings improves air quality, plant and wildlife health, human happiness, and climate adaptation.

**Figure 33.** Percent of cases and death by race or ethnicity.



Source: Data SF; extracted January 14, 2022.

**Sea Level Rise Vulnerability Zone**

**SAN FRANCISCO SEA LEVEL RISE VULNERABILITY ZONE THROUGH END-OF-CENTURY WITHOUT ANY ADAPTATION MEASURES OR ACTIONS**

**MAJOR WATERFRONT PROJECTS INCORPORATING INNOVATIVE ADAPTIVE MANAGEMENT**

Labels on map include: Golden Gate Bridge, Crissy Field, Fisherman's Wharf, Bay Bridge, Mission Rock + Mission Bay, San Francisco Bay, Crane Cove Park, Pier 70 SUD, NRG, Islais Creek, India Basin, Hunter's Point Shipyard, Candlestick Point, Ocean Beach Master Plan Implementation, Pacific Ocean, Presidio, and a scale bar (0, 2,400, 4,800 Feet) with a North arrow.

**Figure 35.** Draft Environmental Justice Communities (2021).

**Environmental Justice Burden**

Top 30% of burdened area

Least

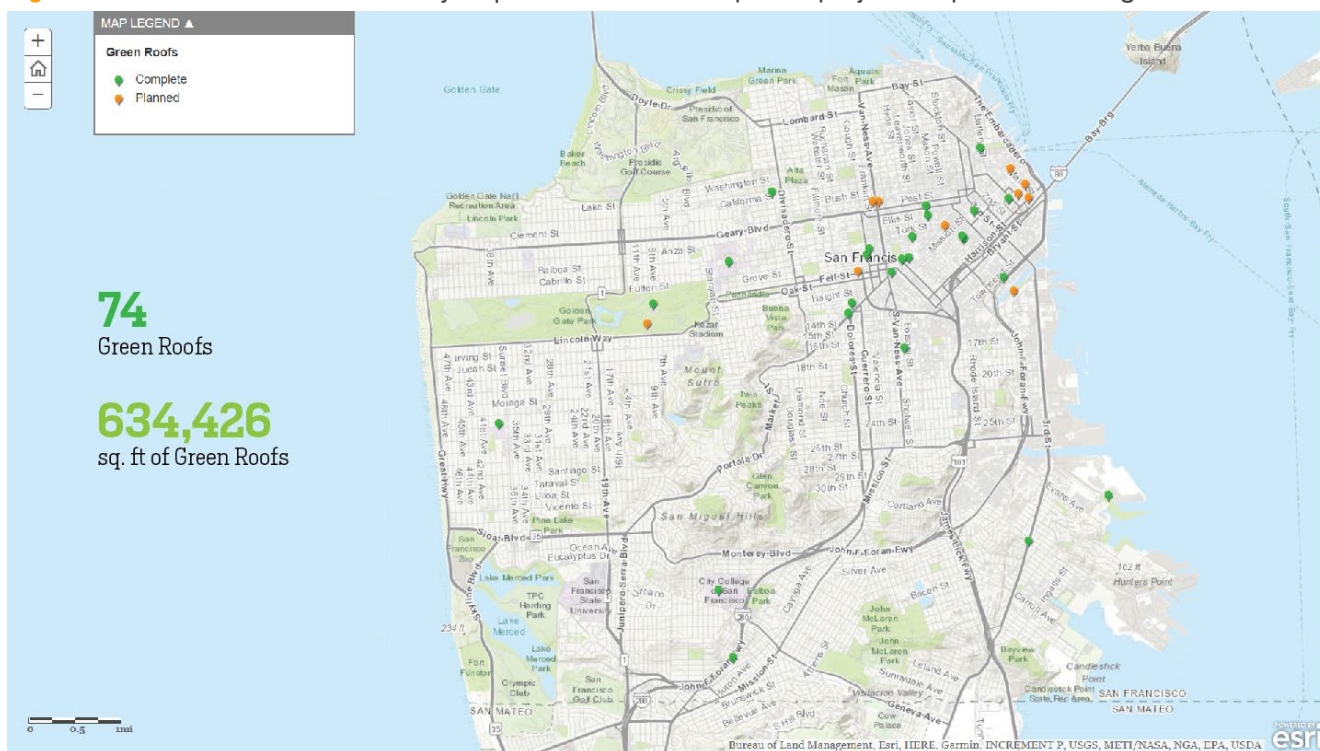
Data Not Available

Area with high pollution burden that increases in CalEnviroScreen 3.0 due to missing data for asbestos

**NOTE:**  
This map was created to meet the requirements of CA Senate Bill 1000. The legislation requires that municipalities identify where "Disadvantaged Communities" are located, defined as areas facing elevated pollution burden coupled with a high incidence of low-income residents. This map is based on CENRHA's CalEnviroScreen 3.0 Map, modified to incorporate additional local data on pollution burden and socioeconomic disadvantage.

83

**Figure 36.** San Francisco has recently required certain development projects to provide a 'living roof'.



Source: San Francisco Planning

## POLICIES AND ACTIONS

**Policy 34:** Support the repair and rehabilitation of housing to ensure life safety, health, and well-being of residents, especially in [Environmental Justice Communities](#), and to support sustainable building practices.

- a. Create and expand programs to help improve indoor air quality for existing housing, particularly in [Environmental Justice Communities](#), such as applying the standards in Article 38 of SF Health Code to such housing. (Planning, DPH; Short)
- b. Create electric conversion policies and programs for existing housing that decrease the use of gas appliances in houses to support lower asthma rates in children, prioritizing Environmental Justice Communities. (DOE, Mayor/BOS; Short)
- c. Support and streamline permits for energy retrofit, heating, ventilation and air conditioning (HVAC), and weatherization upgrades. (DBI, Planning; Short)
- e. Continue to connect residents and housing developments with technical support and financing programs for earthquake safety retrofits such as the Mandatory Soft Story Retrofit Program. (DBI, ORCP; ongoing)
- f. Create programs to provide rehabilitation assistance to homeowners who qualify to maintain exterior cladding, rooves, and essential building utilities in housing in



[Environmental Justice Communities](#). (DBI; Medium)

**Policy 35:** Enforce and improve planning processes and building regulations to ensure a healthy environment for new housing developments, especially in [Environmental Justice Communities](#).

- a. Identify the public health needs of neighborhoods through community planning processes or large-scale development projects by engaging community-based organizations; public health needs include addressing air, soil, groundwater contamination, and noise pollution (Planning, DPH, PUC, ORCP, PORT; Medium)
- b. Ensure and reinforce that all community planning efforts meet the City's [2021 Climate Action Plan](#), and future updates to this plan, to prepare neighborhoods and future housing projects for sea level rise impacts, especially in [Priority Equity Geographies](#) and [Environmental Justice Communities](#). (Planning; Short)
- c. Provide neighborhood and infrastructure planning to mitigate flooding risk during weather events or due to climate crisis impacts. (Planning, SFPUC; Medium)
- d. Enhance high-pressure fire protection for the Westside of San Francisco by implementing and constructing Phase 1 of the Westside Potable Emergency Firefighting Water System (PEFWS) and continue to work with the community, and obtain funding to implement and construct Phase 2 of the PEFWS. (SFPUC, Mayor/BOS; Medium)
- e. Develop and require community accountability measures, including notification and engagement of residents, when building housing on environmentally contaminated sites located in [Environmental](#)

[Justice Communities](#) and [Priority Equity Geographies](#). (Planning; Short)

- f. Develop notification processes in planning efforts in geographies that include polluting sources, such as freeways, to anticipate solutions for potential future sensitive populations such as seniors, children, and those with disabilities. (Planning; Short)
- g. Strengthen building standards to ensure that new housing developments limit sound intrusion from exterior and interior sources. (DBI, Planning; Short)
- h. Explore whether certification or building codes effectively incentivize the use of low VOC (volatile organic compounds) materials in new construction to reduce exposure. (DBI, Planning; Short)
- i. Maximize the installation of site-appropriate, native trees and vegetation at grade and on roofs in new residential development, especially in neighborhoods with less tree canopy coverage as per the [SF Better Streets Plan](#), the [SF Green Landscaping Ordinance](#), and the [SF Better Roofs Ordinance](#). (Planning, DPW; Short)
- j. Update Planning Code requirements, such as the [SF Green Landscaping Ordinance](#), to reduce paved surfaces and underground enclosed space in rear and side yards to specifically retain deep soil for trees and more sustainable vegetation. (Planning; Short)
- k. Study and document the impact of open space and housing based on scientific analysis for people's health, especially for children for the Commission's use in evaluating development agreements that include housing and rear yard variances in housing applications (Planning, DPH, RPD; Short)
- l. Enforce compliance with existing requirements in the [SF Stormwater Management Ordinance](#) to incorporate on-

site stormwater management and flood resilience. (SFPUC, Planning; ongoing)

### **Objective 5.c Elevate expression of cultural identities through the activation and design of neighborhood buildings and spaces**

**Challenge-** The cultural diversity of San Francisco's neighborhoods is threatened by the displacement of racial, ethnic and other marginalized cultural groups, such as LGBTQ+ residents. While San Francisco's neighborhoods still retain a high level of cultural identity which contributes to their sense of place and to the residents' sense of belonging, this aspect of community stability is hard to sustain when the culture bearers and community members that embody that identity can no longer afford to live in the neighborhood. Across communities of color and other marginalized groups, the forces of displacement are making it difficult for cultural groups to transmit the traditions, practices, and artistic expressions that define them and their heritage. This erodes the health and cultural richness of the community, which can be witnessed through the loss of culturally significant businesses, community spaces, art and cultural programming.

As an example of this challenge to retain the city's cultural diversity, the city has lost significant Legacy Businesses<sup>71</sup> over the past decade due to displacement pressures and lower income communities of color have been hit particularly hard. A 2014 report by the City's Budget and Legislative Analyst's Office showed the closure of small businesses in San Francisco had reached record numbers with almost 4,000 small businesses closing in 2014

alone. In contrast, only 693 small businesses closed in 1994, the first year of the study. The report drew connections to San Francisco's skyrocketing rents and the high level of commercial evictions, which continue today. The [Legacy Business Registry](#) and corresponding fund were created in 2015 in recognition of this loss and to mitigate or reverse the trend.

Similarly, the city's [Cultural Districts](#) Initiative was formalized in 2018 with the aim of stabilizing vulnerable communities facing or at risk of displacement or gentrification, and to preserve, strengthen and promote our cultural assets and diverse communities. While both of these innovative programs provide potentially effective models for government interventions to fight community displacement and elevate expressions of cultural identity, the funding needs of both programs to date have far exceeded the allocated resources.

While many parts of the city, such as the Cultural Districts, aim to reinforce cultural identities that are at-risk, other parts of the city not identified as such may expect new housing opportunities to arrive subject to more general design guidance. Historically, San Francisco design guidance has reinforced existing patterns, whether in massing or façade or roofline expression, even though some of the original housing stock was mass-produced with little individual character or architectural quality. While this desire for compatibility was intended to prevent vast and dramatic changes in scale, in practice over time scale has mostly been addressed through code or zoning requirements and these have mostly limited creativity, architectural expression, and muted the voices

<sup>71</sup> In order to be designated by the Board of Supervisors as a Legacy Business, businesses must generally have operated in San Francisco for 30 or more years, have contributed to the city's history and/or the identity of a particular neighborhood or

community, and be committed to maintaining the physical features and traditions that define the business, including crafts, cuisines, art forms, or activities.



of an expanding diversity of residents. While continuity of place is essential in cities, public space, facades, and street environments should also reflect the evolutions in personal and cultural expression.

**Path forward-** As new development comes to San Francisco's neighborhoods, good building design should remain sensitive to the unique neighborhood context while enhancing these neighborhoods. New buildings can improve the experience of existing and new neighbors through architecture, services or retail provided on the ground floor, or the streetscape improvements on the fronting street. New development should help maintain neighborhoods' historic architectural heritage and landmarks as well as their cultural heritage: objects, beliefs, traditions, practices, artistic interpretation, and significant places that develop a sense of belonging and identity. New development must also recognize the erased histories and heritage from American Indian, Black and other communities of color.

Cultural Districts will be an important platform to move forward; they have been defined by the city as areas containing a concentration of cultural and historic assets, culturally significant enterprise, arts, services, or businesses and a significant portion of its residents or people who spend time in the area, are members of a specific cultural community or ethnic group that historically has been discriminated against, displaced or oppressed. By reflecting the cultural identities of their residents in new development, building design can create environments that cultivate understanding and appreciation of diverse peoples, that honor the stories of all communities, and that foster a sense of belonging for all residents. This can be achieved through design and artistic expression in the built environment – buildings, parks, sidewalks, streets, structures, and other public

spaces – and through the activation and use of public and private spaces. By elevating expression of cultural identities, the City can encourage more equitable local economies, and advance social justice. In this way, this objective also furthers Objective 3a to “Build intergenerational wealth for American Indian, Black, and other communities of color.” The creativity and sense of belonging resulting from this work will promote mental health while resulting in layered cultural landscapes and experiences for residents, workers, and visitors.

Achieving this objective will mean re-evaluating how existing and new design guidelines can be utilized to foster creativity while implementing foundational design principals and ensuring durable building materials. It also requires the Planning Department to explore how design, especially at the ground floor, supports social engagement and the vibrancy of neighborhoods. At the same time, it requires tools that ensure that existing expressions of cultural identity and places that hold cultural and historic meaning are respected. In other cases, the city should explore limiting or revising discretionary guidelines to balance the needs of new housing and neighborhood scale, which is already governed by definitive height and bulk controls. By creating and adopting objective standards that focus on the major concerns—light and air, dramatic shifts in scale—the city can allow for more flexibility in how neighborhoods look and feel, inviting new residents to join in and creative disciplines to deploy their talents.

The management of culturally and historically significant spaces must be guided by the culture bearers and descendants of those cultural groups, and special attention should be paid to those groups that have been marginalized from these decisions in the past. Ramaytush descendants and the American Indian

community more broadly both hold special roles in guiding how the city manages tribal cultural resources and places significant for American Indian cultural practices. Consultation methods and information systems must be improved to ensure their full participation in decisions affecting the Ramaytush and American Indian community.

The City can utilize and expand existing historic preservation tools such as protective

ordinances, rehabilitation incentives, and environmental laws to improve the management of places that express cultural identity. And the City can grow new and innovative programs such as the [Legacy Business Registry](#), the [Citywide Retail Strategy](#), and [Cultural District program](#) to guide cultural resource management and programs intended to support cultural uses and activities throughout the city.

## **POLICIES AND ACTIONS**

---

**Policy 36:** Shape urban design policy, standards, and guidelines to enable cultural and identity expression, advance architectural creativity and durability, and foster neighborhood belonging.

- a. Create and adopt a new objective design standard to require the use of natural and durable materials for front façade and windows, for example stucco, stone, concrete, wood, and metal, subject to periodic, amended revision and eliminate existing design guidelines, except in Special Area Design Guidelines or adopted or listed Historic Districts, that require detailed front façade compatibility with surrounding neighborhood architectural patterns, for example window proportions, roof shape, or type of entry. (Planning; Short)
- b. Complete, adopt, and apply the Ground Floor Residential Design Guidelines, after the expiration of [Housing Crisis Act](#), to housing projects. These recommend porches, stoops, and accessible open space near sidewalks to invite social engagement and belonging. (Planning; Medium)

- c. Create Special Area Design Guidelines, after the expiration of [Housing Crisis Act](#), if requested by communities in [Cultural Districts](#) and [Priority Equity Geographies](#) where the design of public space and architecture could help reinforce cultural identities. (Planning; Medium)

**Policy 37:** Support cultural uses, activities, and architecture that sustain San Francisco's dynamic and unique cultural heritages.

- a. Utilize the [Cultural Districts](#) program and related strategies that support cultural activities, uses, traditions, and spaces and that strengthens unique racial, social, and cultural aspects of San Francisco communities through housing development and neighborhood investments. (Planning; Medium)
- b. 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). (MOHCD; Medium)
- c. Study creation of a cultural resource mitigation fund that could be paid into

by projects that impact cultural resources to support cultural resource protection and preservation throughout the city. (MOHCD/Planning/OEWD; Medium)

- d. Designate historically and culturally significant buildings, landscapes, and districts for preservation using the Citywide Cultural Resource Survey, Planning Code Articles 10 and 11, and state and national historic resource registries to ensure appropriate treatment of historic properties that are important to the community and unlock historic preservation incentives for more potential housing development sites. (Planning; Short)
- e. Promote the use of the [Retained Elements Special Topic Design Guidelines](#) to development applicants to address sites where conserving parts of buildings sustains cultural identity and proposed housing serves the community. (Planning; Short)
- f. Establish streamlined review processes for residential development projects that rehabilitate or adaptively reuse existing buildings to conserve embodied carbon and support sustainable building practices, per Policy 35, while preserving cultural resources. (Planning; Short)
- g. Develop objective design standards for the treatment of historic buildings and districts to provide consistent and efficient regulatory review that facilitates housing development approvals and protects the City's cultural and architectural heritages. (Planning; Short)
- h. Promote historic preservation and cultural heritage incentives, such as tax credit programs and the State Historical Building Code, for use in residential rehabilitation projects through general outreach, interagency collaboration with MOHCD and

OEWD, building trades collaboration, educational materials, community capacity building efforts, and through the regulatory review process. (Planning, MOHCD, OEWD; Medium)

- i. Revise Urban Design Guidelines, after the expiration of [Housing Crisis Act](#), to provide guidance on including signage, lighting, public art, historical interpretation and educational opportunities in housing development projects in a manner that reflects neighborhood history and culture, prioritizing the acknowledgement and representation of American Indian history and culture. (Planning, ART; Short)
- j. Complete the Citywide Cultural Resources Survey, including the citywide historic context statement, with ongoing community engagement to identify important individual historic or cultural resources and districts. (Planning; Medium)
- k. Complete the Heritage Conservation Element of the General Plan in order to bring clarity and accountability to the City's role in sustaining both the tangible and intangible aspects of San Francisco's cultural heritage. (Planning; Ongoing)

**Policy 12:** Cultivate cultural anchors<sup>72</sup> by identifying, preserving, and enhancing spaces of cultural importance for communities impacted by displacement so that they can return to thriving and culturally rich neighborhoods.

- a. Utilize the [Cultural Districts program](#) and related strategies to guide neighborhood investments and housing development that supports cultural activities, uses, traditions, and spaces that strengthen unique racial, social, and cultural aspects of San Francisco

<sup>72</sup> Businesses, community and cultural centers, and other spaces of cultural importance for communities.

- communities. (Planning, MOHCD, OEWD; Short)
- b. Recognize spaces of cultural importance identified by American Indian and Black communities and other displaced groups in community planning and regulatory review, consult them in decisions affecting those spaces, and direct resources towards their preservation and management. (Planning, OEWD, OSB; Short)
  - c. Fund the development and implementation of community-developed strategies in [Cultural Districts](#) to retain and grow culturally associated businesses and services that attract residents back to the area. (MOHCD, OEWD, OSB, Planning; Short)
  - d. 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) reports. (Planning, MOHCD; Medium)
  - e. Recognizing the history of dispossession and the symbolic importance of land, identify opportunities to dedicate land for community spaces for the American Indian community. (MOHCD, Mayor/Board, RED; Short)
  - f. Explore utilizing the [Legacy Business Registry](#) program to direct resources to businesses associated with communities impacted by displacement. (OEWD, OSB; Short)

**Policy 32:** Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for vehicular travel, and advances healthy activities.

- g. Develop or adopt certification programs for community-serving businesses, such as grocery stores, childcare centers, healthcare clinics, and laundromats. Eliminate conditional use authorizations or reduce entitlement requirements related to lot size or commercial uses for new housing developments that include businesses that meet such requirements, allow them to participate in a Community Benefit Use program as described in Policy 32 action (a), or provide rental subsidies to them. (Planning, OEWD; Medium)
- h. In [Cultural Districts](#), reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, or services that support Cultural District needs and identity for a minimum of ten years. (Planning; Short)
- i. Incentivize new housing to commit via deed restrictions or other legal agreement to below market rate commercial leases for community-based organizations serving the neighborhood community for a minimum of ten years by providing fee waivers, especially in [Cultural Districts](#). (Planning; Medium)
- j. Study the creation of a Community Benefit Use program, referenced in Policy 25 action (a) and Policy 32 action (j), that allows new housing developments to have a highly flexible ground floor use entitlement and tenants to be eligible for rent subsidy in exchange for community participation in tenant selection or for businesses that obtain certifications as described in Policy 32 action (a). (Planning; Short)
- k. Incentivize by reducing ground floor requirements, for example for active uses, in new permanently affordable housing projects to include laundry services available

to qualifying residents in proximate neighborhoods. (Planning, MOHCD; Medium)

- l. Strengthen interagency coordination, review, and compliance processes to ensure that walking and biking infrastructure and safety improvements are integrated into planning, funding, and construction and/or rehabilitation of public projects (e.g., parks and open spaces, libraries, and transit facilities) in addition to private development projects. (Planning, MTA, DPW; Short)
- m. Organize housing and neighborhood business and service areas to prioritize proximity in neighborhood planning or development agreement projects that propose land use changes. (Planning; Medium)
- n. Create and a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, libraries, to accommodate a thirty-year projected population growth, and address any equity metrics and other existing gaps in service over that time in a manner that secures equitable access in [Priority Equity Geographies](#), [Environmental Justice Communities](#), as well as areas slated for growth, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee. (Planning; Medium)

- o. Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency working group under action (h) as well as community-based organizations plan for services, resources, open space, and businesses to be near each other and supportive to communities. (Planning, MTA, DPW, OEWD, DYCF, HSA; Medium)
- p. Expand and allow community serving uses, such as retail, restaurants, and personal services within areas that are primarily residential especially on corner parcels, especially uses under the Community Benefit Use program defined under Policy 32 action (d). (Planning; Short)
- q. Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees. (Planning; Short)
- r. Continue to adhere to guidelines in the Better Streets Plan when new housing creates improvements to sidewalks, streets, and other public spaces. (Planning; ongoing)
- s. Prioritize uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in [Cultural Districts](#), over inclusion of utility infrastructure, such as transformer vaults. (Planning, DPW; Short)

## Priority Actions

Improving accountability to advance racial and social equity in housing outcomes will require identifying priorities in this housing plan. While the City needs to significantly expand its resources, priority actions will guide City agencies to target their existing limited resources into actions that carry the highest impact in serving the needs of communities of color and improving housing affordability for all.

Draft 2 of the Housing Element 2022 Update calls for identifying these priority actions, in Policy 14, action (b), through collaborations with representatives of low-income communities and communities of color. The list below contains 27 actions from Draft 2 that will be presented to these stakeholders for consideration over the next several months so that a final list of priorities can be adopted with the 2022 Update. Per the policy direction, this list would be updated every two years with the impacted communities.

**Policy 1, action (c).** Expand rental assistance programs, including those designed for emergency response, ongoing tenant-based support, and time-limited assistance (such as Rapid Rehousing), as also referenced in Policy 9, action d as a homelessness prevention tool. Consider a goal of capping rent payments at 30% of household income for extremely and very low-income households. (Mayor/BOS, MOHCD, HSH; Medium)

**Policy 5, action (c).** Evaluate and update existing policies and programs to increase the percentage of Below Market Rate units awarded to underserved groups identified through the study cited in Policy 5, action (a) including but not limited [preferences](#), strengthening targeted outreach, education, and housing readiness counseling, and other services specific to the

needs of each group, ensuring accessible accommodations in these services. (MOHCD; Short)

**Policy 7, action (a).** Study and identify programs that respond to the needs of LGBTQ+ groups, particularly those who are refugees, lack family connections, or previously incarcerated, to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods where they find community (e.g. in the Castro), building upon research spearheaded by the [Castro LGBTQ Cultural District](#). (MOHCD, Planning; Short)

**Policy 8, action (e).** Expand and improve on-site supportive services within permanent supportive housing projects including sustained care for mental health or substance abuse issues, case management, and childcare. (HSH, HSA, DPH; Medium)

**Policy 11, action (a).** Establish pilot programs that offer homeownership opportunities targeted to Black communities harmed through redlining or urban renewal, building on programs such as the Dream Keeper initiative and including features such as silent second loan or grants for down payment assistant. (MOHCD; Medium)

**Policy 11, action (c).** Identify housing opportunities targeted to the American Indian community to redress the historic dispossession of resources affecting these communities, through Indian Relocation Act, or other historic efforts that broke the cohesion of this community. (Mayor/BOS; Short)

**Policy 13, action (c).** Increase resources and funding to partner 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 through focus groups, surveys, and other outreach events (Planning; Medium)

**Policy 14, action (a).** Develop and align department-wide metrics that measure progress towards beneficial outcomes for American-Indian, Black, and other people of color resulting from housing policies using methods consistent with the San Francisco Equity Index prepared by the Office of Racial Equity. (Planning; Medium)

**Policy 14, action (b).** Identify priority actions in the Housing Element specific to different communities, through collaboration with Cultural Districts or other racial and social equity-focused community bodies, and report back to communities on those priorities and update every two years. (Planning; Medium)

**Policy 14, action (c).** Establish an inter-agency Housing Element implementation committee to inform the City's budget and work program on housing equity. The committee would be responsible for reporting progress measured in actions (a) and (b) and for identifying financial or legal challenges to progress. (Planning, MOHCD, HRC; Short)

**Policy 14, action (d).** Create a budget tool for housing investments, including permanently affordable housing production, preservation, and housing services, to implement the priorities identified in the Housing Element 2022 Update actions (b) and (c), and inform the Capital Planning process as cited in Policy 22 action (a). The tool would identify existing and consistent sources of funding as well as funding gaps to inform the annual funding and Capital Planning process. (Planning, MOHCD; Short)

**Policy 17, action (a).** Apply equity metrics identified under Policy 14 (a) in identifying necessary infrastructure improvements for

[Priority Equity Geographies](#) and to guide all City investment decisions, including but not limited to: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review. (Planning; Short)

**Policy 19, action (a).** Build between 25% and 50% of the City's new permanently affordable housing within [Well-resourced Neighborhoods](#) within the next two RHNA cycles. (MOHCD, Planning; Medium)

**Policy 19, action (c).** Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in [Well-resourced Neighborhoods](#), such as church sites or underutilized sites. (MOHCD, Mayor/BOS; Medium)

**Policy 20, action (a).** Increase the opportunity for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other zoning changes along SFMTA's Muni Forward Rapid Network and other transit such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. (Planning, Mayor/BOS; Short)

**Policy 20, action (b).** Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning in [Well-resourced Neighborhoods](#) near transit. (Planning, Mayor/BOS; Short)

**Policy 21, action (a).** Based on the Racial and Social Equity Impact Analysis for the Housing

Element<sup>73</sup>, identify levels of investments to prevent displacement according to the needs of each community and each neighborhood, including priorities for [areas vulnerable to displacement](#). (Planning; Short)

**Policy 21, action (b).** Create guidelines to avoid displacement and other adverse racial and social equity impacts for future zoning changes, development projects and infrastructure projects according to the scale and location of the proposal. (Planning; Short)

**Policy 22, action (a).** Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)

**Policy 25, action (m).** 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. (OEWD; Medium)

**Policy 27, action (b).** Create or support financing programs that support aging in place, including improvements to accessibility through home modifications or building [ADUs](#), and supported by technical assistance programs referenced in Policy 26, action (d). (Planning, HSA, MOHCD; Short)

**Policy 35, action (d).** Develop and require community accountability measures, including notification and engagement of residents, when building housing on environmentally

contaminated sites located in [Environmental Justice Communities](#) and [Priority Equity Geographies](#). (Planning; Short)

**Policy 37, action (a).** Utilize the [Cultural Districts](#) program and related strategies that support cultural activities, uses, traditions, and spaces and that strengthens unique racial, social, and cultural aspects of San Francisco communities through housing development and neighborhood investments. (Planning; Medium)

**Policy 28, action (a).** Identify neighborhoods with a higher concentration of low-income, immigrant, and rent-burdened<sup>74</sup> families with children, such as Tenderloin, Mission, Chinatown, and/or SoMA, and allocate resources to increase permanently affordable housing that addresses their income and needs in those neighborhoods. (MOHCD, Planning; Medium)

**Policy 30, action (f).** Pursue partnerships that commit large employer institutions who are not subject to job housing linkage fees (hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within institutional master plans or equivalent documents. (Planning, OEWD, Mayor/BOS; Medium)

**Policy 32, action (h).** Create and a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, libraries, to accommodate a thirty-year projected population growth, and address any equity metrics and other existing gaps in service over that time in a manner that secures equitable access in [Priority](#)

<sup>73</sup> The Racial and Social Equity Impact analysis of the Housing Element will be completed prior to the adoption of the Housing Element 2022, and this action will be updated based on the findings accordingly.

<sup>74</sup> Households that pay more than 30 percent of their income for housing.

[Equity Geographies](#), [Environmental Justice Communities](#), as well as areas slated for growth, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee. (Planning; Medium)

**Policy 33, action (b).** Adopt requirements that encourage sustainable trip choices<sup>75</sup> in new

housing and reduce transportation impacts from new housing. Such amendments may require certain new housing to include additional transportation demand management measures and driveway and loading operations plans, protect pedestrian, cycling, and transit-oriented street frontages from driveways, and reduce vehicular parking. (Planning, SFMTA; Medium)

<sup>75</sup> Sustainable trip choices mean walking, bicycling, transit, and carpooling.

## Appendix A: Glossary

Term	Definition	Link
Accessory Dwelling Units (ADUs)	Housing units added to existing or proposed residential buildings. ADUs are also often called in-law units, granny flats, secondary units, or basement or garage apartments.	<a href="http://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm">http://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm</a>
Administrative (or "ministerial") approval	A governmental decision involving little or no personal judgment by the public official; it involves only the use of fixed standards or objective measurements, and the public official cannot use personal, subjective judgment in deciding whether or how the project should be carried out.	
Affirmatively Further Fair Housing (AFFH)	Enacted by AB 686 in 2018, this California law strengthens existing fair housing requirements and protections. AFFH contains requirements state and local governments must follow to ensure inclusive communities, including new requirements for municipal housing element updates.	<a href="https://www.hcd.ca.gov/community-development/affh/index.shtml">https://www.hcd.ca.gov/community-development/affh/index.shtml</a> ; <a href="https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB686">https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB686</a>
All-Home Plan	All Home Plan recommends a proportion of 1-2-4 where for each four units of permanently supportive housing, two shelter beds and interim-housing options are added, along with homelessness prevention services for one individual.	<a href="#">210413_Regional_Action_Plan_Fin al.pdf (allhome.ca.org)</a>
At-risk of becoming unhoused	People with prior experience of homelessness, with involvement with the criminal justice system, extremely-low and very-low income American Indian, Black, and Latinos/es/x, domestic violence victims, those at imminent risk of losing housing (for example with an eviction notice, or subject to landlord harassment).	
Cost burdened	Households that pay more than 30 percent of their income for housing.	
Cross-laminated timber	An engineered wood building material that can be used in walls, roofs or ceilings, may be eco-friendly, and could lower construction cost through decreased lead times.	
Cultural anchors	Businesses, community and cultural centers, and other spaces of cultural importance for communities.	
Cultural Districts	A geographic area or location within San Francisco that embodies a unique cultural heritage. Through a formalized, collaborative partnership between the City and communities, the mandate requires that the City coordinate resources to assist in stabilizing vulnerable communities facing, or at risk of, displacement or gentrification.	<a href="http://projects.sfplanning.org/community-stabilization/cultural-districts-initiative.htm">http://projects.sfplanning.org/community-stabilization/cultural-districts-initiative.htm</a>
Discriminatory programs	Discriminatory programs by government action affecting housing, including government sanctioned programs, include but are not limited to urban renewal, redlining, segregated public housing, racial covenants, and exclusionary zoning regulations, such as single-family zoning.	
Ellis Act Evictions	Evictions for which landlords have the right to evict tenants to remove all the units in the building from the rental market for at least 10 years. Units that have been recovered due to an Ellis Act eviction have restrictions on its future use, including conversions into condos and rentals.	<a href="https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%28OMI%29.-,Ellis%20Act,evictions,-landlords">https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%28OMI%29.-,Ellis%20Act,evictions,-landlords</a>
Exclusionary zoning practices	Land use regulations that through their design and effect perpetuate racial and social exclusion. Early zoning regulations including single-family zoning often institutionalized racially exclusive practices for real estate profits.	<a href="https://belonging.berkeley.edu/root/spaceplace#:~:text=Explicitly%20Racial,Exclusionary%20Zoning,-Many">https://belonging.berkeley.edu/root/spaceplace#:~:text=Explicitly%20Racial,Exclusionary%20Zoning,-Many</a>

Group housing, co-housing, or co-living	Co-housing, group housing, or co-living rooms are a type of housing that may have limited cooking facilities and do not contain a full kitchen in each room. Co-housing may include (but is not limited to) communes, fraternities and sororities, or Residential Hotels.	
High opportunity areas	Areas in every region of the state whose characteristics have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children. SF Planning used this same index to identify "Well-resourced neighborhoods."	<a href="https://www.treasurer.ca.gov/ctcac/opportunity.asp">https://www.treasurer.ca.gov/ctcac/opportunity.asp</a>
Housing accelerator fund	This fund offers affordable housing developers lending opportunities to bridge permanent financing programs offered by MOHCD for production and preservation of affordable housing. The speed of execution, flexible terms, and ability to coordinate with public funders helps borrowers acquire sites quickly. It also allowed investors to provide grants, equity-like investments, program-related investments (PRIs), and secured and unsecured debt for funding affordable housing.	<a href="https://www.sfhaf.org/">https://www.sfhaf.org/</a>
Housing Ladder strategy	A rehousing approach that offers opportunities for residents of Permanent Supportive Housing (PSH) to move from intensive supportive housing to more independent living, thus freeing up their PSH unit for others.	<a href="https://hsh.sfgov.org/services/the-homelessness-response-system/housing-ladder/">https://hsh.sfgov.org/services/the-homelessness-response-system/housing-ladder/</a>
Inclusionary units	San Francisco requires new residential buildings of 10 or more units to include on-site affordable units (called inclusionary housing). Other options to meet this requirement include the payment of in-lieu fees (that fund 100 percent affordable housing), off-site affordable units, and land dedication.	<a href="http://projects.sfplanning.org/community-stabilization/inclusionary-housing.htm">http://projects.sfplanning.org/community-stabilization/inclusionary-housing.htm</a>
Inventory of rental housing units	A registry of rent controlled units that could provide policy makers and advocacy organizations greater insight into occupancy status, rental rates, or eviction history.	<a href="http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#C-3">http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#C-3</a>
Junior Accessory Dwelling Units (JADUs)	A type of ADU that is generally smaller than average ADUs and shares a restroom and/or kitchen with the main home.	<a href="https://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm#:~:text=program%20for=,junior%20ADUs%2C,that%20home.-However">https://projects.sfplanning.org/community-stabilization/accessory-dwelling-units.htm#:~:text=program%20for=,junior%20ADUs%2C,that%20home.-However</a>
Mid-rise multifamily buildings	Buildings of 5 to 8 stories	
Modular housing	A type of prefabricated housing, where the pieces of the building are usually built in one place using a factory assembly line, shipped to a construction site, and then assembled. Using this housing production method reduces construction costs through its building process and through decreased lead times.	
Navigation centers	Low-threshold, high-service temporary shelter programs for adults experiencing homelessness in San Francisco. Services include case management, housing navigation, DPH health services, HSA benefits enrollment, SSI advocacy, and harm reduction therapy.	<a href="https://hsh.sfgov.org/services/the-homelessness-response-system/shelter/navigation-centers/">https://hsh.sfgov.org/services/the-homelessness-response-system/shelter/navigation-centers/</a>
No-fault evictions	Evictions that allow landlords to take possession of their property from the tenant and are not due to tenant actions. These evictions include Ellis Act, owner move-in, demolition, capital improvement, substantial rehabilitation, sale of unit converted to condo, and lead paint abatement.	<a href="https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%27No-fault%27, evictions.-allow">https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=%27No-fault%27, evictions.-allow</a>
Overcrowding	More than 1 person per room (including living rooms) for overcrowding, and more than 1.5 persons per room for severe overcrowding.	

Owner Move-In (OMI) Eviction	Evictions that allow owners to evict the tenant for the owner or their family to live in the unit as their principal place of residence. It is generally restricted to one OMI eviction per building.	<a href="https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=years,-.Owner,evictions,-allow">https://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm#:~:text=years,-.Owner,evictions,-allow</a>
Payments of relocation assistance	Payments that landlords must provide tenants that are evicted through no-fault evictions. At the time of publication (Jan 2022) payments are set between \$7,200 to \$12,000 per tenant.	<a href="https://sfrb.org/sites/default/files/Document/Form/579%20Multilingual%20Relocation%20Payments%2037.9C%2020-21.pdf">https://sfrb.org/sites/default/files/Document/Form/579%20Multilingual%20Relocation%20Payments%2037.9C%2020-21.pdf</a>
Preference programs	Lottery preference programs provide priority for specific housing projects or affordable housing to households qualifying for each program. Having lottery preference improves a household's chances in a housing lottery for affordable housing and gives current and former San Francisco residents a chance to continue living in the City.	<a href="http://projects.sfplanning.org/community-stabilization/lottery-preference-programs.htm">http://projects.sfplanning.org/community-stabilization/lottery-preference-programs.htm</a>
Proposition 13	A 1978 ballot measure that reduced property tax rates on homes, businesses and farms, and capped assessed property taxes at 1% for assessed values with no more than 2% annual increase. Prop 13 significantly reduced the tax revenue of local jurisdictions to fund schools, services, and infrastructure.	
Racially restrictive covenants	Throughout the late-nineteenth and mid-twentieth centuries, white property owners and subdivision developers wrote clauses into their property deeds forbidding the resale and sometimes rental of such property to non-whites, particularly African Americans. This approach was endorsed by the federal government and the real estate industry at least through the 1940s, and in many cases was required by banks and other lending institutions.	<a href="https://belonging.berkeley.edu/root/spaceplace#:~:text=138-.Racially%20Restrictive,Association%20Bylaws,-Throughout">https://belonging.berkeley.edu/root/spaceplace#:~:text=138-.Racially%20Restrictive,Association%20Bylaws,-Throughout</a>
Rapid rehousing	A set of interventions that provides people with grants to pay for living expenses like first and last month's rent managed by the SF Department of Homelessness and Supportive Housing.	<a href="https://hsh.sfgov.org/services/the-homelessness-response-system/housing/">https://hsh.sfgov.org/services/the-homelessness-response-system/housing/</a>
Redlining	An explicitly discriminatory federal policy that color-coded Black and nearby neighborhoods in red, deeming them "hazardous" to potential mortgage lenders. This systematically denied residents in these neighborhoods loans for homeownership or maintenance, leading to segregation and cycles of disinvestment in primarily Black and other communities of color.	<a href="https://www.urbandisplacement.org/about/what-are-gentrification-and-displacement/">https://www.urbandisplacement.org/about/what-are-gentrification-and-displacement/</a>
Rent control	Rent Ordinance (1979) that restricts annual rent increases, ensures tenants can only be evicted for "just causes," and restricts evictions of tenants occupying a qualifying unit built prior to June 13, 1979. Once tenants vacate the rent-stabilized unit, landlords can raise its rent to market rate (otherwise known as vacancy decontrol).	<a href="http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm">http://projects.sfplanning.org/community-stabilization/rent-stabilization-eviction-protection.htm</a>
Severely cost burdened	Households that pay more than 50 percent of their income for housing.	
Short-term rentals	A rental of all or a portion of a home for periods of less than 30 nights (for example, Airbnb rentals).	<a href="http://projects.sfplanning.org/community-stabilization/short-term-rental-regulations.htm">http://projects.sfplanning.org/community-stabilization/short-term-rental-regulations.htm</a>
Single Room Occupancy	A form of housing that serves low-income residents. A typical room in an SRO residential hotel is a single eight (8) x ten (10) foot room with shared toilets, kitchens and showers on each floor.	<a href="http://projects.sfplanning.org/community-stabilization/sro-hotel-protections.htm">http://projects.sfplanning.org/community-stabilization/sro-hotel-protections.htm</a>
Small multifamily building	Buildings of 4 or less stories that include between 4 and 19 units	
Small Sites Acquisition	An acquisition and rehabilitation loan program for small multifamily rental buildings to protect and establish long-term affordable housing throughout San Francisco, launched in 2014.	<a href="http://projects.sfplanning.org/community-stabilization/small-sites-program.htm">http://projects.sfplanning.org/community-stabilization/small-sites-program.htm</a>



Supportive housing	A type of housing managed by the SF Department of Homelessness and Supportive Housing that offers tenants long-term affordable housing with on-site services, such as case management, mental health services, etc.	<a href="https://hsh.sfgov.org/services/the-homelessness-response-system/housing/">https://hsh.sfgov.org/services/the-homelessness-response-system/housing/</a>
Trauma-informed systems	The TIS Initiative at the San Francisco Department of Public Health (SFPDH) is an organizational change model to support organizations to respond to and reduce the impact of trauma.	<a href="https://www.sfdph.org/dph/comupg/oprograms/TIS/default.asp">https://www.sfdph.org/dph/comupg/oprograms/TIS/default.asp</a>
Urban renewal	A federally funded program that acquired, razed, and redeveloped areas of cities condemned as "blighted." In practice, redevelopment areas often followed redlining, and property was often taken from people of color by eminent domain for minimal compensation creating massive displacement of those communities.	<a href="https://belonging.berkeley.edu/root/spaceplace#:~:text=The%20Beginnings,Suburban%20Revolt">https://belonging.berkeley.edu/root/spaceplace#:~:text=The%20Beginnings,Suburban%20Revolt</a>

# **Attachment B**



FINAL REPORT - JANUARY 2022

# Housing Element 2022 Update Phase II Input Summary



San Francisco  
**Planning**

# Acknowledgements

The San Francisco Planning Department acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone, who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the Ancestors, Elders, and Relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

The Planning Department wishes to acknowledge the many community partners and members of the public who contributed their time and knowledge to shape new housing policy that reflects their values and vision for San Francisco. Staff was humbled by the energy, resilience, and grace of the community to come together during a global pandemic and engage in respectful dialogue about the complexities of the housing affordability crisis. Our partners were often also frontline service providers in the health crisis, and many of the residents who participated were directly impacted by housing and job insecurity, making their contributions even more admirable.

It is the department's hope that the following report does justice to the insights that were shared and that the revised Housing Element policies accurately reflect the paths forward outlined by the community's collective voice.



**San Francisco**  
**Planning**

# Table of Contents

<b>1. Executive Summary</b>	<b>2</b>
<b>2. Introduction</b>	<b>5</b>
<b>3. Methods of Outreach and Engagement</b>	<b>9</b>
Elevating the Voices of Underrepresented Communities	10
Consulting Experts and Decision-Makers	15
Informing All San Franciscans	16
<b>4. Public Input Summary by Outreach Method</b>	<b>20</b>
Focus Group	20
Housing Policy Group	27
Community Conversations and Written Input	32
Digital Participation Platform	38
City Family and Commissions	46
<b>5. Conclusions</b>	<b>49</b>
Approach to Synthesis	49
Community Directives for Policies and Actions	50
Policy Responses to Community Directives	56
<b>6. Lessons Learned and Next Steps</b>	<b>59</b>
Lessons Learned	59
Future Outreach and Engagement	60
<b>Appendices</b>	<b>61</b>
Appendix A. Focus Group Theme Summaries	62
Appendix B. Focus Group Menu of Questions	97
Appendix C. Focus Group Community Partner Selection Criteria	105
Appendix D. Housing Policy Group Summary	107
Appendix E. Community Conversation List of Participants	141
Appendix F. Community Conversations Coding Categories	142
Appendix G. Written Comments and Responses	143
Appendix H. Revised Policy and Action Table	222

# 1. Executive Summary

## What is this report?

The San Francisco Planning Department is preparing an update to the Housing Element of the city's General Plan, scheduled for adoption by the Board of Supervisors in January 2023. The Housing Element 2022 Update (2022 Update) is San Francisco's housing plan for the next 8 years (2023-2030) and the first one that will center racial and social equity. It will include policies and programs that express the city's collective vision and values for the future of housing in San Francisco.

The following report summarizes public input on the first draft of the 2022 Update during Phase II of outreach and engagement, which occurred between April and September 2021. The report also demonstrates how the draft policies have been revised to reflect the community's input.



## How was the public engaged?

SF Planning staff presented the first draft of policies through a variety of approaches intended to elevate the voices of communities of color and other marginalized groups. The main approach was working with community-based organizations to design and lead 22 focus groups. The target participants for the focus groups were residents from the city's communities of color and other populations vulnerable to housing instability. In addition, staff participated in

25 community conversations hosted by a variety of organizations and led a series of discussions with a group of housing policy experts from the community. Staff met several times with SF Planning's Community Equity Advisory Council and sought feedback at public hearings with the Planning Commission, Historic Preservation Commission, and Human Rights Commission. Lastly, staff connected with additional stakeholders through meetings, interviews, emails, and the project website.



## What did the public say?

Public input over the six-month period was extensive and wide-ranging, made evident in the summaries of input staff received from each outreach venue. Staff found that there was considerable alignment amongst various participants about what needs to be done to address San Francisco's housing crisis.

The following list seeks to articulate the community directives that came from this large body of input to identify what the City is being asked to do.

1. Restructure how resources are prioritized for residents suffering the greatest burden of vulnerabilities and those harmed and/or displaced by discriminatory government actions.
2. Improve access to existing housing programs and financial resources through increased human contact, cultural humility, navigability, and educational outreach, and by creating alternatives to existing forms of means testing.
3. Ensure dignified housing for current and displaced residents free from discrimination, overcrowding or substandard conditions, and with access to chosen community, cultural anchors, services and jobs.
4. Promote the equitable distribution of housing across all parts of the city through increased public funding, rezoning, education, incentives and streamlining measures while ensuring that projects do not displace existing residents.
5. Increase wealth building opportunities through homeownership, financial education, and job training for American Indian, Black and lower income residents.
6. Build the kind of housing that vulnerable communities want in their neighborhoods so that they have opportunities to stay connected to their history and culture.
7. Create accountability in policy making and empower residents to share decision-making for housing programs and project approvals.
8. Further study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents, and apply those findings to stop the displacement of these groups.

## What is the effect of this public input?

SF Planning has revised the draft 2022 Update to respond to the community directives distilled from this phase of engagement. Each directive is addressed by a goal, objective, policy and/or action within the revised draft. While many directives affirmed ideas shared in the first draft, substantial changes were made to the 2022 Update to bolster and refine the policies. The main shifts in policy are listed below:

- Added more explicit reparative framing to policies intended to redress discriminatory government actions.
- Incorporated truth-telling processes led by harmed communities to guide reparative actions.
- Increased the number of actions related in improving transparency and accountability in housing distribution and management systems.
- Strengthened policies intended to increase the quality, variety and distribution of affordable housing available to vulnerable populations such as seniors, people with disabilities, LGBTQ+ people, transitional aged youth, immigrants, and others.
- Bolstered policies intended to deliver small and midrise multi-family buildings that can serve middle-income households.
- Incorporated stronger actions to study and eliminate displacement.

## How will this information be shared?

The information and findings of this report will be shared via public hearings in early 2022, the Housing Element website, and continued engagement with community partners and stakeholders in a series of focus groups and meetings prior to March 2022.



## 2. Introduction

The Housing Element 2022 Update (2022 Update) is San Francisco's housing plan for the next 8 years (2023-2030) and the first one that will center racial and social equity. It will include policies and programs that express our collective vision and values for the future of housing in San Francisco. This update will determine what our housing needs are and how we will work to address them, defining priorities for decision making and resource allocation for housing programs, development, and services.





Within the last decade San Francisco has gone through an economic boom and affordability crisis, a global public health crisis and economic downturn, as well as a national racial reckoning, all of which have played a part in shaping the outreach and engagement process for the city's next housing plan. The 2022 Update relies on an extensive and robust outreach and engagement effort to ensure our housing plan reflects current housing needs, priorities, and values of our communities, particularly of our communities of color and other vulnerable communities. The following analysis summarizes input from Phase II of these efforts and describes how the draft 2022 Update will be revised to reflect the community's directives for housing policy and actions.



## Community Engagement Process

The engagement process for the 2022 Update incorporates three phases of outreach and engagement. After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. The greater part of outreach and engagement occurred in a first round of draft policy review, which will be followed by a second shorter round of engagement (Phase III) to demonstrate with this report how community input is reflected in revised policy and to further refine critical ideas such as a reparative framework for housing. The second round of outreach in early 2022 will primarily seek to validate the findings of this report and to further develop critical policies. Phase III will conclude with publication of the third draft of the 2022 Update in March. Outreach afterwards will focus on sharing information about the draft 2022 Update content and adoption process and facilitating discussions with community and government leaders to prepare for its implementation.

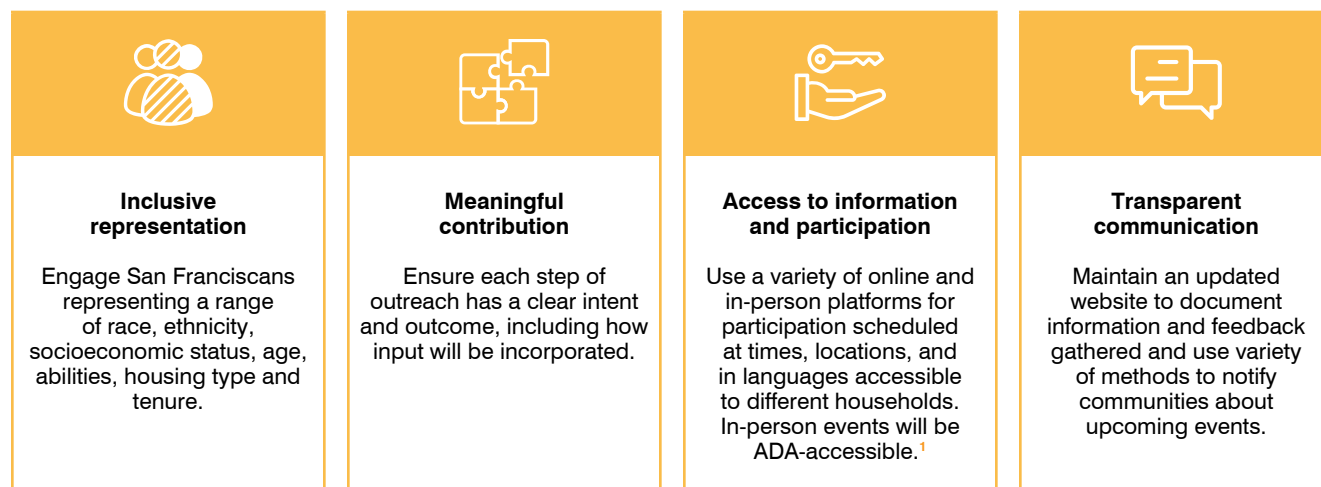
**Figure 1. Housing Element 2022 Update Community Engagement Process**

		Intent	Outreach	Outcome
	<b>Learning from Past Efforts</b>  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
	<b>Phase I Vetting Key Ideas with the Community</b>  May 2020 - February 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
	<b>Phase II Refining Policies Together</b>  March 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
	<b>Phase III Moving Towards Adoption</b>  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

## Principles for Outreach and Engagement

The following principles guide all outreach and engagement for the Housing Element 2022 Update process:

**Figure 2. Housing Element 2022 Update Principles for Outreach and Engagement**



<sup>1</sup> In person events have not always been possible due to health concerns in response to the COVID-19 pandemic.

In short, the Planning Department's goal is to hear from communities it has not sufficiently engaged for past Housing Element updates and to elevate the impact of those voices in shaping policy. Groups of interest include communities of color, low-income communities, and immigrant residents, among other vulnerable or hard to reach communities. The project team has incorporated a pilot compensation structure for engagement as an expression of gratitude for the work of the community in strengthening the 2022 Update and to acknowledge the valuable time, knowledge and effort contributed by the participants.

## Structure of this Report

This report will first describe the methods that SF Planning employed to reach residents, including the communication tools, the target audiences, and the implementation process. Next, the report presents the input received through these methods, including an explanation of how input was analyzed. The report concludes by articulating the directives received from

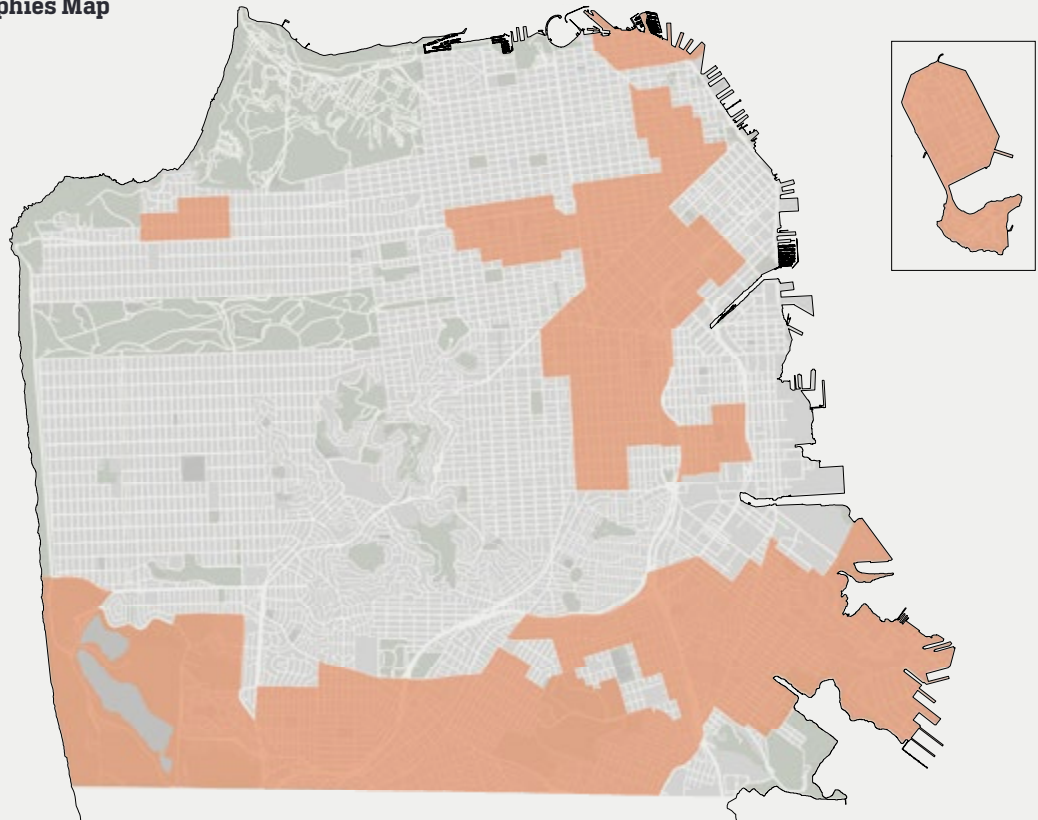
the community through this process and describing how the 2022 Update is revised to meet these directives. Finally, the report outlines lessons learned and next steps in the continuing outreach and engagement effort.

This report contains reference to two key geographies that were introduced in Draft 1 of the 2022 Update, which are defined here:

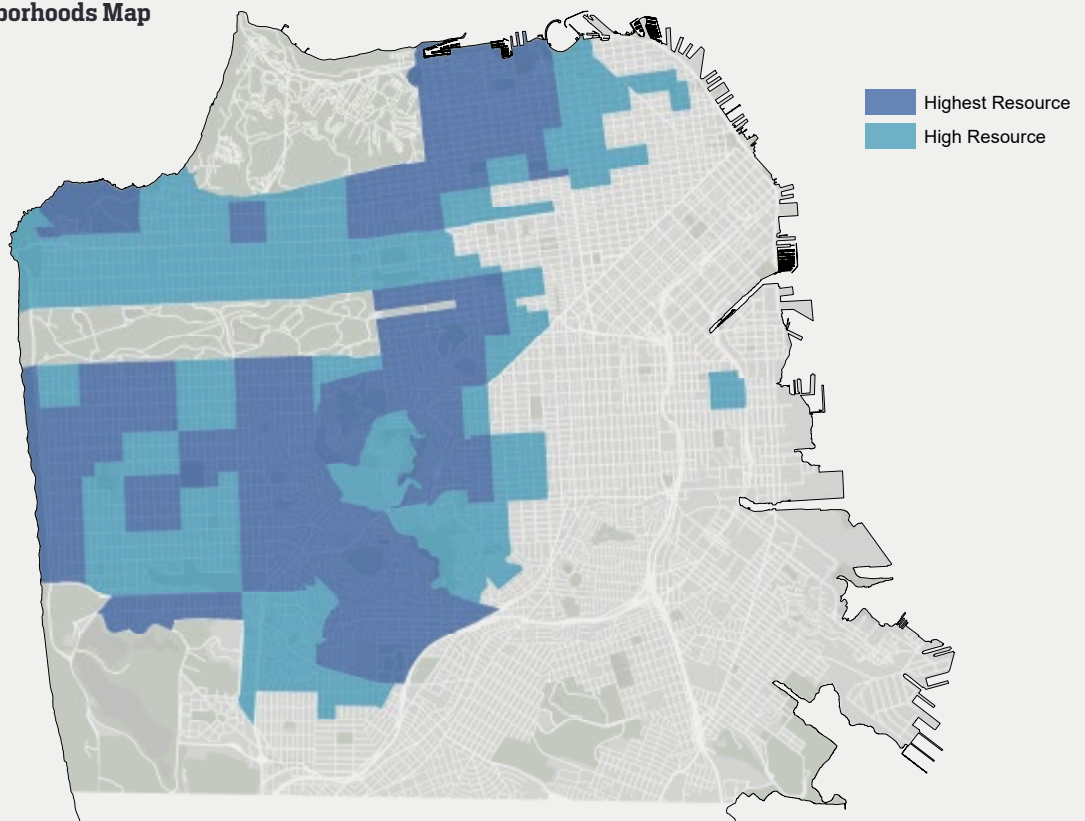
Priority Equity Geographies (referred to in Draft 1 as "Priority Geographies") are areas with a higher density of vulnerable populations as defined by the San Francisco Department of Health, including but not limited to people of color, seniors, youth, people with disabilities, linguistically isolated households, and people living in poverty or unemployed.

Well-Resourced Neighborhoods (referred to in Draft 1 as "High Opportunity Areas") are defined as "High Resource/Highest Resource" by the California Fair Housing Task Force. These areas have been shown by research to support positive economic, educational, and health outcomes for low-income families—particularly long-term outcomes for children.

**Figure 3.**  
**Priority Equity Geographies Map**



**Figure 4.**  
**Well-resourced Neighborhoods Map**

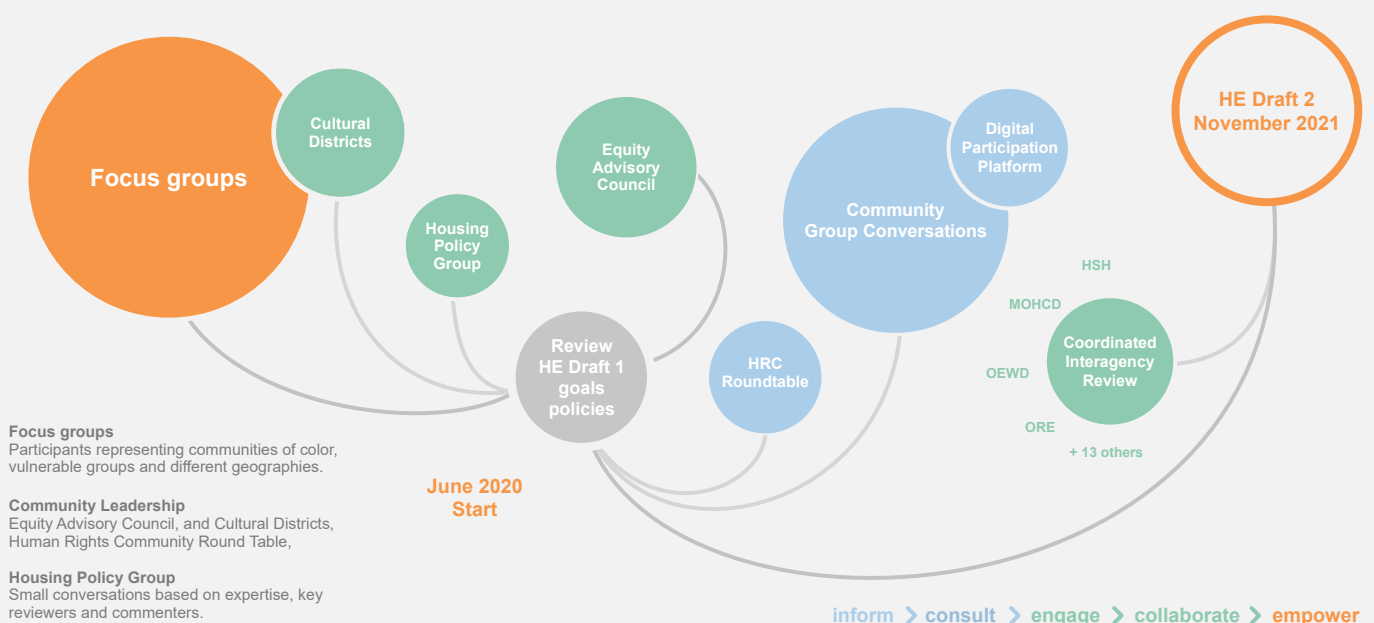




### 3. Methods of Outreach and Engagement

For Phase II of community engagement for the 2022 Update, staff presented the first draft of policies through a variety of groups and approaches. The main approach was working with community-based organizations to design and lead focus groups. In addition, staff participated in community conversations hosted by a variety of organizations and connected with additional stakeholders through meetings, interviews, email, and the project website. The following graphic illustrates the Phase II process.

**Figure 5.**  
**Phase II Outreach and Engagement Process and Components**



## Elevating the Voices of Underrepresented Communities

The following methods were employed to distribute information about the Housing Element 2022 Update planning process and ways to participate in the process:

### Focus Groups

**Role:** The focus groups allowed the project team to elevate those residents most subject to housing inequities in long-form discussions. Their insights provided information to decision-makers about the level of priority to place on the actions that most affect these populations and helped identify gaps in the draft policies.

**Who:** SF Planning engaged community organizations<sup>2</sup> to recruit focus group participants from the city's communities of color and other populations vulnerable to housing instability. Participants were generally unaffiliated with housing development and/or housing advocacy groups and were being newly engaged by SF Planning in discussion about their housing needs and experiences. Focus group cohorts represented both citywide groups and

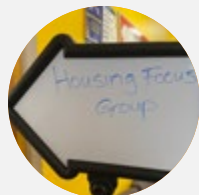
neighborhood specific groups. Most groups were designed to be intersectional with a variety of cultural, ethnic, racial, gender, sexuality, age and socioeconomic characteristics represented. Certain other cohorts were recruited by a target identity to facilitate deeper conversation on the needs of those specific populations.

**Format:** Twenty-two (22) virtual and in-person focus groups of approximately 10 people each met for approximately 2 hours. The groups were convened, co-hosted, and/or co-facilitated by community partners. The project team and community co-facilitators presented a project overview and provided informational videos and guided the conversation with a series of questions selected from a menu by the community partner (see Appendix B). This menu of questions was developed by the project team with the intention of guiding discussion towards new ideas in the draft 2022 Update.

<sup>2</sup> See Community Partner Selection Criteria, Appendix C.

**Figure 6. Phase II Focus Group Details**

**22** focus groups  
**21** community partners  
**183** participants  
 Participant gift cards: \$100/person



**2** convening partners  
**2** co-hosting partners  
**16** co-facilitating partners  
 Total of \$70K for CBO compensation  
 (between \$1000 to \$3,500 each)



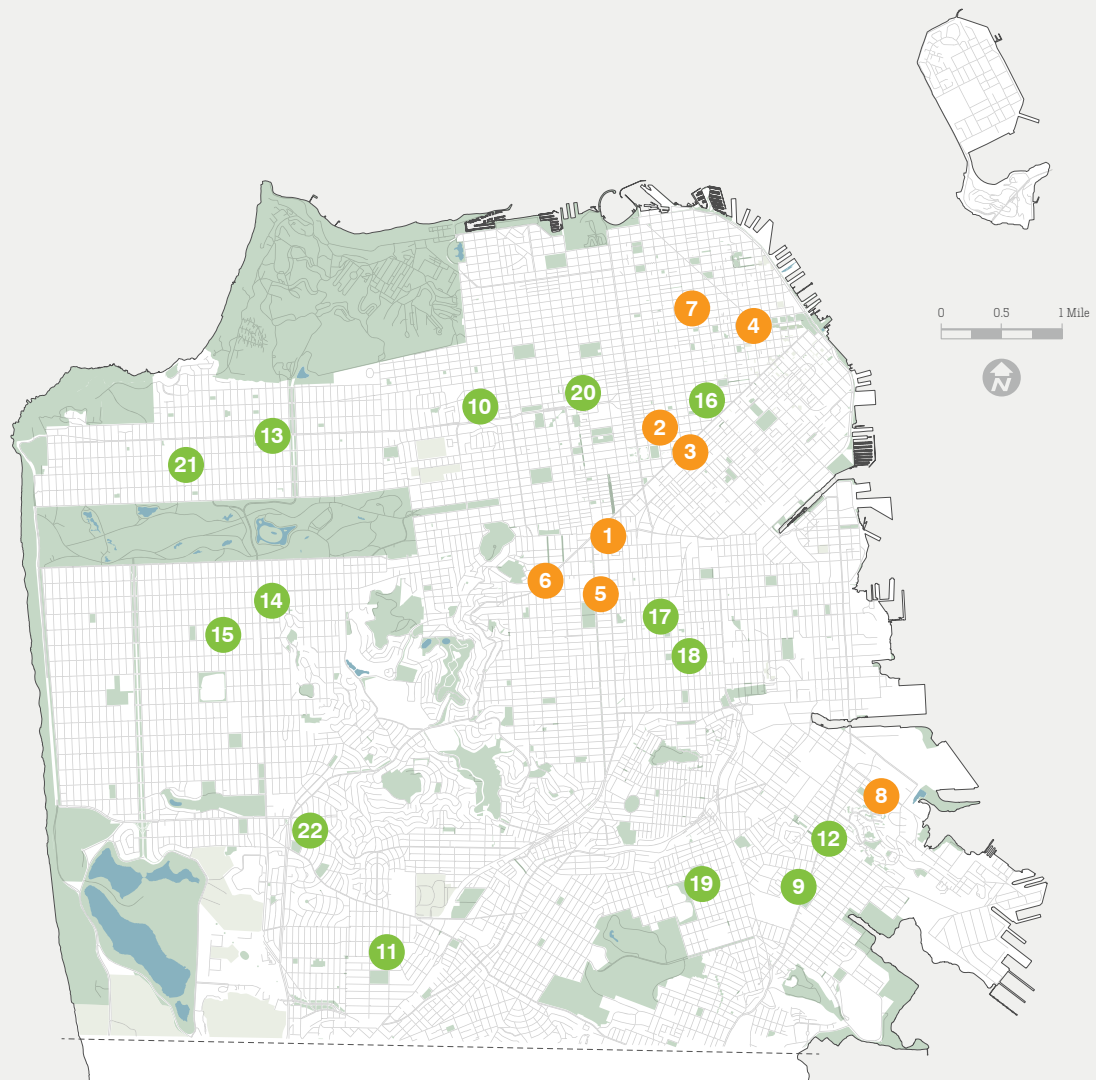
**4** conversations in Cantonese  
**3** in Spanish  
**15** in English  
**6** in-person events  
**16** virtual conversations



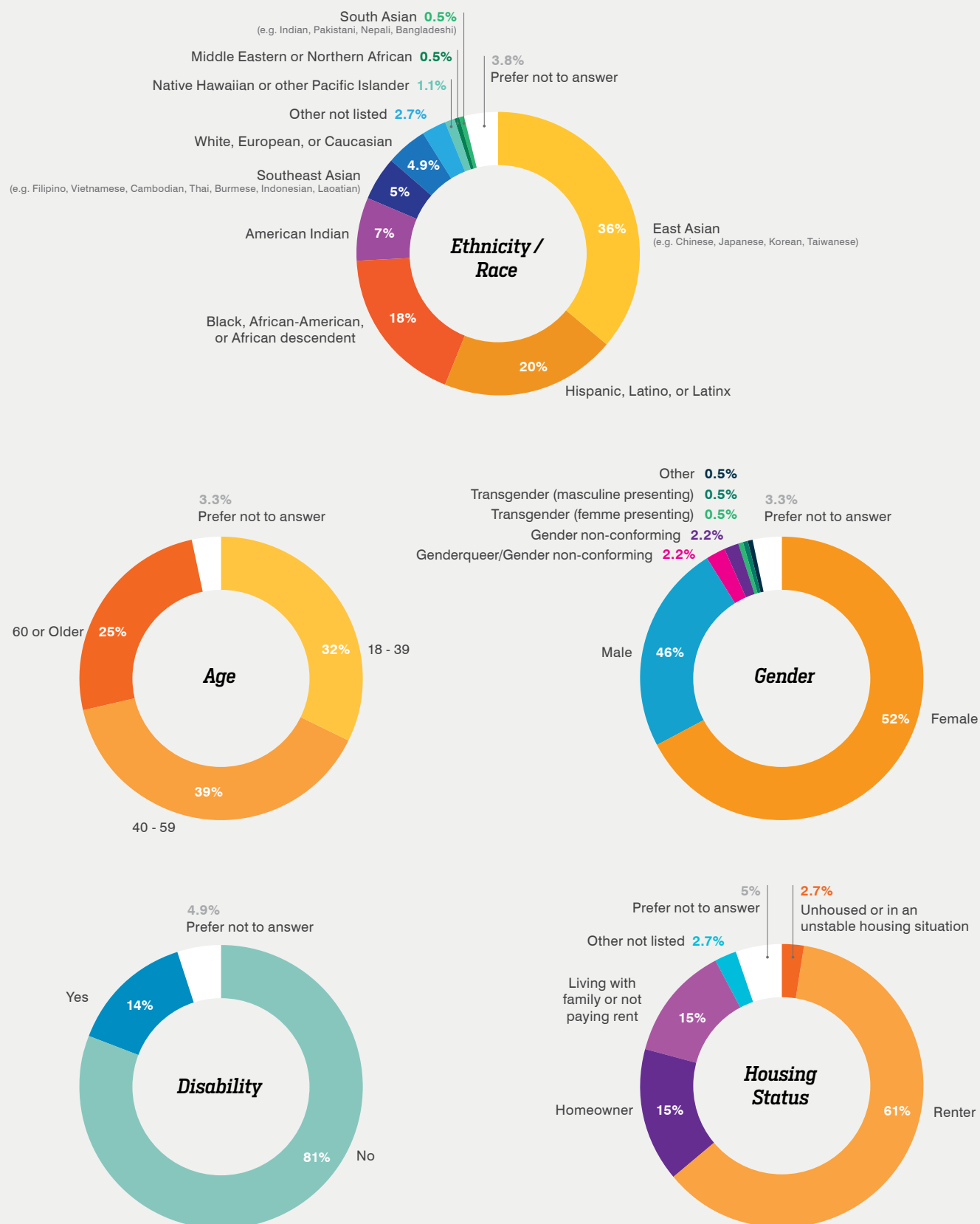
**Figure 7. Phase II Focus Groups List & Map**

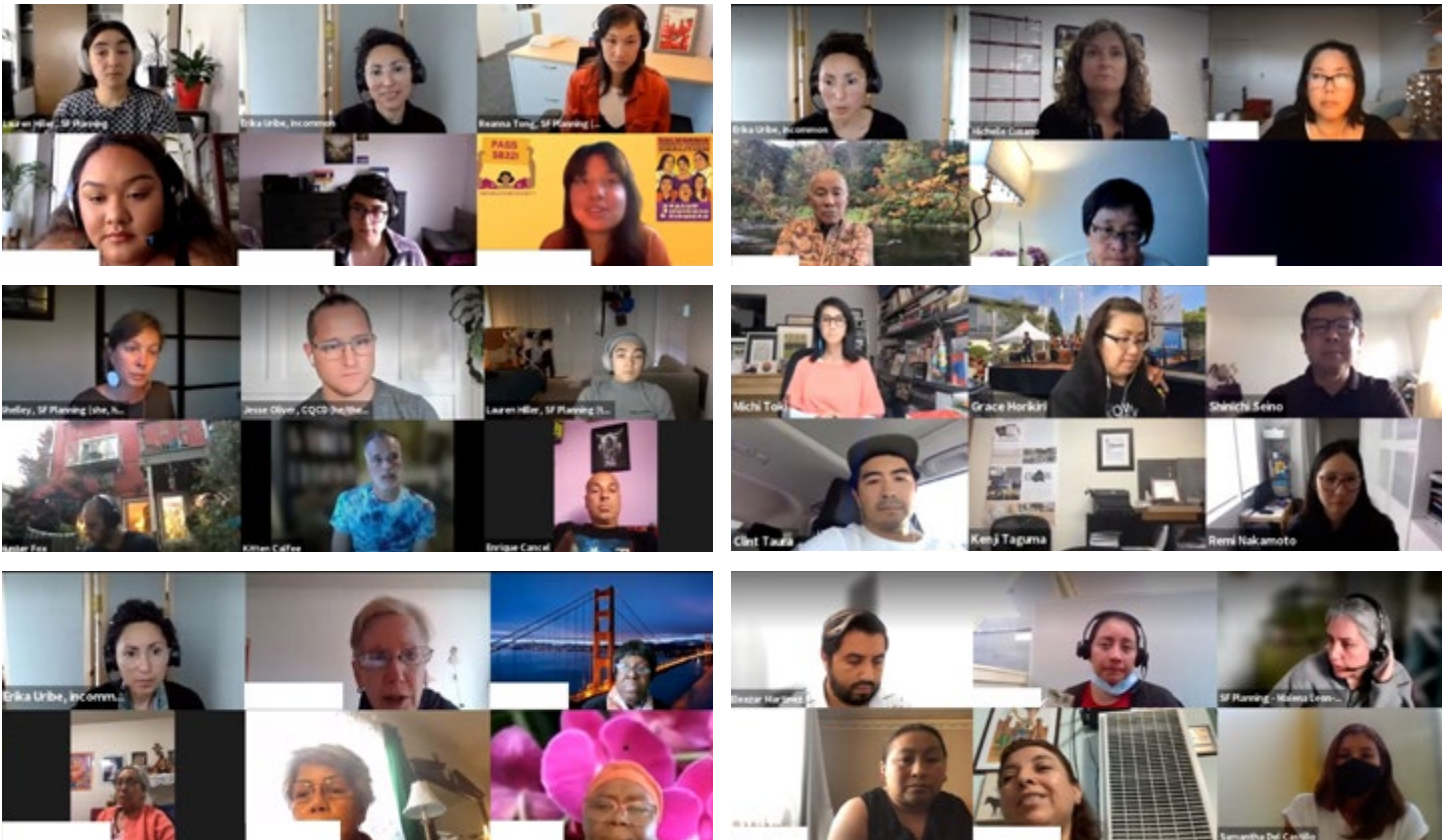
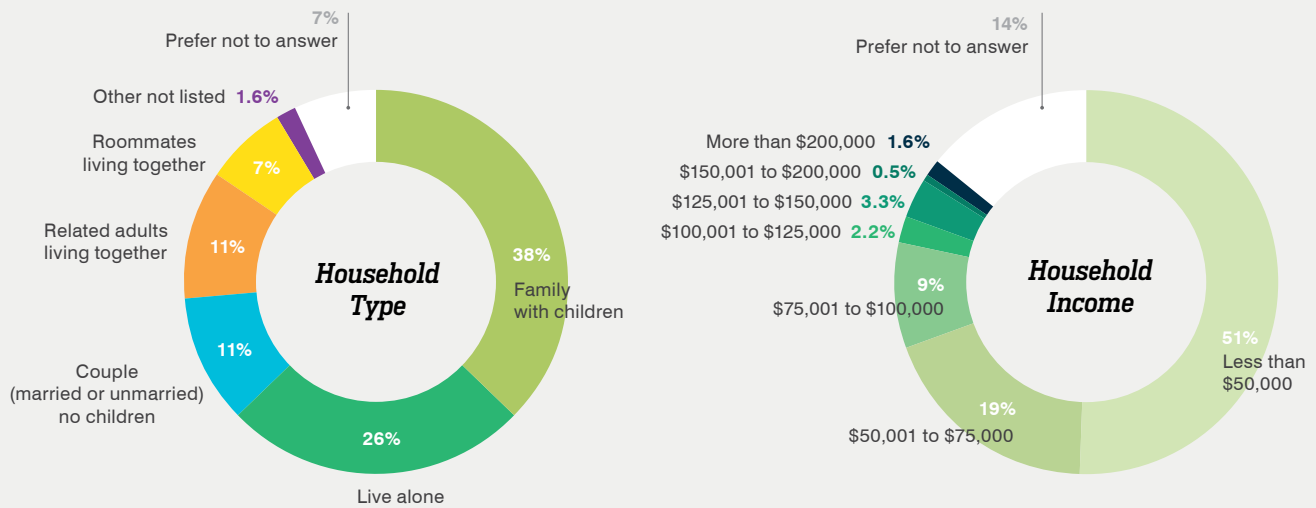
	Neighborhood	Target Community	Community Partner
1	city-wide	LGBTQ+ youth	UCSF Alliance Health Project
2 & 3	city-wide	People with disabilities & seniors	Senior Disability Action
4	city-wide	Filipino community	International Hotel Manilatown Center
5	city-wide	American Indian community	American Indian Cultural District
6	city-wide	LGBTQ+	Castro LGBTQ+ Cultural District
7	city-wide	Transitional youth	SF Rising
8	Bayview	Transitional youth	BMagic & 3rd St YCC
9	Bayview	Black community	African American Arts and Cultural District
10	Fillmore/ WA	Black community	Booker T Washington Community Center
11	OMI	Black community	I.T. Bookman Community Center
12 & 13	Bayview & Richmond	Cantonese-speaking	CYC Bayview & Richmond
14 & 15	Sunset	Cantonese speaking, Moderate to very low-income	Wah Mei School & AWRC
16	Tenderloin	Cantonese and Mandarin speaking	Tenderloin People's Congress
17 & 18	Mission	Spanish speaking, Latinx seniors, families & youth	Mission Food Hub
19	Excelsior	Spanish speaking, Latinx families	Family Connections Centers
20	Japantown	Japanese-American community	Japantown Cultural District
21	Richmond	Moderate to very low-income	Richmond Neighborhood Center
22	Western	Moderate to very low-income	ASIAN, Inc

● Neighborhood-based  
● City-wide



**Figure 8. Phase II Focus Group Participant Demographics**



**Figure 8. Phase II Focus Group Participant Demographics (cont'd)****Screenshots of focus group meeting participants**

Top left: SF Rising  
 Middle left: Castro LGBTQ Cultural District  
 Bottom left: Senior & Disability Action, People with Disabilities

Top right: Richmond Neighborhood Center  
 Middle right: Japantown Task Force  
 Bottom right: Family Connections Center



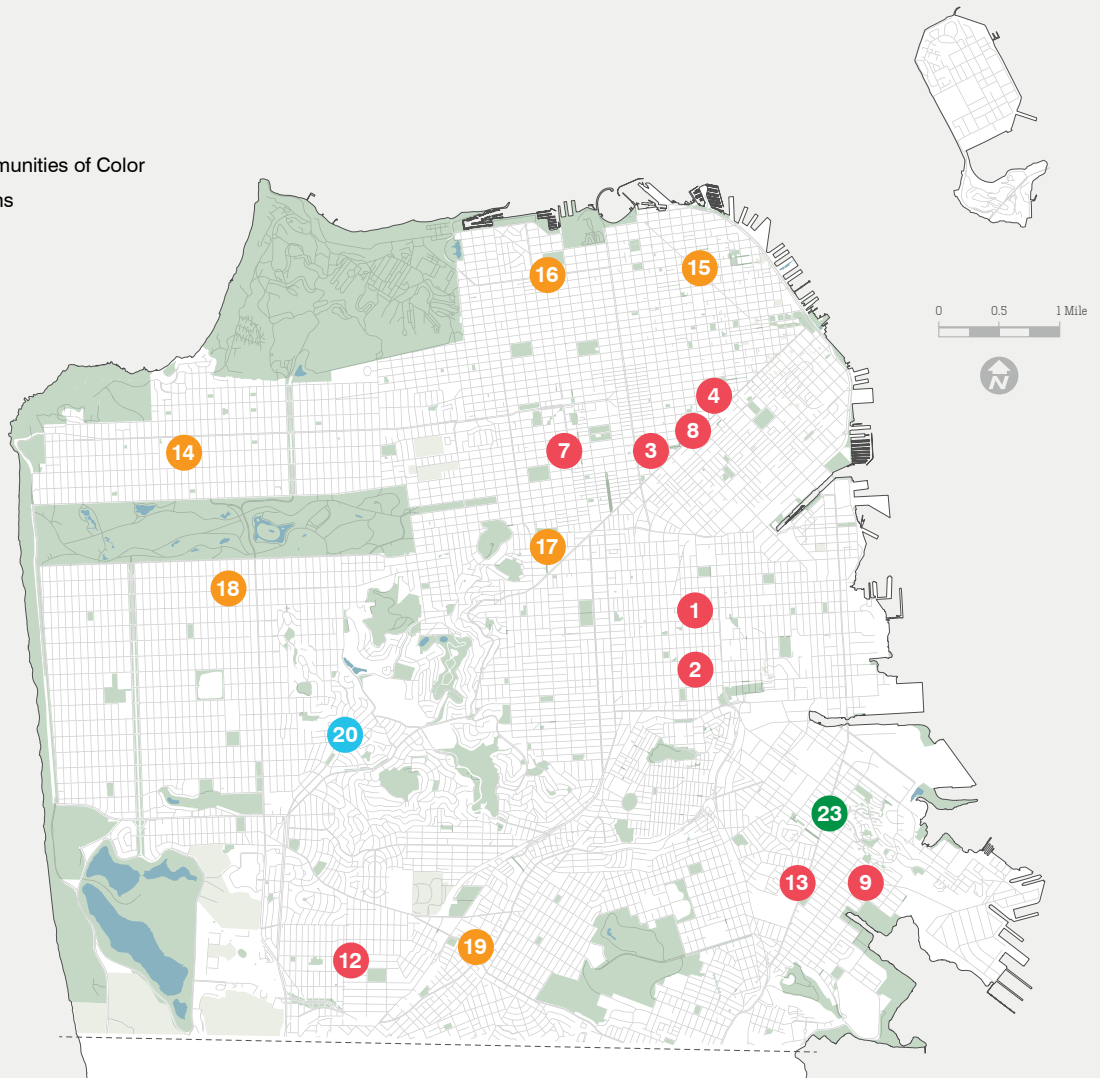
**Figure 9. Phase II Community Conversations List & Map**

Vulnerable Groups and Communities of Color		Neighborhood Associations	
1 & 2	Latino Task Force	14	Planning Association for the Richmond
3	SF Youth Commission	15	North Beach Neighbors
4	Larkin Street Youth Services	16	Golden Gate Valley Neighborhood Assn.
5	Senior & Disability Action	17	Duboce Triangle Neighborhood Assn.
6	MegaBlack	18	Mid-Sunset Neighborhood Assn.
7	Mo'MAGIC	19	Cayuga Neighborhood Improvement Assn.
8	Tenderloin People's Congress	General Public	
9	BMAGIC	20	Coalition for San Francisco Neighborhoods
10 & 11	HRC Roundtable	21	SF League of Conservation Voters
12	OMI Community Collaborative	22	SF YIMBY
13	Bayview-Hunter's Point	Industry Experts	
		23	Open Door Legal
		24	SPUR
		25	Building Trade Public Policy Committee

- Vulnerable Group + Communities of Color
- Neighborhood Associations
- General Public
- Industry Expert

\* Groups that reach a multi-neighborhood or citywide audience

- 5 6 10 11
- 21 22
- 24 25





## Community Group Conversations

**Role:** The community conversations allowed project staff to host conversations with and update community groups and convenings about the 2022 Update. The feedback will inform prioritization of policies and goals, supplementing input gained through the Focus Group discussions.

**Who:** SF Planning engaged any group that requested a presentation by project staff. This included coalitions, collaboratives, CBO boards, committees, homeowner associations, and other groups.

**Format:** The format of the meetings varied and was determined by the community host. Typically, project staff presented an overview of the project and group members provided feedback in whichever format and on whatever topics arose as most urgent. The format was intended to provide more agency and ownership of the policy discussion to the community.

## Consulting Experts and Decision-Makers

### Housing Policy Group

**Role:** The Housing Policy Group (HPG) helped to ground the draft policies in the realities of housing development and service industry leaders to ensure the utility of the draft policies and actions.

**Who:** SF Planning re-engaged representatives of twenty-seven (27) organizations supporting housing development, services, and advocacy originally convened for Phase I of outreach. The HPG includes tenant advocates, housing rights advocates, community development leaders, nonprofit and for-profit real estate developers, real estate industry leaders, social service providers, homeownership advocates, and others. There was an open invitation to the group distributed through a mailing list.

**Format:** SF Planning hosted seven (7) small group forums of 4-8 people on a series of key topics, ranging from how to repair past harms to increasing accountability for the Housing Element.

## City Family Briefings and Commission Hearings

**Role:** The briefing participants and commissioners ground draft policies and actions in the functions of housing programs, ensuring the utility of the policies and implementation of the actions. The forums provided opportunities to seek alignment in legislative, housing and equity initiatives and also provided an opportunity for the project team to report on and provide a venue for public input.

**Who:** SF Planning engaged representatives from Human Rights Commission, Board of Supervisors, Mayor's Office of Housing and Community Development, Office of Economic and Workforce Development, Department of Public Health, Department of Homelessness and Supportive Housing, the Planning and Historic Preservation Commissions, and others.

**Format:** The format consisted primarily of individual meetings, interagency meetings, and three public hearings.

### Racial Equity Council

**Role:** The Community Equity Advisory Council (Equity Council) reviewed and provided guidance on the engagement strategy to ensure its fairness and effectiveness in serving the people most impacted by housing inequities, and they reviewed the draft goals, policies and actions. They also engaged and nominated key stakeholders for focus groups and community-led discussions.

**Who:** The council was selected by SF Planning staff, commissioners, and equity experts within the City family to advise SF Planning on issues of racial and social equity.

**Format:** The project team presented at two (2) council meetings (non-public) and held several small group discussions.

## Informing All San Franciscans

### Website and Digital Participation Platform

**Role:** A website (<https://www.sfhousingelement.org/>) was used to publish draft documents and project updates and included a Digital Participation Platform (DPP). The DPP is an interactive participation tool used by SF Planning to gather online input on draft policies.

**Who:** SF Planning promoted the digital participation tool through GovDelivery (a web-based e-mail subscription management system) bulletins, email announcements, Housing Policy Group meetings, informational meetings, listening sessions, and social media. Given the digital format, the online platform was almost exclusively accessible to people with access to technology.

In total, 194 people shared input through the digital participation platform through 431 comments and 940 ratings; below are their demographics.

The platform collected a total of 940 responses at the policy level from 108 unique sources identified through IP addresses. Most responses (62%) came from people who identify as White, followed by 8% of respondents who identify as East Asian, 8% Latinx/Hispanic, 5% Black/African American, and 5% as other. Southeast Asian, Middle Eastern/North African, South Asian, and Two or More Races each comprised less than 5% each of the total respondents.

44% of respondents were from a household with more than \$200,000 in income, followed by a more even distribution of income ranges among the remaining respondents from households earning less than \$50,000 a year to \$200,000 a year.

Most people who responded (67%) were between the ages of 18 and 39 years old, followed by 24% between the ages of 40 and 59 years old, and 9% at 60 years old or older. No respondents identified as being younger than 18.

A large portion of respondents (70%) identified as male. 27% identified as female, 2% as gender non-binary, and 1% as Other.

More respondents reported that they rent their homes (58%) than those who own (41%). Just 1% of respondents had another unspecified type of living situation.

**Format:** The website provides project information, draft documents, and a digital participation platform. The platform included the first draft of Goals, Policies, and Actions. A Framework description accompanied each Goal. For each draft policy, users could share how strongly they agreed or disagreed with the policy and its actions and leave an open-ended comment. For each action, users could show support or opposition through a “thumbs up” and “thumbs down” button. The page was available in Spanish, Chinese, and Filipino via Google Translate.

### Videos

Staff posted three 7-minute videos in English, Spanish, and Cantonese providing information on housing inequalities, the Housing Element engagement process, and the key policy shifts for consideration. The videos in English were viewed between 200-300 times, with between 20-100 views for videos in Spanish and Cantonese.



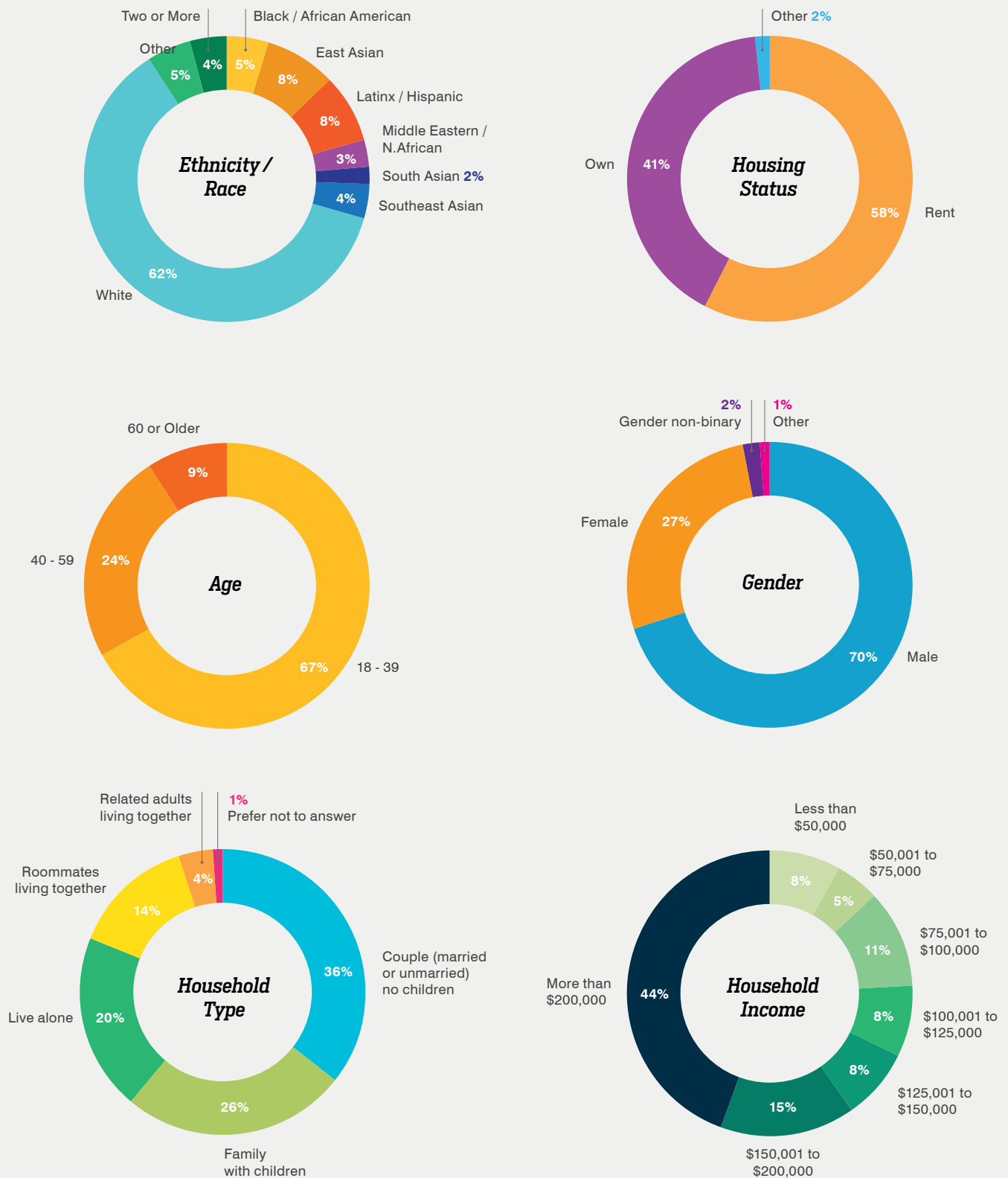
**Part I: Context | Dismantling San Francisco's Housing Inequities**  
(中文) (Español)

**Part II: Community Outreach and Engagement**  
(中文) (Español)

**Part I: Part III: Key Policy Shifts for Consideration**  
(中文) (Español)

### Email

Staff provided frequent project updates and invitations to engage with staff through a robust mailing list consisting of nearly 1900 recipients.

**Figure 10. Phase II Digital Participation Platform Demographics**

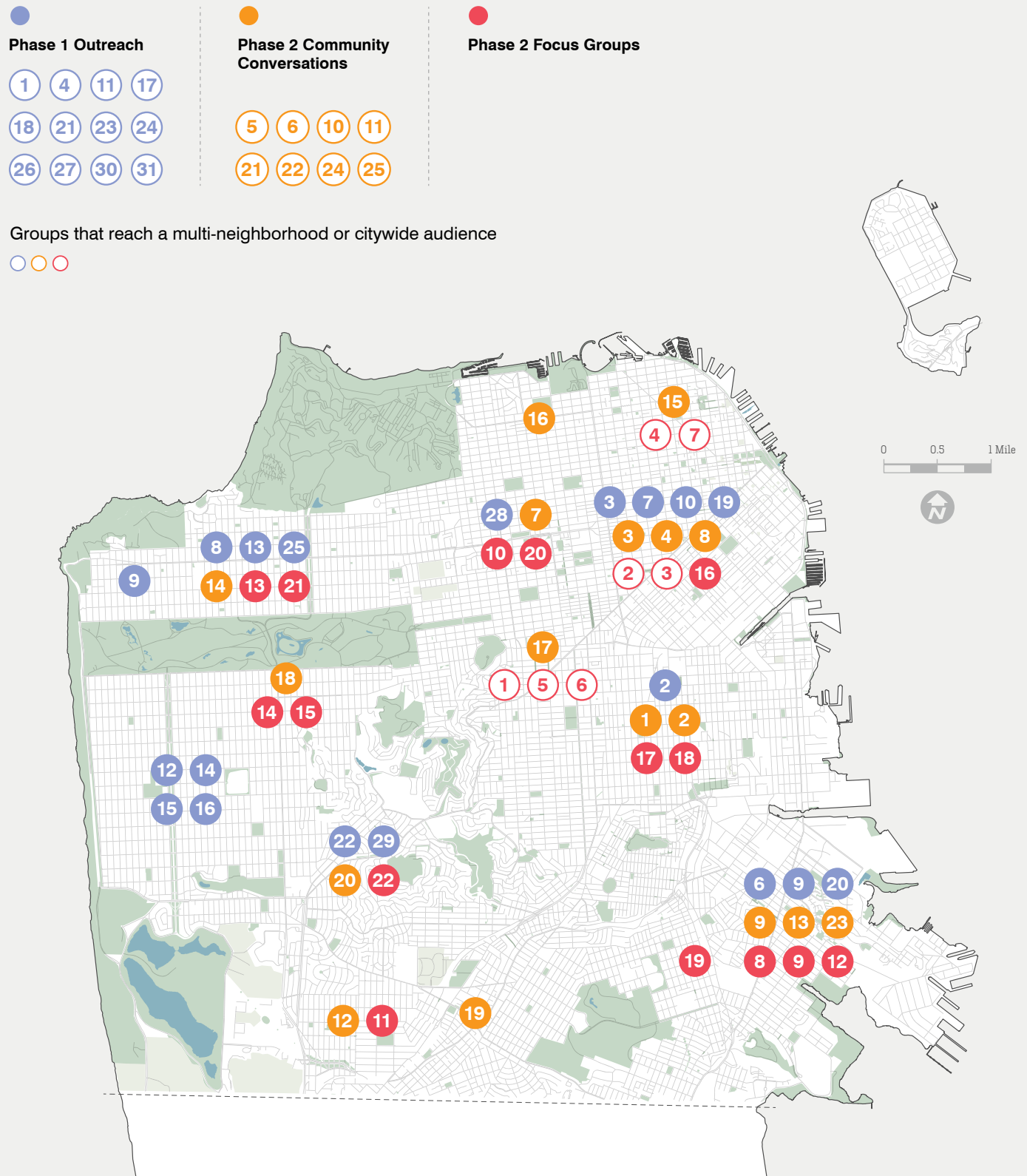
## Combined Reach of Phase I and Phase II Outreach and Engagement

Where Phase I of outreach and engagement centered around neighborhood groups, working groups, local government agencies, and civic leaders, Phase II aimed to be intentional about reaching vulnerable populations and in very specific geographies of San Francisco. The map (right) and table (below) summarize both phases of outreach.

**Figure 11. Phase I and II Outreach and Engagement List**

	Phase I	Phase II Community Conversations	Phase II Focus Groups
1	Planning Commission*	Latino Task Force	UCSF Alliance Health Project*
2	MAP 2020	Latino Task Force	Senior & Disability Action*
3	SOMA Planning 101	SF Youth Commission	Senior & Disability Action*
4	MOHCD Working Group*	Larkin Street Youth Services	International Hotel Manilatown Center*
5	BMAGIC	Senior & Disability Action*	American Indian Cultural District*
6	District 10 CBO	MegaBlack*	Castro LGBTQ+ Cultural District*
7	St. Francis CAC	Mo'MAGIC	SF Rising*
8	District 1 Townhall	Tenderloin People's Congress	BMagic & 3rd St YCC
9	Richmond Community Coalition	BMAGIC	African American Arts and Cultural District
10	SPUR Digital Discourse	HRC Roundtable*	Booker T Washington Community Center
11	Housing Element Overview*	HRC Roundtable*	I.T. Bookman Community Center
12	District 4 Virtual	OMI Community Collaborative	CYC Bayview
13	District 1	Bayview-Hunter's Point	CYC Richmond (Cantonese-speaking)
14	Sunset Forward	Planning Association for the Richmond	Wah Mei School & AWRC (Cantonese-speaking)
15	Sunset Forward	North Beach Neighbors	Wah Mei School
16	Sunset Forward	Golden Gate Valley Neighborhood Association	Tenderloin People's Congress (Cantonese-speaking)
17	SF YIMBY*	Duboce Triangle Neighborhood Association	Mission Food Hub (Spanish-speaking)
18	MOHCD*	Mid-Sunset Neighborhood Association	Mission Food Hub (Spanish-speaking)
19	Tenderloin Housing Clinic La Voz Latina	Cayuga Neighborhood Improvement Association	Family Connections Centers (Spanish-speaking)
20	BMAGIC	Coalition for San Francisco Neighborhoods	Japantown Cultural District
21	English Listening Session*	SF League of Conservation Voters*	Richmond Neighborhood Center
22	District 7*	SF YIMBY*	ASIAN, Inc.
23	HRC	Open Door Legal	-
24	Spanish Listening Session*	SPUR*	-
25	Richmond Senior Center*	Building Trade Public Policy Committee*	-
26	Chinese Listening Session*	-	-
27	Spanish Listening Session*	-	-
28	Fillmore/Western Addition	-	-
29	District 7	-	-
30	HEARD*	-	-
31	HEARD*	-	-

\*groups that reach a multi-neighborhood or citywide audience

**Figure 12. Phase I and II Outreach and Engagement Map**



## 4. Public Input Summary by Outreach Method

### Focus Group

#### Approach to Analysis

Conversation highlights were produced from the recordings and notes for each focus group.<sup>3</sup> These highlights were reviewed and verified with the community partner who facilitated or hosted the event. These summaries were processed using qualitative data analysis software to identify the most frequently mentioned subjects, from which ten (10) themes and eighteen (18) sub-themes were identified. The input was then organized and summarized by these sub-themes.<sup>4</sup> This section reports on the common themes running through the twenty-two (22) focus group conversations.

#### Input Overview

Across the twenty-two (22) focus group conversations, many shared experiences, criticisms of existing housing programs and policies, and proposed solutions resonated with a majority of the participants. This section synthesizes that input into seven primary cross-cutting ideas, which are discussed below. For greater insight into each topic, please refer to the cited focus group Theme Summaries in the appendices.

#### PRIORITIZATION OF HOUSING RESOURCES

Participants shared their experiences with housing-related government programs and policies, and there is a generalized perception that existing programs discriminate against certain communities, that opportunities are unattainable because of the low chances of success and the number of barriers in

the application process, and that affordable housing is not being granted to those who need it most.<sup>5</sup> To combat this perceived discrimination and disfunction and create a more just system, participants offered input on how the City should be prioritizing the distribution of resources. In sum, participants want to see transparency in prioritization criteria and overall selection processes for housing programs.

Many participants want to see an expansion and/or restructuring of the preference system assigning priority in the affordable housing lottery to recognize a wider variety of factors such as race, ethnicity, occupation, and experience of past housing discrimination. We heard from every Focus group that the City needs to prioritize new housing for those who are most vulnerable to housing insecurity - low-income communities, communities of color and other vulnerable groups including children, seniors, and people with disabilities – and those that have been harmed by past discriminatory government actions. Priority communities mentioned include: unhoused families and individuals, Black Americans, American Indians, families (including single parents), individuals previously displaced by discriminatory policies (i.e., Certificate of Preference holders and their descendants), seniors (including moderate-income seniors looking to downsize), teachers, transitional age youth, recent college graduates, families, extremely low, very low- and moderate-income individuals, formerly incarcerated individuals, caregivers and people with disabilities.

Many participants voiced that a preference for housing opportunities should be given to those born and raised in the neighborhood or in San Francisco, existing residents, and those who have been in affordable housing wait lists for longer. Others stated

<sup>3</sup> Conversation Highlights are available upon request.

<sup>4</sup> See Appendix A.

<sup>5</sup> See Focus Group Summary 17.

that artists, community-based organization and small business workforce should also be prioritized for housing. While some participants strongly support prioritization by race (Black community, American Indian community), other participants perceive prioritization by needs and income as the fairest approach.<sup>6</sup>

Participants highlighted that special consideration in the affordable housing lottery is needed for groups that are likely to present overlapping vulnerabilities including sex workers, foster children and transitional age youth, seniors and people with disabilities, single parents with children in emergency situations (victims of domestic violence, crime, harassment by landlords, mental health crisis, drug users) and families and individuals with unresolved immigration status.

Lastly, participants agreed that SF Planning and the City should honor past commitments to communities that have been harmed by discriminatory policies. Participants belonging to the American Indian community made reference to the Relocation Program, which promised to provide housing, while Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families.

**“Black people built many of San Francisco’s thriving neighborhoods, with businesses, food, and services that met many of the Black community’s needs and wants. Redevelopment and urban renewal took a lot of this away. The people who helped these neighborhoods grow (and their kids) should be prioritized above folks who are newer or just arriving in the housing lottery.”**

[OMI Focus Group]

## ACCESS TO HOUSING RESOURCES

Participants described how a lack of transparency and accountability in housing-related programs and processes creates an environment of generalized distrust of public agencies.<sup>7</sup> Many participants felt that existing systems stigmatize and re-victimize the families and individuals they are trying to help. Vulnerable or at-risk participants spoke of seeking

alternative solutions to their urgent housing needs, rather than seeking support from government housing programs that have failed, disappointed, or victimized them in the past. Participants recounted accepting housing without contracts and/or in overcrowded conditions, taking on debt, moving away from sources of employment, and having no alternative but to step into unhealthy/abusive interpersonal relationships that increase their risk of revictimization.<sup>8</sup> This environment, combined with a lack of progress in uplifting vulnerable communities, is contributing to a pervasive sense that “other” community groups are receiving all the benefits. Solutions suggested by participants generally spoke to a need to humanize the system with increased and improved guidance and better dissemination of information.

There was wide-spread support for place-based resource hubs where community members can access information, social services, and resources (including housing-related resources and support) delivered in their language and by members from their community. This community hub approach was specifically advocated for by American Indian and Black participants. Increasing representation from people of color and vulnerable communities in the staffing of housing-related programs was mentioned as an opportunity to generate greater empathy and more equitable outcomes.<sup>9</sup> Young participants were particularly interested in a model that is youth-focused and can provide resources and training in essential topics not taught at school such as wealth creation, taxes, and housing. Overall, participants were very supportive of partnerships that involve trusted community-based organizations to disseminate information, reach the most vulnerable community groups, and connect families and individuals in need with housing organizations and resources. Organizations cited as potential partners included service providers (clinics, medical and psychiatric care), schools, senior centers, and local non-profits.

Mental health providers working with LGBTQ+ youth stressed the need to increase the number of case managers and navigation services both at housing sites and through mobile services. They

6 See Focus Group Summary 10.

7 See Focus Group Summary 14.

8 See Focus Group Summary 15.

9 See Focus Group Summary 15.

encouraged an approach that integrates supportive and mental health services for the most vulnerable. For example, staff at the navigation centers and other access points for the city's Homelessness Response System should provide on-sites assistance with the Department of Homelessness and Supportive Housing's Online Navigation and Entry System (ONE System). Participants expressed the importance of assigning case managers that can consistently provide guidance to unhoused or at-risk families and individuals and support them with application requirements in a manner that is trauma-informed in order to build trust and restore dignity.

For focus group participants, it is essential that the city increases efforts to make information more easily available and accessible.<sup>10</sup> Applying to affordable housing is a burdensome and overwhelming process, and families and individuals need to reapply every time a new opportunity is available. Participants would like to see a "universal application process" that gets updated if applicants' needs or goals change and provides a "unique housing waitlist number". Other participants suggested limiting the number of applications per property to give applicants a greater chance of success. Once housed, families and individuals can enter a separate "housing ladder" process that will allow them to access opportunities over time as their needs change but will not compete with first-time applicants. Materials should be readily available in different languages, through varied media, and in a timely manner to enable communities to influence decisions.<sup>11</sup>

Furthermore, participants want to see alternatives to existing forms of means testing that prevent at-risk families and individuals from accessing existing resources.<sup>12</sup> The extent and type of documentation required to rent and apply for affordable housing is a major barrier for many communities including families, youth, immigrant communities, seniors, formerly incarcerated individuals, and communities with seasonal, variable income, or informal employment.<sup>13</sup> Furthermore, the Area Median Income brackets used to target affordable housing were seen as unfair because they do not adequately serve extremely and very low income households. This

leaves the impression in the Black community in OMI and Bayview Hunters Point and others that affordable housing is not for them.

**"A lot of our [American Indian] families are here in San Francisco through the Relocation Program. Part of that deal was that government would help with housing—that was part of the plan, supposedly—and I don't think many families got help with housing. I know my family didn't."**

[American Indian Focus Group]

## RIGHT TO HOUSING

Many of the participants shared their personal experiences of harms caused by discriminatory housing policy and systems. More work is needed in partnership with communities to identify the harms and dismantle housing-related systems and policies perpetuating such harms. It is important to note that for many communities these harms are present experiences. Discussions with participants suggest that San Francisco could start by repairing the harms caused by discriminatory policy that led to the displacement of American Indian, Black, Filipino, and Japanese American communities. Other communities undergoing recent displacement resulting from economic inequality (global and local) such as immigrant and Latino/e/x communities, seniors, families, and youth, should also be considered. Participants are aware of the need to dismantle biases by increasing cultural competency across communities, and to create spaces for alliances between different communities "where people can be human together."

Participants expressed the need for a housing system that is just, driven by equity, humanizing, and where everyone is treated with dignity. Each applicant should be considered and provided options that match their needs and goals. Everyone should have access to housing that dignifies them as human beings, and where they can feel safe. To thrive, vulnerable communities require access to housing as well as other supports to navigate government systems, generate a steady income, and access services such as healthcare or childcare.<sup>14</sup> Participants also noted that the right to housing

<sup>10</sup> See Focus Group Summary 05.

<sup>11</sup> See Focus Group Summaries 02 and 03.

<sup>12</sup> See Focus Group Summary 02.

<sup>13</sup> See Focus Group Summary 17.

<sup>14</sup> See Focus Group Summary 18.

should include the right to choose, including the right to choose where to live and the right to decline housing. Members of the senior group also noted that this freedom of choice is especially critical for those displaced people who come back. And members from American Indian, Black, and Latino/e/x expressed a desire to stay in or close to their existing neighborhoods.

Through reflection on the meaning of a “right to housing,” participants articulated what the quality of housing for all people should be and what can be restored or repaired by facilitating the return of people displaced from the city by discriminatory actions. In these discussions there was a general recognition that the “right to housing” is signified by the way we house the most vulnerable. Participants expressed that a right to housing means that everyone, regardless of income, race, background, or special circumstances, should have equal access to affordable housing. The idea that people do not need to be “fixed” before being provided housing resonated with participants.<sup>15</sup>

For many participants, a right to housing encompasses the “right to return” for former residents and their descendant who have been displaced by from the city due to discriminatory actions and economic inequality. A right to return was described as providing safe spaces, cultural amenities, and adequate supporting services for returning people and their communities to thrive. This was critical for American Indian participants and others who no longer have the social services that their community used to contain. For most of the groups, right to return means acknowledging the history and discriminatory policies that led to displacement in the first place, recognizing that such policies and practices continue to displace and harm communities today, and actively work to dismantle such policies and practices.<sup>16</sup>

When speaking of the quality of housing that residents should be guaranteed, participants stated that housing should be a place that provides privacy, freedom to come in and out, safety, access to affordable services (groceries and public transportation), good quality spaces, and a healthy environment where people can thrive. Housing should offer

families and individuals opportunities to be in community and access services that can support them in building better lives. Such services include career and job training, rehabilitation and mental health services, and access to trauma-informed counsellors and social/case workers.<sup>17</sup> And, housing should be near, or be accessible to, work opportunities as the right to housing is interrelated with the ability to afford housing through the right to work.

**“There are families that we have to make do with living in a single room, living with two or three children. To pay for the apartment we need three or four families and the living conditions aren't good... there is the violence that exists between all the families sharing the apartment.”**

[Spanish-speaking Excelsior Focus Group]

## PRODUCTION AND DISTRIBUTION OF AFFORDABLE HOUSING

Overall, participants agreed on the need to make more affordable housing available to everyone, including building new affordable, government subsidized housing, and reforming affordable housing programs.<sup>18</sup> They want to see the review and approval process of affordable housing projects prioritized so that housing serving extremely low-income and very low-income households can be produced more quickly. Some supported streamlining of review processes to achieve this. At the same time, participants want the Planning Department to review plans from developers to determine if new development will displace communities and to create policies that prioritize tenants and low-income people, not developers.<sup>19</sup> Finally, they wanted to see public funds for housing prioritized for home ownership programs.

While participants acknowledged that market rate housing also needs to be built for higher income groups, conversations were focused on affordable housing and prioritization of housing production for the most vulnerable groups. Participants acknowledged that such policy should be implemented carefully to avoid unintended displacement and discrimination. Participants considered that there is

<sup>15</sup> See Focus Group Summary 02

<sup>16</sup> See Focus Group Summary 04.

<sup>17</sup> See Focus Group Summary 01.

<sup>18</sup> Focus Group Summary 17.

<sup>19</sup> Focus Group Summary 03.

a need for real and urgent action in housing-related matters. There is a sense that new development “brings money to the city’s pockets,” but delivers no benefits to their communities.<sup>20</sup>

Participants wanted to ensure that neighborhoods and communities are protected from displacement by increasing safety; supporting cultural anchors and cultural communities; and, utilizing cultural hubs as “resource hubs” that include social services that are responsive to the particular needs of the community and provided by members of the community. For many participants affordability, job access, income and training and opportunities are closely related to housing (being able to access, afford and stay in housing) and should be addressed in parallel to prevent further displacement.

Participants also expressed that San Francisco’s rent control program needs to be updated to ensure profits/benefits from this program are equitably distributed. Participants mentioned the following ideas that the City should explore the following: attaching rent control to a household’s income, not to property; regulating large property owners to prevent displacement; capping the number of market-rate units that are allowed to be built and taking steps to remove profit-incentive from housing; and capping rent at 30% of a household’s income.<sup>21</sup>

Participants expressed that community infrastructure and services need to be strengthened and access expanded along with new housing production. They felt that new housing should include onsite community infrastructure or be located in proximity to hubs where services can be accessed walking, cycling, or using public transit. Community infrastructure and services mentioned by participants include:

- Social services, health services, nursing, clinics, elder care services
- Postal service
- Multi-lingual services
- Cultural activities
- Shared community amenities (laundry, internet, computers, TV)
- Grocery stores, restaurants (affordable and culturally relevant choices are needed)<sup>22</sup>

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants from across the city.<sup>23</sup> Participants from focus groups for western neighborhood residents expressed that to prepare their communities to receive housing, the City will need to strengthen and expand access to community services and develop distinct strategies that focus on the unique qualities of these neighborhoods to generate economic development opportunities. These opportunities could include improved or new tourist attractions (for example Ocean Beach, Golden Gate Park, Sutro Baths swimming pools), business opportunities and job creation. West side participants mentioned that this strategy would require a less centralized approach to public transit by creating job opportunities and shopping opportunities in the western neighborhoods.<sup>24</sup> However, some participants from eastern and southern neighborhoods felt that they will not be welcomed in new housing proposed to be built in opportunity areas on the northern and western sides of the city as there is a perception that the houses will be for the people who work in technology and tourists and that “affordable housing” will remain unaffordable to them.

## WEALTH BUILDING OPPORTUNITIES

A majority of participants agreed that San Francisco’s high cost of living underlies the housing crisis, with inequitable outcomes for working families, very low- and moderate-income communities, seniors, youth, communities of color, and other vulnerable families and individuals. Sources of income that are accessible to these communities have not kept up with a raising cost of living, resulting in negative impacts to quality of life. Participants shared that to make ends meet, they are forced to hold multiple jobs and accept longer commutes, which in turn negatively impacts their health and the educational outcomes of their children. Vulnerable families and individuals are exposed to unsanitary and overcrowding housing conditions, that breed domestic violence, abuse, and mental health problems.<sup>25</sup> Participants expressed that housing policy decisions need to be made in the context of overall affordability and cost of living, which includes other basic household expenses such as childcare, groceries, and utilities.

<sup>20</sup> See Focus Group Summary 14.

<sup>21</sup> Focus Group Summary 03.

<sup>22</sup> Focus Group Summary 06.

<sup>23</sup> Focus Group Summary 02.

<sup>24</sup> Focus Group Summary 06.

<sup>25</sup> See Focus Group Summary 12.



Participants agreed with the need to increase financial supports that can help communities of color and low-income communities build intergenerational wealth through home ownership. This was particularly echoed in the focus groups with majority Black participants. They want programs to prioritize Black, American Indian, and low-income communities and to include targeted down-payment assistance loans and grants. Many participants specified that communities of color should have access to financial support programs that give them priority to own in their communities.<sup>26</sup>

Participants considered that the City should improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. Vulnerable communities, in unstable housing situations or financially stressed, are not exposed to the resources they need in a timely and culturally appropriate manner (includes in-language resources).<sup>27</sup> Participants suggested that the City and Planning could collaborate with a network of trusted community partners and institutions to provide access to information and educational opportunities related to housing. Participants also suggested that this information could be provided in schools to reach younger generations and families. The following educational topics were mentioned:

- The history of discriminatory policies within the context of housing (i.e., redlining).
- Rights in general, and specifically tenants' rights and contracts.
- Wealth creation: real estate, rental, homeownership, equity, and income.
- Financial literacy needed to enter the workforce (401K, I-9 forms), pay off loans, or apply for housing (credit scores).
- Affordable housing resources, and guidance with applications.

Participants agreed that while a lack of affordable housing continues to push families and individuals

out of existing job markets, more and better paid job opportunities are needed for families and individuals to afford housing and maintain housing.<sup>28</sup> Younger participants stressed the importance to create stable, well-paid jobs, accessible to young people to prevent the displacement of at-risk youth.<sup>29</sup> This topic was particularly important to young participants, and Spanish-speaking youth, families and seniors (many of whom are still employed due to a lack of access to retirement opportunities). Groups including immigrants, transitional-aged youth, and seniors, need more support finding income generating opportunities. For these communities, generating a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal/ informal aspect of many of the jobs they can access. Young participants would like to have more support finding and preparing for a job. Accessing job opportunities with limited public transit options remains a challenge to many communities. Participants from Southeast San Francisco as well as the Sunset, described how their neighborhoods remain disconnected from job opportunities, with few reliable public transit options available to them.

## TYPES OF HOUSING

Participants, who were predominantly people of color and other marginalized groups, would like to see affordable housing built in their communities. This means housing that is affordable to them as well as extremely low and very low-income households. Interior spaces should be generous and offer the basic accommodations so residents can live with dignity. Basic accommodations mentioned include a private bathroom, a kitchen, elevators, a bathtub, and ample circulation space for wheelchairs and walking aids. The facilities should be clean and safe. New housing should be welcoming and include amenities that will help community members thrive such as green open spaces or community gardens, community rooms and connections to cultural programming. Participants would like to see new housing in their communities that is and looks permanent (not transitional).<sup>30</sup> In Bayview Hunters Point, participants specifically wanted family-friendly detached home

26 See Focus Group Summary 03.

27 See Focus Group Summary 16.

28 See Focus Group Summary 13.

29 See Focus Group Summary 02.

30 See Focus Group Summary 09.



and townhouse development with private yards. Youth from the neighborhood felt that much new housing is too dense and large and “stacks upon each other like jails.”

- Participants mentioned variety in housing types is needed:
- Housing designed for seniors, people with disabilities, formerly incarcerated individuals and other vulnerable groups (drug users, unhoused) offering on-site health and social services support and meals.
- Multigenerational housing and housing for families with kid friendly spaces. Participants shared experiences of landlords discriminating against families with children, and the stress of having neighbors complain.
- Duplexes, fourplexes, townhouses, infill housing, multi-bedroom, and housing above existing commercial corridors.
- Free housing for unhoused residents that offers services and meals.
- Renovated houses and Single Room Occupancy residences (SROs) to improve quality of life of low-income residents.
- Housing for moderate and middle-income seniors that are looking to downsize, which could in turn free up houses for families.

Participants would not like to see small units of the quality of existing SRO's, however, there was interest in tiny homes and compact housing, which would afford outdoor space, light, and air. Participants agree that more housing in San Francisco means more density, but what is considered an acceptable new housing building height varied from 3-6 stories for western neighborhoods to 10-12 stories in more central neighborhoods. Some participants mentioned mixed-income housing as a housing type to be included, but many more highlighted that mixed income housing creates tensions between residents due to cultural and class differences.

While participants would like to live in mixed income communities, in their experience mixed income housing is not perceived as contributing to a high quality of life of residents. Some participants, including those from the Chinese, Japanese, and LGBTQ+ groups, spoke of the need for housing to include spaces for cultural activities to support the community cohesion and longevity.

## ACCOUNTABILITY AND EMPOWERMENT

In general, participants did not address empowerment, but rather the sense of powerlessness that they have experienced when attempting to access city programs and resources (such as the affordable housing lottery). Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to improve housing challenges that seem insurmountable. “No matter how much you work you cannot change your outcomes.”<sup>31</sup> Participants expressed that existing housing programs and systems contribute to this sense of powerlessness by de-humanizing already vulnerable community members, and by operating without transparency, and accountability. These systems are re-victimizing vulnerable groups, perpetuating inequities and harms from discrimination, and alienating communities.<sup>32</sup> Some participants also felt that Planning is incentivized to prioritize the interests of developers, rather than the needs of tenants and low-income people. The Planning Department's funding structure and relationship to developers adds to a perception corruption and conflict of interest. Similarly, some participants made reference to developers' “divide and conquer tactics” within communities and believe SF Planning has a role in preventing these situations.<sup>33</sup>

Participants wanted to see existing housing programs reformed to provide accountability and transparency. They directed that programs should offer results, work with deadlines, audits, and adequate oversight. Negligence in case management should be addressed. Participants expressed frustration and distrust of the housing lottery system: it is “difficult to understand how decisions are made,” and assigning housing should not be “a matter of luck.” Participants think that better communication of the stories of

31 See Focus Group Summary 15.

32 See Focus Group Summary 05.

33 See Focus Group Summary 14.

families and individuals successfully housed will build trust with the community.

Participants stated that effective community engagement must be supported by capacity building (training and education on housing-related issues), to enable community members to be fully informed and guide processes. Capacity building should take place on a regular basis, not only when outreach is required for a plan update. Participants mentioned the following areas where capacity building is needed: tenant and housing rights and responsibilities, real estate and homeownership, financial literacy and wealth creation, equity and cultural competency, income creation and job opportunities, policy and legislation, public speaking, leadership, existing housing programs, and other city resources.

Participants from the Sunset Chinese community and the LGBTQ+ community mentioned the importance of city agency leaders and Supervisors attending community engagement events. Many participants emphasized the role of community engagement events in re-introducing the experience of a “sense of community that breeds joy and happiness, which our communities have been stripped of.” Participants acknowledge that the process of developing diverse leadership and representation within city agencies will take time and investment, but when decision makers attend community meetings, they build their own capacity to advocate for, commit to, and make better (more equitable) decisions on behalf of the communities they serve.<sup>34</sup>

Participants stated that representation of diverse communities is needed in all outreach efforts, within the Planning Department and other public agencies that allocate resources, write policy, and make decisions related to housing. Diverse representation will help the Planning Department develop deeper connections and build trust with communities. Some participants, including many from the Black community in the Bayview Hunters Point, expressed support for community committees or councils to advise on housing related issues. Participants expressed that government should support and fund the development of leadership from within communities to build trust between public agencies and the communities they serve.

Finally, participants expressed the need to continue to raise awareness on how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis. Many Black participants expressed the importance in diverse representation in City staff to ensure that this awareness and action is guided by people of color. Everyone plays a role in either perpetuating or solving this issue: “People with money don’t see themselves as part of the problem - there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects].”

## Housing Policy Group

### Approach to Analysis

The Planning Department reconvened the Housing Policy Group (HPG) from Phase II of outreach to discuss key topics related to the draft housing element. In five sessions, different topic and draft policies were reviewed and discussed. In addition to general feedback and thoughts, we asked each group to:

1. Identify actions that are essential to keep in the draft as it is revised,
2. to discuss issues or ideas that seem to be missing or could be added to the draft to better achieve the overall goal, and
3. to identify 1-3 actions that should be seen as top priorities.

General feedback on each topic is organized below as “what to keep”, “what’s missing”, and “top priorities.” More specific suggestions for changes or additions to the draft housing element can be found in the Housing Policy Group Summary (see Appendix D).

<sup>34</sup> See Focus Group Summaries 02 and 05.

## Input Overview

### REPAIRING PAST HARMS

*Participants discussed the actions in the Draft Housing Element which are intended to directly respond to past racial discrimination in the housing element and begin the process of repairing the harms from these actions.*

**What to Keep:** Several participants voiced support for the draft's overall effort to "acknowledge, repair and empower" communities that experienced past harms. One participant said, "for a city to say this explicitly creates a great platform to grow on." Participants particularly mentioned liking the goals focused on bringing back displaced populations and providing additional resources for community-based organizations. People generally liked the framing about repair and reparations but there was some concern about whether the City could live up to the language here. One person said, "I would anticipate a reaction that this is just more rhetoric." In general, the suggestion was to keep the language in the draft but add more specificity about accountability and to identify the funding necessary to implement more of the actions. One participant said, "not having resources means shifting the burden to the community."

There was a discussion about the terms such as "American Indian, Black and other people of color" which the draft uses to refer to groups that are targeted for support. One suggestion was to use a standard term throughout but to include a section of the document that more clearly defines who is included.

**What's Missing:** Several people expressed concern that the intention to bring displaced people back to the city was still too vague to be effective. More than one participant called for preferences by race for affordable housing units. Others called for offering opportunities first to people who have been displaced and want to return. One asked for new resources to train community members to fill out housing applications to register for lotteries. Several suggested additional ways that the city could invest in engaging communities. Some participants asked for more consistency from the city on racial equity noting that they have to deal with multiple city departments which each have different approaches. Another

added that "it seems inconsistent for planning to hold this position pushing for repairing harms while other departments seem to be working for the opposite."

There was widespread concern about how communities would hold the City to implementing these actions. There was also concern about how communities could track all of the different actions. One suggestion was to pick 4 top priorities each year and share results with the community rather than bringing everything and overwhelming people.

**Top Priorities:** Most participants mentioned concerns about accountability as their top priority in this area. Some asked that the Department "sharpen the language about accountability" while others suggested more attention to implementation strategies or metrics of success. One participant suggested that the City provide customized newsletters for each district outlining key outcomes from the Housing Element relevant to the priorities of that community. Another suggested that the City host monthly round tables in each community to report on priority actions.

### BUILDING HOUSING IN WELL-RESOURCED NEIGHBORHOODS

*Participants discussed a set of proposed actions in the draft element which aim to expand the supply of housing and of affordable housing in "high opportunity" parts of the city.*

**What to Keep:** There was enthusiasm about the goal of building 50% of new housing in Well-Resourced Neighborhoods. Most participants were also enthusiastic about the goal of prioritizing 50% of affordable housing funding for these areas but there were some concerns about the practicality of that goal. Existing actions related to tenant protections and land banking were also popular.

**What's Missing:** Nearly all participants agreed that the draft needed to say more about strategies for community education and outreach in order to be successful in achieving the ambitious goals for Well-Resourced Neighborhoods. The strategy of funding CBOs to lead community education was suggested by several participants with some stressing that there needed to be funding for CBS to "staff up." Several participants noted the need for

more actions related to tenant protections. Affordable homeownership development was also suggested as a strategy for promoting community acceptance in Well-Resourced Neighborhoods. Some participants argued that the City should require family sized units in new buildings, particularly in areas where density limits might cause developers to build only very small units. Others felt that requiring larger market rate units would make housing less affordable without necessarily serving families in need. There was some disagreement about the desirability of identifying community benefits in exchange for streamlining. Some felt that this was a good way to build support for more density, while others were concerned about that the cost of benefits could make the needed housing infeasible.

**Top Priorities:** Multiple participants identified capacity building for community-based organizations and construction of permanently affordable units as critical priorities. In addition, up-zoning ambitiously, community education and engagement and expanded case management were identified as priorities by some participants.

## **BUILDING HOUSING IN PRIORITY EQUITY GEOGRAPHIES**

*Participants discussed the Draft Housing Element Actions that aim to support and strengthen neighborhoods identified as being most at risk for further displacement.*

**What to Keep:** Many participants appreciated the draft's goal of ensuring geographic equity in where new housing is built. In particular, participants mentioned wanting to preserve the actions related to promoting community ownership of land, expanded neighborhood preferences, implementing a Right to Return policy, expanding homeownership production and prioritizing homelessness prevention investments in Priority Equity Geographies.

**What's Missing:** There was a discussion about homeownership programs and how to target resources to expand homeownership. Participants discussed how homeownership projects could be built on lots that might be too small for typical rental buildings. Participants also expressed interest in easier to use programs to help homeowners fund and manage repairs – possibly staffed by local nonprofit

organizations because “nobody’s grandmother wants to hire a contractor and supervise them.” Another participant suggested a need for streamlined building permit process for residents of Priority Equity Geographies to make it easier for homeowners in these neighborhoods to make repairs.

There was also a discussion of preferences and the Certificates of Preference issued by the former Redevelopment Agency to residents that were displaced. Participants expressed concern about the difficulty residents have had using the Certificates and suggested that the housing resources available in the City do not well match the needs of the Certificate holders.

Participants also suggested that the draft needs to say more about Environmental Justice and what it means for communities and to spell out more clearly how we will recapture the land value created by zoning changes and ensure that that value goes to the community.

**Top Priorities:** Priority actions mentioned included, expanding homeownership production by building on smaller lots, targeting homelessness resources to Priority Equity Geographies, ensuring that new buildings are spread across the city more equitably, and promoting community ownership of land and land acquisition strategies.

## **SMALL AND MEDIUM SIZED BUILDINGS**

*Participants discussed strategies for expanding the supply of small and medium sized buildings throughout the city.*

**What to Keep:** Most participants supported the idea integrating streamlining and community benefits into packaged deals. One participant summarized the discussion by saying “The challenge of getting things approved becomes leverage. We are talking about getting rid of all of that leverage. But then you have to make sure that every streamlining is accompanied by community benefits including strong labor agreements.” And another agreed “When there are things we all agree are benefits, exchanging them for streamlining makes sense.”

**What's Missing:** Someone suggested that streamlining should be accompanied by a fixed approval

timeline “if we are serious.” Another participant suggested that the document was missing actions that would make it easier to demolish existing buildings which could be key. But because demolitions will raise community concerns, someone else suggested adopting objective standards for what kind of demolition is acceptable and another participant suggested that demolition could be limited to owner occupied homes in order to protect renters.

Participants also discussed the potential geographic distribution of future small multi-family buildings. Some participants were concerned with impacts on tenants and one suggested only offering streamlining for these buildings in neighborhoods where 2/3 of the homes are owner occupied. There was disagreement about the potential for modular construction to facilitate the construction of small multi-family buildings. San Francisco unions have opposed modular unless it is built to city (not state) standards. However, there is no labor opposition to adoption of Cross Laminated Timber technology which also promises to lower construction costs. Someone suggested that it would be ideal if the city had standard duplex and 4-plex building designs which could be approved without any discretionary approval process. Several others expressed support for this idea because it might reduce the risk for small property owners.

**Top Priorities:** Top priorities for participants included ensuring that developers of small buildings were local/people of color, ensuring that these buildings are financially feasible, and focusing on larger, higher density projects along transit corridors.

## MIDDLE INCOME HOUSING

*Participants discussed potential actions to expand the supply of housing affordable to middle- and moderate-income households.*

**What to Keep:** In general, people liked that the draft included a mix of subsidized and unsubsidized strategies for serving middle income households. People mostly supported the notion that it was appropriate for the City to provide subsidy for permanently income restricted middle income units and also to adopt policies that support market provision of unrestricted units serving this income group. Participants called for preserving the draft's emphasis on using

public land for affordable housing, streamlining development of middle-income housing, facilitating small multi-family buildings in lower density areas, encouraging employers to build industry specific housing, and encouraging employers to contribute to homeownership programs. Several participants expressed support for streamlining approval of Accessory Dwelling Units and expanding that to other building types as well.

**What's Missing:** One participant pointed out that eliminating parking requirements could help make more middle-income housing financially possible. Others asked that the actions more strongly encourage shared equity homeownership (CLTs, deed restrictions) that allow wealth building but preserve affordability for future buyers.

Participants suggested that the draft could be clearer about which incentives would come with affordability restrictions. Some of the actions mention restrictions and others don't and it was not clear to everyone whether that was intentional. In particular, there was a disagreement about whether deed restrictions should be required in exchange for permit streamlining for small multi-family buildings. Some people argued that 'the housing is the benefit' while others argued that including affordable units was necessary to ensure that the public benefits from changes like this. Others called for close financial feasibility analysis to ensure that any requirements don't make these projects infeasible. Someone pointed out that the goal with allowing more small multi-family buildings would be to create more abundant housing citywide which could lower prices but not necessarily ensure that each individual project would be affordable, and another participant suggested that we could test that idea for a period of time and if buildings were generally providing middle income units we scale it up and if not, we could shut it down. One suggestion for encouraging more small multi-family would be to eliminate the need for a Conditional Use permit when a homeowner demolishes their single-family home to build a new building. Some participants felt that calling out educator housing was not appropriate because there are so many other people who need and deserve help.

**Top Priorities:** Top priorities mentioned by participants included facilitating development of small



multi-family buildings, streamlining ADUs, using public land for mixed-income affordable housing development and allowing group homes as a principally permitted use.

## ACCOUNTABILITY

***Participants discussed potential strategies for holding City government accountable to community priorities and ensuring implementation of the Housing Element's ambitious racial and social equity goals after the plan is adopted.***

**What Does Accountability Mean?** Participants were asked how they would define accountability and who they thought the Housing Element should be maintaining accountability to. Some participants articulated a fairly narrow view of accountability which involved simply identifying who was responsible for implementing each action so that stakeholders would know where to turn if actions were not being implemented. Others focused on transparency calling for development of metrics that would indicate whether the actions were having the intended effect. But a number of participants equated accountability with power sharing.

These participants pointed out that creating accountability to communities that have been harmed by past planning processes requires changing power dynamics and many expressed real concern about whether the City was ready to do that. One participant said "100% it's power, and the housing element will be a bust if those who have it now don't share it." Another added "We have felt that this [Housing Element] process is a breath of fresh air, but we don't trust that your bosses will let you implement it." Several participants expressed a sense that accountability would require "delegating" decision making or budgeting power to 'communities themselves' while others seemed to feel like it would be possible for the department to craft more of a partnership with communities. One said "It has to be shared, not completely given over in all areas. It is about saying we are not holding all the cards but we have equal parts of the deck."

**What to Keep:** In general participants liked that the draft Housing Element recognized the need to partner with communities and to engage people in ongoing implementation, but many felt that the specific actions identified were not concrete or specific enough. There was some discussion of what kind of accountability would be most helpful. One participant observed "in America the only real way to make people do what they don't want to do is to sue them." Several others responded that there were better ways to hold the City accountable. One suggested "The Housing Element is a policy document. If we take it at an aspirational level - there are more values-based statements here than in past housing elements. We can use politics as a tool."

**What's Missing:** There was general agreement that it would be helpful for City staff to 'convene with the community' at intervals to help people understand what progress was being made on Housing Element goals. Several participants praised the outreach and engagement that has accompanied the Housing Element update and suggested that a similar level of effort may be necessary in the future on an ongoing basis. But other participants were concerned about increasing the number of meetings that community members were expected to attend. One participant said "For American Indians - if we had a town hall - people love to eat, we need space to talk but people would want to know what the goal is. It could be harmful to engage people too much without showing action." Another participant added "We lose engagement once people feel like they are not heard"

Someone suggested that the department publish individualized fact sheets about what progress was made in specific communities. While there was broad support for the idea of individualized reporting to targeted communities, there were different perspectives about what the right forum would be for the City to engage communities. Someone suggested that the department could use Cultural Districts to identify priorities and regularly report on progress. Others were concerned that Cultural Districts didn't reach all the relevant communities. Someone else suggested returning to neighborhood planning so that every area could have a locally developed plan.

## Community Conversations and Written Input

### Approach to Analysis

The input SF Planning received from community conversations and submitted letters during Phase II outreach was collected into a database. Each comment was read, reviewed, and coded<sup>35</sup> by SF Planning staff to identify:

- Commentor's organizational or professional affiliation (i.e. neighborhood association, D11, tenant rights organization, etc.)
- Topic (i.e. homeownership, homelessness prevention and elimination, etc.)
- Lived identity or geography referenced in the comment (i.e. Black community, seniors, extremely low-income households, etc.)
- Relevant draft Housing Element 2022 Update goals, policies, and actions
- Does it reinforce or critique draft goals, policies, or actions?
- Does it suggest an idea not already in the draft Housing Element 2022 Update?
- Does it recommend a modification to a draft goal, policy, or action?

Once coded, SF Planning staff analyzed comments to identify the most frequently discussed topics, the main takeaways, and points of agreement and dissent between comments themselves and between comments and the draft 2022 Update. This analysis process also noted the identity or organizational affiliation of commentors in order to highlight when communities were commenting on lived experiences or issues directly impacting them. The findings from this analysis are summarized below.

### Input Overview

**Summary:** In conversations held with community groups and written comments received by SF Planning, community members expressed a wide variety of opinions related to housing production, community engagement, neighborhood life and resources, and other topics covered in or relevant to the 2022 Update. Community members most frequently spoke about housing production and increased density and were overwhelmingly in support of new housing in some form. This support, however, was nuanced. Commentators also raised questions about the neighborhood resources and infrastructure, the percentage of affordable housing, how communities will be equitably engaged during the production of developments, and other concerns and suggestions summarized in the following section.

### HOUSING PRODUCTION AND DENSITY

Across almost all comments and groups, community members expressed the urgency for more housing. Calls for more housing came from not only organizations dedicated to housing and urban development, such as YIMBY Action and SPUR, but also community-based organizations and homelessness advocates, including Senior Disability Action (SDA) and Homeless Emergency Services Provider Association (HESPA). While the 2022 Update must accommodate for new housing to meet projected needs, community members contributed other reasons why they wanted to increase housing stock. These reasons included to reduce housing prices, house unhoused residents and those currently unable to live in San Francisco, and to improve neighborhood life and amenities.

Expectedly, community members expressed a wide range of opinions and suggestions for achieving greater housing production and density. Advocates and specialists at YIMBY Action and SPUR supported the streamlining of the development review and permitting process that SF Planning, Department of Building Inspection, and other city departments oversee. Specific suggestions included reforming and reducing the discretionary review process and expanding streamlining reform to all housing projects including housing developments not included in the first 2022 Update draft. Streamlining, respondents argued, would help prevent delays and reduce

<sup>35</sup> A full list of organizations and individuals from which SF Planning received input and coding categories used can be found in Appendices E and F.

construction costs, especially for smaller developers, and allow more housing units to be constructed more quickly and cost effectively.

Other community-based organizations were not in support of streamlining. Organizations such as the Race and Equity in all Planning Coalition (the REP coalition), Golden Gate Valley Neighborhood Association, and San Francisco Land Use Coalition raised concerns about the reduction of public engagement opportunities if the development review process is streamlined through discretionary review reform. Such a reduction, they argued, would be particularly detrimental to communities of color and those facing gentrification. Commentators argued that pre-identified community benefits, another potential streamlining approach, would similarly reduce community involvement and leverage in the planning of development. Instead, they wanted the 2022 Update to recommend greater community engagement. If streamlining were to be implemented, the REP coalition argued that these benefits should be limited only to affordable housing developers.

Representatives from the REP coalition, SDA, and the SF Land Use Coalition also disputed the belief that increasing any and all housing production would lead to an increase in housing affordability. The REP coalition and other community members pointed to the underproduction of housing units affordable to low-income households compared the overproduction of luxury housing units according to past RHNA targets. They argued that market-rate housing production contributes to displacement of existing, low-income residents and exacerbates the housing affordability crisis.

In the first draft of the 2022 Update, many proposed policies and actions emphasized the role of rezoning to allow for greater housing density to facilitate housing production. This suggestion resonated positively with many community members. A wide range of organizations, including YIMBY Action, SDA, Golden Gate Valley Neighborhood Association, SPUR, Duboce Triangle Neighborhood Association, and Larkin Street Youth Services, expressed support for policies that increased density. They called out low-density neighborhoods with high rates of single-family homes, such as the Sunset and Richmond, as appropriate candidates for rezoning and future development.

Respondents believed that these neighborhoods were not only ideal locations for future housing development not only for their existing low density, but because many of these same neighborhoods had access to high-quality resources, transportation, and community amenities. Advocates affiliated with YIMBY Action, many of which lived in these neighborhoods, welcomed housing development in their neighborhoods to share access to transit, parks, and highly rated schools especially for underserved households. A youth advocated with Larkin Street Youth Services agreed that affordable housing production should take place away neighborhoods with high instances of street drug usage and crime to provide a more stable environment for vulnerable households. Policy specialists at SPUR suggested that new developments in low-density neighborhoods should be large, high-density developments in order to maximize production on a limited number of parcels available and appropriate at any one time.

While still expressing support for new housing opportunities, advocates affiliated with the Homeless Emergency Services Provider Association (HESPA) and MegaBlack expressed concern about the re-entrenching of inequities that could result from housing investments and development made in already high-income, well-resourced neighborhoods. Advocates affiliated with SPUR added that housing development in vulnerable communities can be a stabilizing force. Community-based organizations SDA and the Tenderloin People's Congress stressed that they welcomed more affordable housing construction to serve low-income residents and wanted them built in communities like the Tenderloin, Mission, and Castro.

Respondents also highlighted corridors with existing, high-quality transit services as ideal locations for increased density and housing production. A subset of community organizations, including the REP coalition, SDA, and the San Francisco League of Conservation Voters, added that housing production along transit corridors should primarily or wholly be affordable housing. They argued that communities of color and low-income households were the most likely demographics to utilize and be reliant on public transit. As such, they would benefit the most from access to public transit and housing production along these corridors should prioritize their needs.

While the majority of community organizations supported housing production and density in some form, a few residents expressed concerns about rapid change in the community, a desire to continue to preserve neighborhoods' distinctive architectural style, and the maintenance of existing light and air access requirements.

## **EQUITY-CENTERED PROCESSES AND COMMUNITY ENGAGEMENT**

One of the most frequently discussed topics was SF Planning's community engagement process. The 2022 Update's focus on equity invited specific and detailed comments about SF Planning's actions, outreach, and engagement have harmed its reputation and trust from the community.

Black community leaders affiliated with MegaBlack told Planning staff that in their community had been deeply harmed by the city's past actions, such as at the hands of the Redevelopment Agency. They told staff they had not seen action specifically benefitting the Black community in previous projects and expressed doubt that this instance would be different. Moreover, they indicated that the outreach process SF Planning implemented to collect feedback from MegaBlack was retraumatizing and extractive itself. While hopeful for change and inclusion, respondents shared their disappointment and frustration that SF Planning only engaged them when public input was needed and did not provide feedback and communication back to them. These frustrations were also shared by many residents at an in-person Community Conversation held by SF Planning in Bayview-Hunters Point.

MegaBlack advocates attributed part of this loss of trust to a lack of cultural competency in SF Planning's outreach. They called on SF Planning to hire more Black planners, community historians, and staff. It was important to them that the SF Planning staff they interacted with had a shared cultural background and lived experiences in order to trust that staff would be an advocate for their interests and needs within the department.

Residents at the Bayview-Hunters Point Community Conversation added that many of SF Planning's materials and outreach were inaccessible to the average resident because of their usage of technical terminology and "educated White" language. This

made it difficult to understand, resonate with, and respond to SF Planning.

Similarly, the REP coalition expressed skepticism that SF Planning was genuine in its stated goals of equity drafted in the 2022 Update. They stated concerns that SF Planning's outreach tokenized community input rather than meaningfully incorporated it to share decision-making power with marginalized communities that comprised their coalition.

A major point of contention for organizations associated with the REP coalition was the usage of high-opportunity and vulnerable geographies in the first draft of the 2022 Update. These categories, developed by SF Planning based on variables like income, racial demographics, and in coordination with departments like the Department of Public Health, refer to neighborhoods rich with high-quality community resources and marginalized neighborhoods made vulnerable through underinvestment and displacement, respectively. Advocates with the REP coalition disputed that these geographies had not been chosen by and vetted by vulnerable communities. An organizer with HRC added that it felt that SF Planning was making judgements on which neighborhoods residents should live in with these categories.

As part of the process of earning trust with the community, community members indicated that they needed more forms of accountability from SF Planning in delivering goals outlined in the 2022 Update. This was especially important to commentators because of a lack of perceived action and progress from SF Planning in the past. The Latino Task Force wanted to see a timetable for implementation included in the 2022 Update that they could hold the city accountable to. The SF League of Conservation Voters and HRC suggested that SF Planning publish an annual progress report on the Housing Element's goals or tracking the enrollment of low-income families in below-market rate (BMR) housing units.

REP coalition advocates pointed out SF Planning's budget's reliance on permit and development fees created a conflict of interest between SF Planning and developers. While supportive of a progress report or other public tracking of progress, they insisted that the metrics used to determine the equity of a policy or action should be defined by directly impacted communities.

## EQUITABLY RESOURCED, VIBRANT, AND WALKABLE NEIGHBORHOODS

Respondents not only shared their opinions and priorities on housing, but made clear that neighborhood infrastructure, amenities, and resources were essential to supporting their neighborhoods.

The most frequently shared priority was for public open spaces and parks. Community members were interested in seeing more rooftop gardens and other innovative green spaces incorporated into new and existing housing developments. The REP coalition added that privately operated public open spaces (POPOS) do not sufficiently serve communities of color and new proposed housing developments should be analyzed ensure they do not cast shadows on existing parks.

Another top priority was a need for access to hospitals and medical services. Community members affiliated with HRC, SDA, and Larkin Street Youth Services all mentioned the importance of medical services in their neighborhood for seniors, disabled people, and unhoused residents.

In weighing investments across neighborhoods, some community members expressed concerns about further entrenching neighborhood inequities. They urged that neighborhood investments be equitably distributed across neighborhoods and spoke against building housing only in well-off communities that already had high-quality public amenities. For example, the REP coalition did not support incentivizing new housing in near highly rated schools and instead called for lower-performing schools to be invested in equitably so that they could also become high quality.

The SF Land Use Coalition broadly advised that neighborhood improvements to transit, open green spaces, and other public amenities should be planned and directed by vulnerable local residents. They must also be paired with anti-displacement measures like tenant protections.

A few community stakeholders associated with the OMI Community Collaborative, Golden Gate Valley Neighborhood Association, and Nancy Wuerfel shared concerns about public infrastructure such as sewage, water, and roads being able to support the proposed amount of development in the draft 2022 Update.

## PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND FUNDING

Community stakeholders expressed ideas and concerns not only about general housing production, but specifically producing affordable housing.

SF Planning staff heard broad support from a variety of community stakeholders for greater public investment and intervention for affordable housing. A community member affiliated with YIMBY Action pointed to council houses, a form of social housing, in the United Kingdom as a positive example we should model our housing off. Another affiliated with the Latino Task Force encouraged the city to acquire SROs, empty hotels, and empty lots for affordable housing development. With any public sites, advocates with the REP coalition asserted that any housing developed on them should be 100% affordable.

The REP coalition also spoke more broadly against the privatization of public and publicly funded housing. They were opposed to a policy in the first draft of the 2022 Update that sought to address the impediments to large, entitled developments that could not proceed with construction. Instead, they over-reliance on the Low-Income Housing Tax Credit (LIHTC) and Rental Assistance Demonstration (RAD) programs for affordable housing funding on the basis that they expanded the privatization of affordable housing production. A community member with Miraloma Park Improvement Club added that the 2022 Update should focus on working with non-profit developers to provide affordable housing units instead of relying on for-profit developers to deliver these options.

To support this affordable housing development, commentators provided funding and sourcing suggestions. Community members with SDA suggested creating a disabled operating subsidy, similar to the existing senior operating subsidy (SOS) program, to create accessible housing options for disabled people regardless of their age.

The REP coalition advocated for the expansion of local approaches and funding sources to support affordable housing development. These included support for the Bay Area Financing Authority's proposal for a regional progressive tax to fund affordable housing, land banking, a vacancy tax on second or vacation homes, and a tax on speculative resale of housing.



One existing strategy for affordable housing production is an inclusionary affordable unit requirement levied on market-rate housing projects. However, developers also have the option to pay an in-lieu fee to fund affordable housing off-site if they do not want to host those below market-rate units on-site. Community members from both the REP coalition and the Golden Gate Valley Neighborhood Association encouraged the 2022 Update to include policies to encourage developers to build those BMR units on-site instead of paying the fee.

As a way to maintain and create affordable housing from existing housing stock, some stakeholders expressed support for community land trusts (CLTs), limited-equity cooperatives, and other forms of alternative and collective ownership.

## **EQUITABLE ACCESS TO AFFORDABLE HOUSING RESOURCES**

In addition to affordable housing production, community members submitted comments on how existing affordable housing resources should be equitably dispersed. Many commentators shared that they felt that the current income and other eligibility requirements excluded many households in need of affordable housing. Commentators that emphasized this point included a broad variety of community members affiliated with SDA, Latino Task Force, HRC, HESPA, BMAGIC, MegaBlack, Larkin Street Youth Services, and the REP coalition.

Building on this, community members shared that existing affordable housing income eligibility requirements were too narrow. This excluded both households on the lower end of the spectrum — extremely low-income households and those on fixed incomes, such as seniors and people with disabilities, of below 0-15% of AMI — and the middle of the spectrum — households that are marginally over the income requirements. SF Planning staff also heard that applications themselves were too strict, making applying for affordable housing difficult for gig, seasonal, and informally employed workers who may not have paperwork to prove their income or have incomes that fluctuate. Youth and TAY advocates affiliated with Larkin Street Youth Services shared that TAY housing limited eligibility to single adults, which excluded married TAY and TAY with children.

As part of the correction of these problems and to more equitably distribute affordable housing resources, commentators suggested implementing a lottery preferences or priority for certain groups. These suggestions included lottery priority for:

- Residents in the geography the development is being built in first (HRC)
- Workers of large institutions like schools or hospitals for affordable housing near their institution (Latino Task Force)
- Residents with generations of residency (a.k.a. “legacy families”) or have been in San Francisco for a long time themselves (Bayview-Hunters Point Community Conversation)
- Working-class San Franciscans in order to reduce the number of long commutes (HRC)

The REP coalition advocates pointed out, however, that the neighborhood preference program, an existing lottery priority system for residents applying for BMR units within their neighborhood, is not sufficient to serve neighborhoods and prevent displacement. They argue that few developments are required to actually implement a neighborhood preference program because this program is only triggered at developments of 10 or more units. They added that the city should monitor and enforce a racial equity metric to ensure that the demographics of lottery winners match those of the surrounding neighborhood.

The topic of lottery priorities also revealed tensions between marginalized groups in accessing scarce affordable housing resources. A community member speaking at the Bayview-Hunters Point Community Conversation expressed frustration that Latino/e/x and Asian residents seemed to be dominating affordable housing lotteries, presumably at the cost of access for other racialized groups. Another community member with the Tenderloin People’s Congress requested that the city differentiate between Black non-Hispanic/Latino and Black Hispanic/Latino residents in tracking and assigning lottery priorities, reflecting a similar tension between affordable housing applicants.

Not all community stakeholders were in agreement that lottery priorities were an appropriate strategy to

address inequity. A community member with North Beach Neighbors argued that the city should not look at just race and ethnicity in implementing housing priorities.

Commentators also suggested that the city expand its outreach and education around affordable housing resources in order to improve equitable access to these resources. According to input from community members, information on affordable housing resources is not centralized, hard to locate, and difficult to understand. They recommended that MOHCD commit more funding to community outreach and education on DAHLIA, the city's affordable housing application program, and to fund neighborhood groups and liaisons to promote this information within their communities.

REP coalition advocates emphasized that the main barrier to accessing affordable housing, however, was not information and awareness but cost.

## **HOMEOWNERSHIP AND ECONOMIC MOBILITY**

Homeownership was a frequent and high-priority topic for many community stakeholders, but especially so for Black residents and organizations.

To Black advocates affiliated with BMAGIC and MegaBlack, facilitating and subsidizing homeownership was seen as a potential form of reparations, an opportunity to build intergenerational wealth, increase economic mobility, and a way to bring back displaced Black households.

In addition to buying homes, commentators said that current Black homeowners also need funding and support for ongoing home repairs. More broadly, organizations like HRC, the REP coalition, and the Latino Task Force indicated that many low-income homeowners needed support in paying high homeowners association (HOA) fees at BMR units in otherwise market-rate developments.

Some community members supported a rent-to-own program that might allow low-income households an opportunity for homeownership.

REP coalition advocates cautioned the 2022 Update should include policies that ensure the long-term affordability of homes for subsequent owners as

well. They argued that homes should not be treated as vehicles of wealth accumulation. Otherwise, this could exacerbate housing speculation and contribute to the ongoing housing affordability crisis. .

## **REPARATIONS**

In response to immense wealth and land seized by the city from racialized and marginalized communities, including but not limited to Black residents, advocates with MegaBlack requested the city conduct a survey of the wealth taken from the Black community during redevelopment.

## **COMMUNITY STABILITY AND TENANT PROTECTIONS**

Community stakeholders were also concerned with maintaining existing communities and preventing future displacement. To serve that goal, stakeholders called upon the city to better enforce and fund existing tenant protection programs. This request included more effectively regulating intermediate-length occupancy housing units, protecting units and tenants impacted by demolitions per SB 330, and fully fund and expand the eligibility of the right to counsel program to all tenants regardless of income.

Community members from SDA, HRC, Larkin Street Youth Services, HESPA, and the REP coalition all also supported rental subsidies for tenants as both an anti-displacement and homelessness prevention measure. Some advocates specified that rent should be subsidized to 33% of a tenant's income for it to be effectively affordable for the recipient. REP coalition advocates warned, however, that rental subsidies should not be used as a long-term housing affordability strategy and argued that they act as subsidies for private landlords.

## Digital Participation Platform

### Approach to Analysis

SF Planning received feedback in the following forms through the Digital Participation Platform: degree of agreement or disagreement of policies through a Likert Scale, support or opposition to actions, and open comments. Quantitative feedback was summarized using a numbers processing program. Qualitative feedback, each of the open comments, was read, reviewed, and coded by SF Planning staff to identify:

- Topic (i.e., homeownership, homelessness prevention and elimination, etc.)
- Relevant draft Housing Element 2022 Update goals, policies, and actions
- Does it reinforce or critique draft goals, policies, or actions?
- Does it suggest an idea not already in the draft Housing Element 2022 Update?
- Does it recommend a modification to a draft goal, policy, or action?

Once coded, SF Planning staff analyzed comments to identify the most frequently discussed topics, the main takeaways, and points of agreement and dissent between comments themselves and between comments and the draft Housing Element. The findings from this analysis are summarized below.

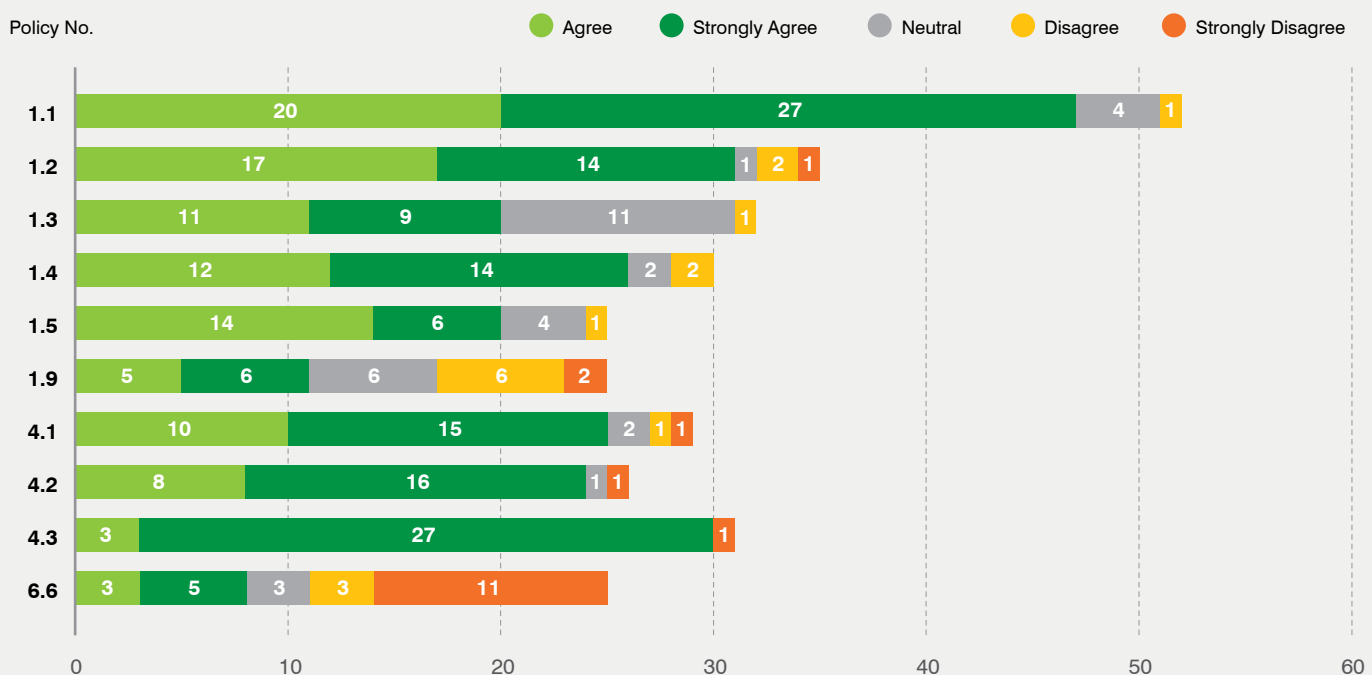
### Input Overview

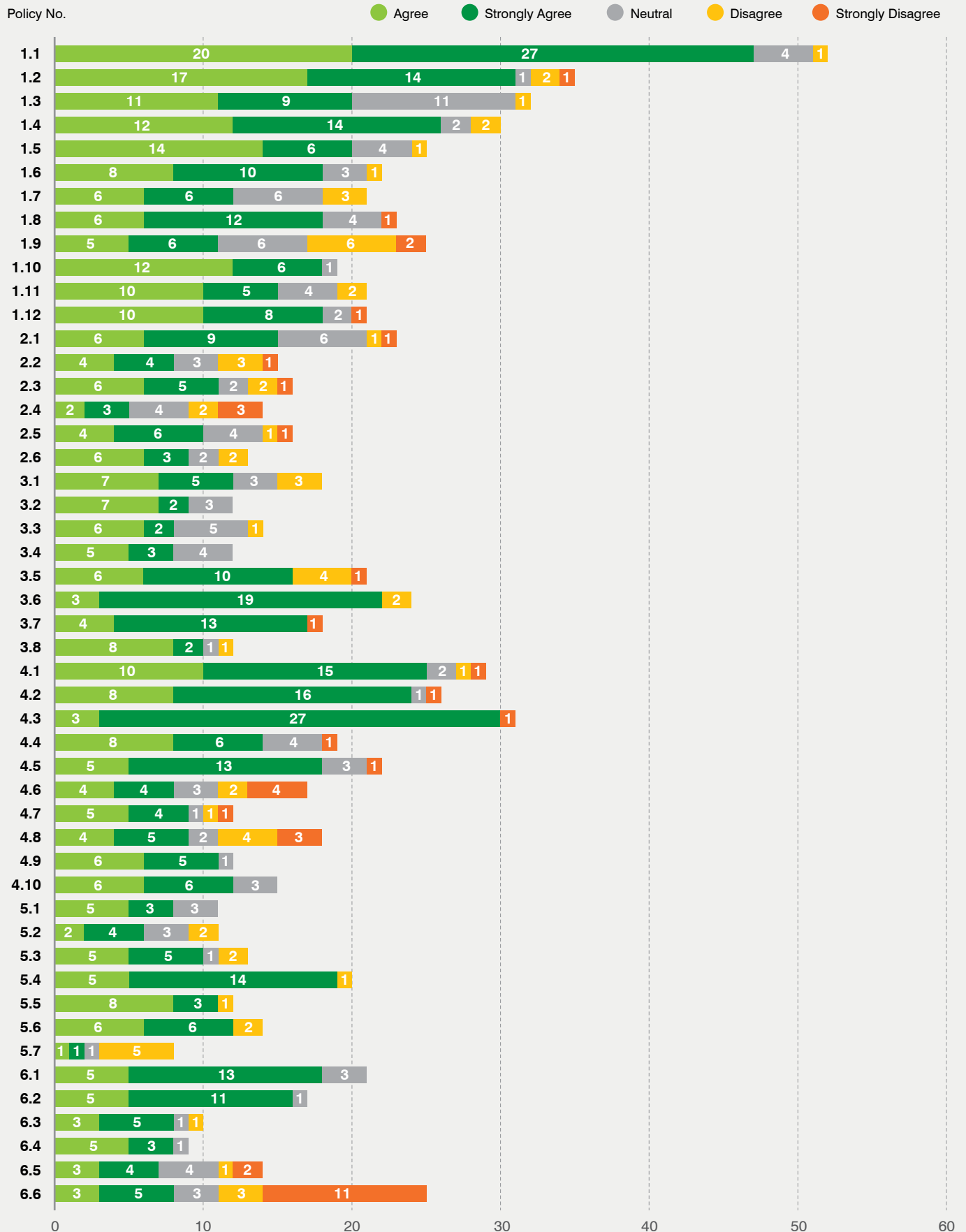
**Summary:** The digital participation platform allowed the public to comment with great specificity on the draft 2022 Update, including at the policy and action levels of the Housing Element. Below the feedback is presented accordingly, followed by a summary of comments organized by common themes.

### POLICIES

The digital participation platform included 49 draft policies for input. Each policy received an average number of 19 responses, and the median number of responses was 18. Policy 1.1, “Expand permanently supportive housing and services for individuals and families experiencing homelessness,” received the most responses of all policies, with a total of 52

**Figure 13. Policies with Most Responses on DPP**



**Figure 14. Responses to All Policies on DPP**

**DRAFT 1****Housing Element 2022  
Update Policies for  
Reference**

**Policy I.1:** Expand permanently supportive housing and services for individuals and families experiencing homelessness.

**Policy I.2:** Increase shelters and temporary housing, in proportion to permanent solutions, including necessary services for unhoused populations.

**Policy I.3:** Affirmatively address the racial and social disparities among people experiencing homelessness by ensuring equitable access to shelter or housing for American Indian, Black, families with children, seniors, LGBTQ+, pregnant women, veterans, people with disabilities, and those suffering from mental health and substance abuse issues.

**Policy I.4:** Prevent homelessness for people at risk of becoming unhoused including people with previous experiences of homelessness, living without a lease, families with young children, pregnant, formerly incarcerated, or with adverse childhood experiences.

**Policy I.5:** Prevent eviction of residents of subsidized housing or residential Single Room Occupancy (SRO) hotels.

**Policy I.6:** Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.

**Policy I.7:** Preserve affordability of existing subsidized housing, government, or cooperative owned housing where the affordability requirements are soon to expire.

**Policy I.8:** Preserve the remaining affordable Single Room Occupancy (SRO) units as a housing choice for the extremely and very low-income households.

**Policy I.9:** Minimize evictions for both no-fault and at-fault eviction through tenant rights education and counseling, eviction defense, mediation, and rental assistance programs.

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

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

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

**Policy II.1:** Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.

**Policy II.2:** Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.

**Policy II.3:** Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.

**Policy II.4:** Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.

**Policy II.5:** Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.

**Policy II.6:** Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.

**Policy III.1:** Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.

**Policy III.2:** Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability. Policy III.3: Prioritize the City's acquisition and rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.

**Policy III.4:** Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.

**Policy III.5:** Ensure equitable geographic distribution of new multi-family housing throughout the city to reverse the impacts of exclusionary zoning practices and reduce the burden of concentrating new housing within Priority Geographies.



**Policy III.6:** Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.

**Policy III.7:** Increase housing choice by allowing and facilitating small multi-family buildings in low- density areas within High Opportunity Neighborhoods.

**Policy III.8:** Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.

**Policy IV.1:** Create a dedicated and consistent local funding stream and advocate for State and Federal funding to support building permanently affordable housing for very low-, low-, and moderate-income households that meets the Regional Housing Needs Allocation targets.

**Policy IV.2:** Maintain sufficient development capacity to respond to the increasing housing need and the scarcity of housing supply within San Francisco and the region.

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

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

**Policy IV.5:** Maximize the use of publicly-owned sites for permanently affordable housing in balance

with community infrastructure and facilities needed that can be accommodated on those sites.

**Policy IV.6:** Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by job growth.

**Policy IV.7:** Address the impediments to constructing approved housing that is already approved, especially large master plans and development agreements such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, Schlage Lock.

**Policy IV.8:** Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.

**Policy IV.9:** Preserve the affordability of unauthorized dwelling units while improving safety and habitability.

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

Policy V.1: Promote and facilitate aging in place for seniors and multi-generational living.

**Policy V.2:** Prevent the outmigration of families with children and support the needs of families to grow.

Policy V.3: Retain and increase the moderate- and middle-income households through building permanently affordable workforce housing.

**Policy V.4:** Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households.

**Policy V.5:** Promote group housing as an entry-level housing option for moderate income households, particularly single-person households.

**Policy V.6:** Continue to support and expand the Accessory Dwelling Unit (ADU) program.

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

**Policy VI.1:** Facilitate neighborhoods where proximity to daily needs promote social connections, support the City's sustainability goals, and advance a healthy environment.

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

**Policy VI.3:** Advance equitable access to high-quality amenities, and resources as part of a healthy and equitable environment and in parallel with planning for increased housing.

**Policy VI.4:** Advance equitable access to a healthy environment through improved air quality, and resilience to natural hazards and climate change impacts, particularly in Environmental Justice Communities.

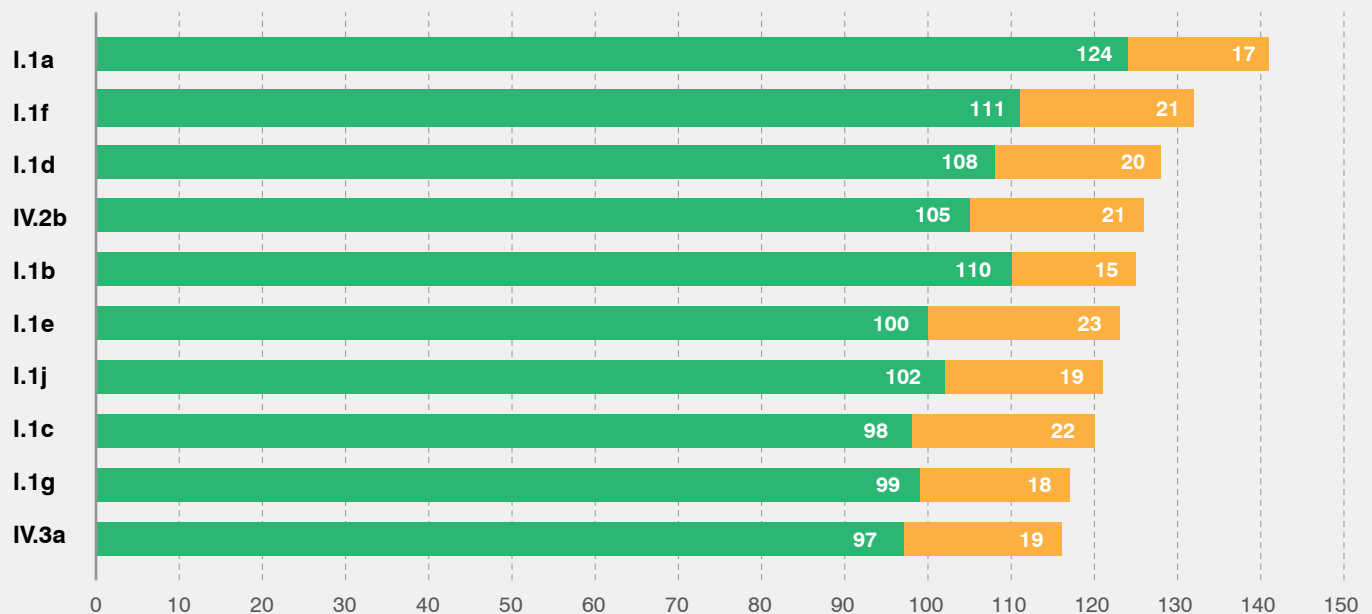
**Policy VI.5:** Apply urban design principles to ensure that new housing enables neighborhood culture, safety, and experience, connects naturally to other neighborhoods, and encourages social engagement and vitality.

**Policy VI.6:** Sustain the dynamic and unique cultural heritage of San Francisco's neighborhoods through the conservation of their historic architecture and cultural uses.

**Figure 15. Actions with Most Responses on DPP**

Action	Vote: Up	Vote: Down	Total
<b>I.1a</b> Facilitate building permanently supportive housing to house 5,000 unhoused households through annual budget for capital, operating and services funding.	124	17	141
<b>I.1f</b> Allow private development to satisfy their inclusionary requirements by providing permanent supportive housing.	111	21	132
<b>I.1d</b> Utilize the State-wide streamlining opportunities to expedite and increase the production of permanent supportive housing.	108	20	128
<b>IV.2b</b> Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and Priority Development Areas.	105	21	126
<b>I.1b</b> Secure and advocate for additional State and federal funding for permanent supportive housing such as Project Homekey.	110	15	125
<b>I.1e</b> Support tenant and project-based rental assistance programs, including federal, state and local operating subsidy programs.	100	23	123
<b>I.1j</b> Strengthen the "Step up Housing" or housing ladder strategy to support formerly unhoused residents in moving to less-supportive settings, freeing up supportive housing for unhoused people.	102	19	121
<b>I.1c</b> Create an implementation plan for the annual funding resulting from the new gross receipts tax to increase acquisition and construction of permanently affordable housing.	98	22	120
<b>I.1g</b> Expand and improve supportive services within housing projects including sustained care for mental health of substance abuse issues, case management, and childcare.	99	18	117
<b>IV.3a</b> Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.	97	19	116

Action ID No.

● Votes UP
● Votes DOWN


responses. The following table shows the top 10 policies on which people provided input and their results. The reader can see that the strongest agreement was shown for policies under Goal 4, “Increase housing production to improve affordability for the city’s current and future residents.” Few policies received a high proportion of “Strongly Disagree” or “Disagree.” The two policies that participants expressed disagreement and strong disagreement for were Policy 5.7, “Strengthen homeownership programs to allow upward mobility for families,” and Policy 6.6, “Sustain the dynamic and unique cultural heritage of San Francisco’s neighborhoods through the conservation of their historic architecture and cultural uses.”

Eighteen (18) of 49 policies (37%) received a majority of either an Agree, Strongly Agree, Neutral, Disagree, or Strongly Disagree vote. Eleven (11) policies received a majority of Strongly Agree, six (6) policies received majority Agree, and one (1) policy (Policy 5.7: Strengthen homeownership programs to allow upward mobility for families) received a majority Disagree. Only eight (8) responses were received for Policy 5.2 to “Prevent the outmigration of families with children and support the needs of families to grow,” the lowest number of responses for all the policies. Modifications to the draft policies and actions will be based on the quality of feedback received, not necessarily the quantity. This means that even while some Policies and Actions received fewer comments, they are not assumed to be de-prioritized.

## ACTIONS

Figure 15 shows the top 10 of 252 actions that received the most feedback on the digital participation platform. Action 1.1a received the most total votes, as well as the most votes in support. Most actions received more than 50% votes in support, with 40 of the 252 actions receiving more than 50% votes in opposition. Action V.6b received the most votes in opposition, with 61 respondents voting down, while Action III.5c received the most percentage votes in opposition, with 76% of its respondents voting down.

## COMMENTS

Each policy received an average number of 9 comments. The five policies that elicited the most comments were 4.3, 1.1, 6.6, 3.5, and 3.6, drawing between 16 and 21 comments each.

### Cultural Heritage and Preservation

Digital Participation Platform comments largely oppose the idea of further policies that encourage cultural heritage and preservation, particularly through architectural and aesthetic considerations. Some of the reasons behind this include the idea that preservation and design guidelines “stifle creation and growth” and “no longer align with our overarching climate action goals.”

### Homeless Elimination and Prevention

DPP comments pertaining to the unhoused community strongly support the need to provide housing solutions. However, respondents were divided over prioritizing temporary housing or permanent solutions for housing people currently living without a home. Some people feel that there is a strong need for temporary shelter until permanent solutions come into place, while others feel that these solutions are inefficient and that resources need to prioritize permanent housing.

One response shared that the various policies around the unhoused community “indicates that no real policy has been thought out at the planning level that we are asked to opine on.” They suggest that the Planning Department work with experienced groups and coalitions, such as the Coalition on Homelessness Oversight Board, rather than approaching the public with so many policies from which to choose. Another comment suggested that acknowledging trade-offs through the 2022 Update could help people better prioritize the policy options: “Land use and budgeting is fundamentally about trade-offs and compromises. Everybody wants more funding for permanent supportive housing, but nobody wants to pay for it or cut anything else. There is no recognition of costs, compromises, or trade-offs.”

Along with shelter and housing, comments shared that the unhoused community should also have access to key tools, training, and services, including drug rehabilitation.

### **Diversity of Housing Types**

One comment did not support the idea “lumping” communities across a variety of racial and social backgrounds into one policy, explaining that policies, housing types, and services need to be responsive to the needs of different communities: “I don’t love lumping Black or pregnant folks with those suffering from mental health and substance abuse issues. These are two separate communities with vastly disparate needs.”

DPP responses did not express strong support for Accessory Dwelling Units (ADU’s) as a housing type and policy in the 2022 Update. These comments suggest that ADU’s are “frequently abused by wealthy owners,” “should be limited to owner-occupiers on the property,” and subject to stricter vacancy laws.

### **Housing Production**

When the topic came to housing production, respondents agreed that San Francisco needs to produce more housing. The City should reduce barriers to housing production, either by offering incentives or reducing the number of steps a developer must take for project approval, such as simplifying the Planning Code, reassessing the existing process of environmental review, and allowing for more by-right development.

#### ***Market Rate and Affordable Housing***

Although there was consensus around a need for more housing, comments varied around the affordability requirements of new housing. These comments primarily fell into two categories: 1) increasing the total number of housing units in San Francisco will help drive down costs and thus increase affordability, and 2) produce more housing, only if they are affordable, ideally 100%, especially on public land. Some commenters especially supported policies that will specifically maximize the number of affordable homes as opposed to a percentage. One respondent suggested that if San Francisco were to include housing policies that support market rate housing, these should only be allowed by “limiting up-zoning benefits to only owner-occupiers who remain 10 years.”

#### ***Priority Geographies and High Resourced Areas***

Many respondents expressed concern over the use of “Priority Geographies.” Some found that the

criteria for these boundaries was not clear, and others felt that actions should place an emphasis on need rather than by geography. A few comments suggested that zoning changes proposed for High Resourced Areas of San Francisco should be applied everywhere. For example, zoning and heights should be increased across the entire city, especially along transit corridors, rather than only in High Resourced Areas. Comments that supported this idea also suggest that Housing Element policies should aim for all of San Francisco’s neighborhoods to be vibrant, high resourced areas with businesses, schools, and high-quality infrastructure. If focusing on certain geographies, the Housing Element should include Chestnut, Union, and California Streets to the existing list of transit corridors.

Speaking to exclusionary zoning and the history of racist practices in planning, some respondents would like to see the Housing Element and its policies more explicitly name these root causes of the housing challenges we face today. These comments also oppose producing more housing in areas that have faced and are currently facing environmental injustices, and instead to build in areas historically exclusively built for white people, such as the western neighborhoods of San Francisco.

#### ***RHNA Targets***

Many DPP commenters did not feel like proposed Housing Element policies aim high enough for housing production in San Francisco. Rather than maintaining development capacity, one comment suggested that San Francisco should not just maintain, but expand development capacity. A few others suggested that the city should aim to exceed RHNA goals that were mandated of the city. At the same time, one respondent expressed that the policies related to RHNA goals need to be changed, as the housing targets “are excessive and do not take into account the infrastructure needs to provide a healthy lifestyle for this many residents.”

### **Equitably Resourced, Vibrant, and Walkable Neighborhoods**

Whether commenting on Priority Equity Geographies or High Resourced Areas, commenters generally agreed that all areas of San Francisco should be accessible and thriving neighborhoods for all communities. Even so, some residents may prefer

certain areas “if their family, friends, community services, and language access are readily available in those areas,” requiring a nuanced approach.

### **Equity-Centered Processes and Community Engagement**

Meaningful community engagement with all communities is important to respondents in developing the city’s policies. Communities, especially Black, American Indian, and other communities of color should be engaged early. Some comments suggested that while community engagement is critical and necessary, developers should not be required to independently engage for every project, so long as they follow a plan set by voices of the community. These need to be very clear community engagement processes and their outcomes “should be established and predictable at the outset” --not dependent on prolonged negotiations--in order to avoid the “appearance of corruption.”

Community leaders also may not be the most representative voices for their communities. For example, “while some leaders do indeed speak on behalf of their communities, others claim to speak for others without their consent/knowledge.” One suggestion similarly proposed that that “the City should not assume that the views of certain community leaders are more meritorious or deserving of respect than others.”

In contrast to comments that supported streamlined housing production, some respondents expressed that removing opportunities for public input in key areas, such as CEQA and discretionary review, is inequitable and lead to greater harm:

**“CEQA law is important. It allows for public input and comment and should be in the planning process.”**

**“Deregulation always hurts low-income and working-class communities the most.”**

### **Equitable Access to Affordable Housing Resources**

Many comments suggested that policies should prioritize certain vulnerable communities, especially Black, American Indian, and other communities of color; we should not treat all groups as though they

have the same experiences. At the same time, some respondents do not agree that policies should explicitly mention certain groups and find that this gives the impression that some vulnerable communities are more deserving than others. Similar to the focus on Priority Equity Geographies, some respondents would like to see policies apply to people based on need rather than by an identity or industry.

Suggestions for additional communities to be explicitly listed in Housing Element policies included Asians, healthcare workers, seniors, and small-scale landlords.

### **Permanently Affordable Housing Production and Investment**

The DPP received a variety of suggestions on affordable housing programs. On funding for permanently affordable housing, one comment suggested setting a maximum budget in the 10-year Capital Plan, as opposed to a minimum, and another opposed raising taxes on San Francisco residents and businesses in order to fund. If taxpayer funds are to be used for permanently affordable housing programs, they should include extra credit points to incentivize developments that target higher than baseline code approaches with additional funding.

Regarding the amount of affordable housing included and density bonuses, some comments oppose policies that promote the State Density Bonus, as the program “does not provide enough affordable housing.” Others suggest that policies should explore a floating affordable percentage rate that is dependent on market conditions. And lastly, some comments suggest that the City should encourage use of the State Density Program and other incentivizing programs only if inclusionary requirements are increased, such as requiring 100% affordable housing, inclusion of extremely low income, and lower Homeowners Association fees.

### **Preservation of Affordability and Improving Conditions of Existing Housing**

DPP comments on preservation of affordability and conditions of existing housing generally supported SROs as an option but would also like to add policies that offer greater support to the tenants, nonprofits, and small landlords. Comments reinforced the notion that SROs are small, unhealthy, and undesirable



for people to live in, critically needing maintenance, cleaning, upgrades, and alternatives for living.

Some comments supported increasing capacity for nonprofits, community land banks, and small landlords to purchase and operate buildings with existing affordable housing, such as SROs, small sites, and heavily rent-controlled apartments.

### **Community Stability and Tenant Protections**

Many comments regarding tenant protections shared support for small property owners and nonprofit providers. Some expressed that people who own property, whether as nonprofits or as individuals, should have the ability “to evict tenants who are abusive to their neighbors.” Small property owners should also receive incentives to rent out vacant units rather than punishment for not renting out.

**“More restrictions on evictions make prices for everyone go up. Property owners need more control with what they can do with their properties. For those property owners who abuse the system, there should be consequences, but blanket policies don’t work.”**

DPP comments generally did not support rent control as a path toward community stability and tenant protections because “too many people who don’t need subsidies have rent control apartments.” Instead, one comment suggested that the City simply build more affordable housing where tenants are not vulnerable to eviction and speculation, and another suggested that direct rental assistance replace rent control: “This will unburden market rate tenants and smaller landlords from subsidizing people needing affordable housing.”

One comment shared support for rent control, such as extending rent control to the most recent allowable under law, by 15 years.

## **City Family and Commissions**

### **Commission Hearings**

The Planning Commission held two hearings regarding Draft 1 of the Housing Element 2022 Update, at the beginning and end of the outreach period. During the first hearing held on April 22, 2021, commissioners expressed positive opinions on the equity goals shared by project staff at that stage. Commissioners were more mixed in their attitudes towards the increased density proposed in the 2022 Update. They were unified in their directives to expand and support tenant protections, provide housing for extremely low-income and middle-income households, and to fully engage residents in the drafting of future policies and actions.

During the public comment portion, roughly half of commentators were members of the REP Coalition or expressed support for their comments. Comments affiliated with the REP Coalition principally expressed opposition to greater investment and incentivizing of private and market-rate development, demanded greater investment into 100% affordable housing for extremely low-income households, and to suspend and overhaul the 2022 Update’s proposed community engagement process. Other commentators spoke on a variety of other topics, such as calling for greater zoned density and housing production and more targeted policy support for communities vulnerable to displacement and housing insecurity, such as for seniors, people with disabilities, LGBTQ residents, and American Indian residents.

The second Planning Commission hearing on the Housing Element took place on October 14, 2021. Project staff presented findings from Phase II of outreach and potential policy updates. Commissioners expressed support for the implementation of the engagement process and its centering of marginalized communities. Some advocates affiliated with the REP coalition appeared again, reiterating their concerns about the community engagement process and criticizing Housing Element policies that relied on market-rate housing production. Half of the commentators identified themselves as participants in the Phase II focus groups. They all shared that their engagement experience had been welcoming and productive and supported the direction of the 2022 Update.



The Historic Preservation Commission also held one hearing on the 2022 Update on October 20, 2021. No members of the public offered comments. The commissioners were generally supportive of the draft policies and applauded this Housing Element's novel focus on equity.

## Community Equity Advisory Council

The Community Equity Advisory Council (Equity Council), a group of 11 community leaders convened by SF Planning to collaborate with the department on social and racial equity solutions, made the 2022 Update a topic of discussion at their June meeting. Project staff presented updates from Phase II outreach and collected feedback on draft Housing Element policies.

Project staff posed three questions to guide discussion:

- What are concrete actions to reverse inequities?
- How to guide location and type of future housing?
- How can we frame our housing policies for communities of color?

Equity Council leaders identified community stabilization strategies, including expanding rental assistance programs and limit zoning changes in communities of color, and long-term strategies to bring back and improve communities, including designating funding in communities of color towards housing, amenities, and infrastructure and anchoring households with homeownership opportunities, as concrete actions that could reverse inequities. Their recommendations for the location and type of housing largely aligned with strategies suggested in the draft Housing Element – directing new housing construction to neighborhoods with high incomes and low rates of development, less intense development to neighborhoods vulnerable to displacement, and small- and medium-sized housing for middle-income households of color. In order to serve communities of color, the Equity Council recommended the project staff frame the Housing Element to prioritize access to land and housing for all communities of color, invest in communities vulnerable to displacement, and identify the priority tasks for communities vulnerable to displacement.

In addition to responding to posed questions, Equity Council members responded generally to the Housing Element draft policies and actions. They recommended that future drafts of the Housing Element edit and incorporate edits to:

- *Support jobs and wealth in communities of color* – Stable, well-paying jobs allow communities of color to access housing, while homeownership is a way to maintain and pass on economic stability across generations. Small family businesses and light manufacturing zoning are key industries that can help support communities of color.
- *Make neighborhoods good places to live* – Connect residential spaces to services and culturally relevant activities and businesses.
- *Change legislation to address racial justice* – Change laws to allow for policies like priority for communities of color accessing housing to facilitate the return of displaced households.
- *Focus on retaining our housing in our neighborhoods* – Preserve existing housing through policies like acquisitions and rehabilitations.
- *Invest in communities of color and produce housing across all neighborhoods* – Support housing development and investment across all neighborhoods. Avoid policies that concentrate investments in well-resourced neighborhoods and pit neighborhoods against one another for funding.
- *Define timing of investments* – Specify different housing policies for different time lengths, such as streamlining housing developments in exclusive, white neighborhoods in the short-term and acquiring land for housing development and 100% affordable housing in the long-term.
- *Move towards collective ownership* – Support alternative ownership models, like community or collective ownership, that allows for whole communities to invest in housing, businesses, and other spaces.
- *Clarify equity, priorities and opportunities concepts* – Be precise and define language being used. Communicate these clearly to communities.



I.T. Bookman Community Center. Photo by incommon LLC.



# 5. Conclusions

## Approach to Synthesis

This phase of outreach sought to build upon the previous phase's goal of centering the perspectives of communities excluded from outreach in previous Housing Element updates. This approach aims to serve the Housing Element 2022 Update's overarching purpose of advancing racial and social equity through both its policies and its development. To that end, this report's analysis of community input will take into consideration the demographics, self-defined identities, and lived experiences of participants in drawing conclusions and shaping future drafts of the Housing Element.

SF Planning staff were especially interested in engaging with and incorporating input from residents vulnerable to housing insecurity, previously and persistently harmed by discriminatory housing policies, and other marginalized groups. These special consideration groups include, but are not limited to: American Indian, Black, and other communities of color, those who are unhoused or at risk of becoming unhoused, extremely and very low-income households, seniors, people with disabilities, transitional age youth, LGBTQ+ residents, subsidized housing and Single Room Occupancy (SRO) hotel tenants, and formerly incarcerated residents. Staff spoke with residents from various parts of the city, including from Priority Equity Geographies, which hold higher concentrations of vulnerable populations, and from well-resourced neighborhoods, which are anticipated to see more housing growth over the next few decades.

SF Planning staff conducted targeted outreach to primarily engage these groups. As summarized in Chapter 4 Public Input Summary by Outreach Method, vulnerable residents comprised the vast majority of the focus groups and more than half of community conversation audiences, while other sources of input reflected higher proportions of high-income and White residents.

While all input will be taken into consideration, this report will consider each type of input differently. This approach to analysis will allow project staff to synthesize all the input collected to draw out trends and broad themes while centering perspectives from racialized and marginalized communities most impacted by displacement and housing insecurity. Feedback that reflects lived experience will be weighed most heavily, followed by expert opinion and general public comment. Lived experiences were most reflected in in focus groups. Expert opinion was reflected mostly in the Housing Policy Group, the Equity Council, and the Planning Commission. Each of these formats allowed commentators to more fully express their professional or lived experience expertise in deeper and longer conversations as compared to other outreach venues. Moreover, the focus groups and Equity Council were overwhelmingly comprised of community members representing communities vulnerable to displacement, a perspective essential to delivering on the goal of housing equity.

Feedback received in community conversations and as public comments during commission hearings was not only briefer, more varied, and more unstructured, but also represented audiences from across the city instead of solely targeting communities vulnerable to displacement. About 50% of groups engaged in the community conversations representing communities from Priority Equity Geographies and the remaining 50% from groups from well-resourced communities.

Comments collected on the digital participation platform (DPP) responded very specifically to draft policies and actions; however, SF Planning staff did not target input from any specific vulnerable communities with this method. As such, input collected on the DPP reflected an audience most comfortable accessing the platform – namely high-income, young, male, and White residents.

Importantly, while this report's structure will pull out broad themes and compile input by groups of special consideration, it will attempt to avoid overgeneralizing opinions and create a misleading appearance of consensus. No group is a monolith. Even participants within a self-identified group expressed distinct and, at times, conflicting opinions. In the following section, the report details the most prevalent themes with an attempt to also present nuances and dissent.

## Community Directives for Policies and Actions

Although SF Planning staff did not ask for agreement amongst the various groups that were engaged, there seems to be significant alignment amongst various participants about what needs to be done to address San Francisco's housing crisis. The ideas expressed in the deeper discussions with focus group members were largely echoed by the housing experts in the Housing Policy Group, the various community leaders and advocates gathered in the community conversations, and, to a lesser extent, in the more varied input received online. The following section seeks to articulate the community directives that can be found in this large body of input in order to identify what the City is being asked to do and to revise the draft 2022 Update accordingly. The reader will recognize that certain themes appear as through lines across multiple directives, including racial and social justice through reparative actions and community empowerment. Below, each directive is described along with group-specific comments SF Planning staff heard.

### **1. Restructure how resources are prioritized for residents suffering the greatest burden of vulnerabilities and those harmed and/or displaced by discriminatory government actions.**

There was broad agreement that our current systems of resource allocation (housing, funds, staffing, etc.) need to be restructured to prioritize: (1) residents suffering the greatest number of overlapping vulnerabilities and (2) residents displaced and/or harmed by discriminatory government actions. Participants identified a need for more nuanced data and program approaches to better track and ensure equitable outcomes for people of color and vulnerable groups.

Many American Indian and Black participants advocated for prioritization by race as an indicator of housing vulnerability and in recognition of the long history of government harm to their people. Repairing the harm of discrimination through housing policy was an approach also elevated by the Equity Council and HPG, both of whom pushed for the need for more specificity in the Housing Element about the actions required for successful implementation of reparative policies. Prioritization as a means of repairing past harm raised many questions in the discussions with MegaBlack, Bayview Hunters Point, and OMI participants, and other majority Black community groups about how to quantify the wealth stolen from Black people, who is accountable, how to repay what is owed to displaced people who do not want to return, how to ensure reparations designated by race go to "native" or "legacy" San Francisco families, and how homeownership could act as a form of repair. Importantly, advocacy for reparations in the specific context of redressing urban renewal actions by the Redevelopment Agency was heard in discussions with Japanese and Filipino residents as well as Black residents, who all share historic roots in the neighborhoods most impacted by these government actions.

Participants expressed some disagreement about what the best form of repair would be. Community members affiliated with MegaBlack, Bayview Hunters Point, and others argued that housing as a form of repair should come in the form of homeownership. In contrast, community members affiliated with the REP coalition were concerned about the long-term affordability of homes given as a form of reparations. Community members with SDA, the SF Land Use Coalition, and others, were more focused on delivering low-income rental housing to serve communities vulnerable to displacement and housing insecurity and did not speak directly to the issue of homeownership as a form of reparation.

Across conversations with Black, Chinese, Latino/e/x, senior, youth, people with disabilities and others, participants emphasized the need to change the housing lottery system to reflect a more just system of resident prioritization. This was reported in the focus groups and the community conversations. Not only did participants point to the cumulative burdens that should be weighed when assessing need, but they also identified other conditions that should be

considered, such as a resident's proximity to new housing, resident's employment at neighborhood-serving institutions (schools, hospitals, non-profits), and the resident's historical and familial ties to the neighborhood..

**2. Improve access to existing housing programs and financial resources through increased human contact, cultural humility, navigability, and educational outreach, and by creating alternatives to existing forms of means testing.**

Participants, especially those speaking as residents navigating housing support systems rather than as housing experts, offered substantial feedback on both the need to and methods for improving access to housing resources. Various groups, from seniors, youth, and people with disabilities to LGBTQ+ residents to people of color, described interactions with affordable housing programs as being disempowering, leaving people feeling unheard, overwhelmed, exhausted, and powerless. Many participants spoke about the experience of being on housing waiting lists for years and decades with no follow-up or information.

Improved access for some marginalized groups, especially immigrant groups such as undocumented Latino/e/x residents, focused more on cultural humility and navigability of systems. Navigability and human contact in housing programs was emphasized by mental health service providers, youth, and others. Many agreed that improvements could be achieved by resourcing community hubs operated by local organizations, and this was especially advocated for in the conversations American Indian, Black and Chinese residents.

Participants wanted to see more housing resources centralized, easier to locate, and easier to understand. They would also like MOHCD to commit more funding to outreach and education on DAHLIA, both through their own staffing and through the funding of neighborhood groups and liaisons to promote information within the community.

Across conversations with Black, Chinese, Latino/e/x, senior, youth, people with disabilities, and others, participants emphasized the need to restructure the income brackets and other eligibility requirements used to target affordable housing as there was

broad agreement that the brackets do not effectively target resources to extremely low-income or to middle-income households. This was also echoed by groups such as the Human Rights Commission, the REP coalition and Homeless Emergency Services Providers Association (HESPA).

**3. Ensure dignified housing for current and displaced residents free from discrimination, overcrowding or substandard conditions, and with access to chosen community, cultural anchors, services and jobs.**

Participants largely agreed on the qualities of dignified housing, both in terms of its physical qualities and the element of choice, such as the location or type of housing. Choice of location means that quality housing units must be distributed throughout the city and that all residential neighborhoods should offer quality amenities and infrastructure. And it means that residents that rely more heavily on immediate connections to their community, such as some members of the LGBTQ+ community and recent immigrant communities, should have access to housing that accommodates for social infrastructure.

Tenderloin residents and Latino/e/x Mission residents in particular spoke about the inhumane housing conditions that their communities are forced to endure. Others, including LGBTQ+ and youth participants emphasized the right to freedom from physical and mental abuse and noted that the informal systems that their communities rely on to secure housing are rife with discrimination and trauma. Shelters were not considered dignified housing by most participants, and they expressed a desire to prioritize the construction of permanent affordable housing over temporary shelter. Black residents from focus groups and advocates affiliated with SDA pointed out that dignified housing is affordable housing – housing that costs less than 33% of one's income.

Many participants naturally connected providing dignified housing for all to the need for greatly increased production. This was echoed in forums from focus groups to developers to community-based organizations and advocates. Reasons given for increasing housing stock included to reduce housing prices, provide housing to unhoused residents and those currently unable to live in San



Francisco, and improve neighborhood life and amenities. Participants often spoke of the connection between dignified housing and quality neighborhood infrastructure, amenities, and resources. The Equity Council and others added that proximity to jobs must be considered. Many residents and organizations, like the SF Land Use Coalition and the REP coalition, cautioned that these improvements should be planned and directed by local residents and paired with anti-displacement measures.

Tenant protections were also advocated for in many forums as a means of ensuring dignified housing; however, there were concerns expressed from some online commenters about the use of rent control as a means of tenant protection because it does not target those most in need of affordable rent. Direct rental assistance to tenants was more broadly supported. Both the HPG and the Equity Council suggested that more actions should be developed to support tenant protections as a means of stabilizing communities, which will increase quality of life and access to dignified housing over time.

#### **4. Promote the equitable distribution of housing across all parts of the city through increased public funding, rezoning, education, incentives and streamlining measures while ensuring that projects do not displace existing residents.**

Soliciting feedback about the geographic distribution of housing elicited a range of responses and concerns, but there was consensus and much enthusiasm for the goal of ensuring that all neighborhoods in the city should contribute. Specifically, this meant that production on the west and north sides of the city should be increased. A wide range of organizations, including YIMBY Action, SDA, Golden Gate Valley Neighborhood Association, SPUR, Duboce Triangle Neighborhood Association, Castro LGBTQ Cultural District, and Larkin Street Youth Services, expressed support for policies that increased density. They identified low-density neighborhoods with high proportions of single-family homes, such as the Sunset and Richmond, as appropriate candidates for rezoning and future development. While the REP coalition did not oppose equitable distribution of housing across the city, they did not support many of the methods proposed in the draft policies to achieve this and only expressed support the production of 100% affordable housing with permanent restrictions.

Some east and south side residents from the Black and Latino/e/x communities expressed reservations about what type of housing would be made available to them on the west side of the city and a concern that they would be “othered” by existing residents there. Some participants from MegaBlack spoke directly about a concern that policies would result in “ghettoizing” Black Americans in new affordable housing developments on the west side of the city. Large, high-density developments intended to maximize available space were considered undesirable by many Black residents for this reason. Other residents from the Chinese-language focus groups noted that Chinese-language outreach and services are concentrated in Chinatown, which makes it difficult for Chinese living outside of Chinatown to access them. First generation immigrants in the Latino/e/x community were more likely to express reservations about leaving the Mission neighborhood but felt that their children and grandchildren may benefit from and desire to live in the more highly resourced parts of the city.

Housing experts tended to focus more on how to achieve increased and more distributed housing, suggesting capacity-building for non-profit developers, targeting homeownership programs, and promoting family-sized units. They also recommended up-zoning ambitiously while increasing community education and engagement for new developments. Chinese participants in focus groups, particularly those already living on the west side of the city, shared an enthusiasm for more dense housing developments in high-resource neighborhoods. While still expressing support for new housing opportunities, advocates affiliated with the Homeless Emergency Services Provider Association (HESPA) and MegaBlack expressed concern about the re-entrenching of inequities that could result from housing investments and development made in already high-income, well-resourced neighborhoods. And, while the majority of community organizations supported housing production and density in some form, a few residents from less densely populated neighborhoods expressed concerns about rapid change in the community, a desire to continue to preserve neighborhoods' distinctive architectural style, and the maintenance of existing light and air access requirements. Although some homeowners in the Richmond focus groups expressed concern that new housing could cast a shadow on to other properties, most participants agreed that there are

ways to mitigate such impacts through careful planning and early engagement of both the communities the housing is for and their future neighbors. Some Sunset focus group participants were concerned about blocking views on main corridors but supported more height on hills and along transit lines. Focus group participants from the western neighborhoods generally expressed concern that new affordable housing will be stopped by neighbors (“not in my back yard”).

Several groups, including YIMBY, the Latino Task Force, and residents from the LGBTQ+ and the Richmond focus groups advocated for the streamlining of approval processes for middle-income housing. On the other hand, residents from the Sunset focus group and the Miraloma Park Improvement Club expressed concern that streamlining disempowers low-income communities and communities of color, while empowering for-profit developers. The Sunset residents suggested that streamlining should only be available for smaller projects. Other participants expressed similar limited support for streamlining, such as the SF Land Use Coalition who opposed streamlining for any market-rate developments, but instead recommended prioritization of new housing with deep affordability. Also, the American Indian focus group participants supported a streamlined process for affordable housing and units that support multigenerational households. Members of SPUR stated that streamlining would not serve as an incentive for the private market to produce affordable housing and recommended a property tax benefit instead. They also stated that streamlining should be the goal for all housing projects to boost overall production. Lastly, the REP coalition was strongly opposed to streamlining the development process and instead advocated for more opportunities for public review of proposals.

### **5. Increase wealth building opportunities through homeownership, financial education, and job training for American Indian, Black and lower income residents.**

A majority of participants spoke about San Francisco’s high cost of living. They identified better-paying jobs and wealth-building opportunities as ways to stabilize communities and stem

displacement at the root. This issue was most strongly expressed in conversations with and about Black residents and youth, and it was elevated in consultation with the Equity Council. Residents in the majority Black resident focus groups noted that it is crucial to improve the housing system because the system itself traps low-income residents in a cycle of poverty – without a housing plan it is difficult to get a good job, and without a job it is not possible to afford housing. Groups including immigrants, transitional-aged youth, and seniors need more support finding stable income opportunities and funding for housing. For these communities, maintaining a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal or informal aspect of many of the jobs they can access. Job opportunities must also be facilitated by improved public transit options.

Furthermore, participants agreed with the need to increase financial support programs that can help communities of color and low-income communities build intergenerational wealth through home ownership. Participants urged the City to improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. They want programs to prioritize Black, American Indian, and low-income communities that include targeted down-payment assistance loans and grants. Many participants specified that communities of color should have access to financial support programs that give them priority to own in their communities. To Black advocates affiliated with BMAGIC and MegaBlack and focus group participants from Bayview Hunters Point, facilitating and subsidizing homeownership was seen as a potential form of reparations, an opportunity to build intergenerational wealth, increase economic mobility, and a way to bring back displaced Black households. On the other hand, REP coalition advocates cautioned that treating homes as vehicles of wealth accumulation could exacerbate housing speculation and contribute to the ongoing housing affordability crisis. Of note, only one of the twenty-two REP coalition organizations targets service to the Black community and that organization does provide homeownership support.

## **6. Build the kind of housing that vulnerable communities want in their neighborhoods so that they have opportunities to stay connected to their history and culture.**

Many participants from the focus groups and community conversations, who were predominantly people of color and other marginalized groups, would like to see affordable housing built in their communities so that they have an opportunity to stay connected to their history and cultural anchors. This was echoed by American Indian, Black, Latino/e/x, Chinese, Japanese, LGBTQ+ and other groups. Black residents in the Bayview Hunters Point neighborhood expressed a desire for family housing (3 bedrooms or more) with yards and privacy, sometimes citing townhouse style developments as good examples. Black focus group members in the OMI wanted to see mixed-income housing and low-rise building types, while mixed-income housing was criticized by some Bayview Hunters Point residents and LGBTQ+ residents as not fostering inclusive communities indicating that more work needs to be done to ensure that residents of all income levels and identities feel welcome. LGBTQ+ residents want to see greater density and height in the Castro specifically to allow for the community density required to sustain their community ties and culture.

Participants agreed that more housing in San Francisco means more density. But what is considered an acceptable new housing building height varied from 3-6 stories or more for western neighborhoods to 10-12 stories in central neighborhoods. Youth and LGBTQ+ groups, some Chinese residents in the Richmond and Sunset, and some housing expert groups like SPUR advocated for housing at the taller and denser end of the spectrum throughout the city.

Across all methods of input, people agreed that housing types need to be responsive to the needs of different communities. Seniors and people with disabilities strongly advocated for accessible and supportive housing models that facilitate residents' independence and quality of life. Transitional aged youth spoke about the need for housing for students or people just starting in the work force who may need additional support services. Some groups, include the Ramaytush Ohlone tribal consultants

and Japanese focus groups and some seniors, spoke about the need for housing types that support communal style households, with shared amenities for cooking, socializing, recreation, childcare, and other needs. This type of housing was described as supporting more village style housing that allow for stronger social supports and intergenerational connections. The REP coalition rejected strategies that encourage new group housing such as described by the groups above until there is an inclusive, BIPOC and low-income community-led conversation about what group housing actually is and its impacts on communities.

## **7. Create accountability in policy making and empower residents to share decision-making for housing programs and project approvals.**

Across the board, but particularly among communities of color and other marginalized groups, participants wanted to see existing housing programs, including the affordable housing lottery, public housing, and Department of Homelessness and Supportive Housing-sponsored programs, reformed to provide accountability and transparency to address a widespread loss in trust. They told project staff that programs should offer results, follow deadlines, audits, adequate oversight, regular reporting, and should face consequences for negligence in case management. The Equity Council provided specific direction to develop a housing portal, track community impacts, and to prepare data to address the failures of public housing projects and policies of the past. With more knowledge of the functions and performance of housing programs and policies and means to hold agencies accountable, communities of color and other marginalized groups aim to hold greater power in the decisions that affect them.

Participants, including many from the Black community in the Bayview Hunters Point, pointed to the need for structural changes to allow for this sharing of power with city agencies. They named more representation of communities of color among city staff, in community advisory groups, and other forums to achieve this change. The impact of greater representation was also reflected in the fact that participants provided greater input when conversations were hosted and facilitated by members of their own community. By including these communities in

decision-making, the city is better able to understand and address how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis.

Members of the HPG and others expressed concern that the City may not be ready to make changes. The implementation of this Housing Element would fail without such change and HPG members asked for greater specificity in the 2022 Update on how accountability and community empowerment will be achieved.

Participants also connected the need for greater knowledge and inclusion to an increased need for community engagement. The type of engagement desired was largely described as community-led, culturally appropriate, long-term, and with clear expectations about the outcome of the engagement. Many residents, especially those in Bayview Hunters Point and those represented at MegaBlack, spoke about the lack of follow-up after City engagement efforts and perceived lack of action in response to the concerns shared. This has led to greater suspicion of the City's engagement efforts and has engendered engagement exhaustion. Black community members frequently described feelings of exhaustion and re-traumatization that has resulted from constant outreach from multiple city agencies, heightened because they feel that their input has little or no impact on the City's actions.

### **8. Further study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents, and apply those findings to stop the displacement of these groups.**

A consistent question about the impact of market-rate housing on housing affordability generally and residential displacement specifically arose in conversations with residents, housing advocates and housing policy experts. Participants in the LGBTQ+, youth, and Filipino focus groups and in some of the broader community conversations with Latino Task Force, Blaze Youth Fellows, and Housing Rights Committee talked about the struggle of achieving affordability within an economic model that treats housing as a commodity rather than a right. Representatives

from the REP coalition, SDA, and the SF Land Use Coalition also disputed the belief that increasing any and all housing production would lead to an increase in housing affordability. The REP coalition and other community members pointed to the underproduction of housing units affordable to low-income households compared the overproduction of luxury housing units according to past RHNA targets. They argued that market-rate housing production contributes to displacement of existing, low-income residents and exacerbates the housing affordability crisis. Some online respondents would like to see the Housing Element and its policies more explicitly name these root causes of the housing challenges we face today.

Other participants felt that market rate housing needs to be built for higher income groups, but that affordable housing production must be prioritized. It was suggested in the focus groups and by the Latino Task Force to cap the number of market-rate units that are allowed to be built and take steps to remove profit-incentive from housing. Still others, such as YIMBY, advocated for increased market-rate housing production as one solution for achieving better affordability by increasing the volume of available units and as a means of bringing privately funded amenities to neighborhoods. Others, such as SPUR, spoke to the need to reduce housing cost production overall, while still utilizing market rate housing and inclusionary housing programs to incrementally add to affordable housing stock.

While there was not agreement among participants in the assumptions of how market-rate housing affects affordability, participants from many groups including communities of color, seniors, youth and various levels of housing expertise called for the need to study the equity impacts of market-rate housing production on American Indian, Black and other communities of color and vulnerable residents. There was interest in research at a citywide level to understand broader patterns of housing inequity and policy outcomes, but also at the project level to study impacts to the immediate neighborhood population. While many participants did not link market-rate housing production to the displacement of vulnerable residents, others believe that there is a strong correlation and that the impacts must be addressed in order to stop residential displacement.

## Policy Responses to Community Directives

The community directives served the revision of the 2022 Housing Element Update in two key ways: they helped to affirm existing components that are required to advance equity in housing, and they revealed gaps that required bolstering with new or modified policies and actions. Below, the larger shifts that occurred between Draft 1 and 2 in response to community input are described. Please note that all references to policies and actions are related to the second draft of the 2022 Update. For a more detailed mapping of how the 2022 Update draft changed and how the changes respond to the community directives listed above, please refer to the Revised Policy and Action Table in Appendix H.

### What was Affirmed

The goals articulated in Draft 1 of the 2022 Update were widely supported by groups across the board, from residents to commissioners. Therefore, these remain essentially unchanged in Draft 2. Policies and actions that already correlated strongly with the community directives were retained, including but not limited to:

- Expanding resources for people experiencing homelessness and the people most vulnerable to housing insecurity.
- Better utilizing the City's acquisition and rehabilitation program.
- Preserving the affordability of existing units of all types, including unauthorized units.
- Improving access to Below Market Rate units.
- Investigating and eliminating discrimination in housing.
- Cultivating spaces of cultural importance for communities impacted by displacement.
- Amplifying and prioritizing voices of people of color.

- Enabling low and moderate-income households to live and prosper in well-resourced neighborhoods.

### What was Changed

Certain ideas presented as policies in Draft 1 of the 2022 Update were affirmed by strong public support but required strengthening to better convey their importance. These ideas were elevated as a new layer of objectives in Draft 2 so that they function as a guide for multiple policies and actions and provide more clarity about how the city can reach its housing goals.

Many of the substantial changes at the policy and action level of the 2022 Update are intended to bolster or refine the ideas expressed in these objectives. Approximately half of the policies and actions were either added or significantly modified to fill these gaps. Policy or action ideas were only removed entirely in a few instances as further analysis proved that they were not directly supporting the goals and objectives of the housing plan.

The following analysis broadly outlines how the second draft of the 2022 Update responds to community directives described in the previous section.

### 1. RESTRUCTURE HOW RESOURCES ARE PRIORITIZED

The restructuring and reframing of housing prioritization are largely addressed by new and modified policies and actions supporting the following goals:

**Goal 1. Recognize the right to housing as a foundation for health, and social and economic stability.**

**Goal 2. Repair the harms of historic racial, ethnic, and social discrimination for American Indian, Black, and other people of color.**

As previously noted, two through lines intersect with many of the community directives described above: the need for racial and social justice through reparative actions and the need for community



empowerment. In response, Draft 2 contains more explicit reparative framing of policies and actions that are intended to redress past discriminatory government actions, such as homeownership programs (Policy 11). It also includes policies to identify populations underserved in the Below Market Rate program and strategies to better serve underserved populations (Policy 5) including those who have been waiting on the lottery for more than five years (Policy 5, Action d). Furthermore, more actions were created to bolster the existing policies that support the prioritization of the most vulnerable groups in housing programs (Policy 8, Actions b, e, f, j-m; Policy 2, Actions b, d, g, h).

## **2. INCREASE ACCESS TO HOUSING RESOURCES**

Assistance navigating housing resources was called for by many groups. Draft 2 addresses these concerns by increasing and refining policies related to housing program outreach, education, counseling, and case management (Policy 1, Action I; Policy 7; Policy 8, Action I). In order to better understand barriers to housing and discrimination in the system, the revised draft also calls for a study to identify common cases of discrimination and implement solutions to strengthen enforcement of fair housing law (Policy 6, Action b). The revisions also added supporting actions to the existing policy to “improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved” (Policy 5).

## **3. ENSURE DIGNIFIED HOUSING**

The need for safe and dignified housing is more explicitly addressed in new policies supporting health and environmental justice (Policy 34). Also, in recognition of the connection between dignity and choice highlighted in the community input, Draft 2 expands policies related to building more affordable housing in places that vulnerable communities need them. This includes a policy to pursue investments in permanently affordable housing that are specific to neighborhoods that serve as entry points to recently arrived residents from certain groups, such as LGBTQ+ refugees or immigrants, or specific to populations such as transitional aged youth or

transgender people (Policy 2).

## **4. PROMOTE EQUITABLE DISTRIBUTION OF HOUSING**

Several new policies are intended to better support the equitable distribution of housing for which the community expressed support. Multiple new actions were introduced to further facilitate the construction of small and midrise multi-family buildings that can serve middle-income households as this was a building type broadly supported by the public for new development, especially as a means to increase density on the west and north sides of the city (Policy 26). Actions range from new construction loan programs to technical assistance to streamlining measures. While staff recognized the not all groups were supportive of streamlining, the policies endeavor to meet community concerns about disempowering local residents in decision-making by tying the incentive to community benefits and criteria that will be created with local communities as well as requirements for anti-displacement investments.

## **5. INCREASE WEALTH BUILDING OPPORTUNITIES**

Not only is wealth building now elevated to an objective within the 2022 Update, but the supporting policies also call for improved access to well-paid jobs and business ownership for American Indian, Black, and other communities of color based. The development of new policies on job and entrepreneurship opportunities were based on the input we heard about the importance of wealth building for housing stability, especially across generations (Policy 16). This is supported by new actions, including “Prioritize capacity-building, job training, start-up, and business development resources for Black-owned developers and construction companies towards building housing” (Policy 16, Action e).

## **6. BUILD THE KIND OF HOUSING THAT VULNERABLE COMMUNITIES WANT IN THEIR NEIGHBORHOODS**

Generally, the draft increases requirements for community involvement in the review of zoning and development proposals. It also calls for zoning

changes within Priority Equity Geographies to serve the specific needs of American Indian, Black, and other communities of color (Policy 18). In response to a call for new building types that facilitate intergenerational and social support systems, policies that support co-housing were updated and expanded to support ways for households to share space, resources, and responsibilities and to reinforce supportive relationships within and across communities and generations (Policy 29).

## **7. CREATE ACCOUNTABILITY AND SHARE DECISION-MAKING**

The revised draft responds to the calls for more transparency and accountability with a new policy initiating a truth-telling process about the impacts of discriminatory government actions to the American Indian, Black and other communities of color that affect their housing access (Policy 10). The draft also includes several new actions aimed at increasing accountability tools that measure progress towards more equitable housing access (Policy 14), such as regularly reporting on housing program metrics to the community, creating a housing policy implementation committee, creating a city budget equity analysis tool for housing investments, improving data collection, and creating a racial and social equity impact framework for regulatory review (Policy 21). Furthermore, to increase community empowerment and better respond to the needs of communities of color, policies and actions were changed to elevate the role of community input in policy, zoning and development review (Policy 13, Action d; Policy 18; Policy 36, Action d).

## **8. STUDY THE EQUITY IMPACTS OF MARKET-RATE HOUSING**

Lastly, the revised draft takes a clearer position on the need to study and end displacement and calls for the City to “prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in areas vulnerable to displacement” (Policy 21). This is supported by new actions that aim to invest funding in anti-displacement tools to mitigate or eliminate impacts caused by zoning changes, development projects, or infrastructure improvements.

## **Learn More About the Policy Changes**

For more detailed mapping of how the 2022 Update draft changed and how the changes respond to the community directives listed above, please refer to the Revised Policy and Action Table in Appendix H. This table matches all of the revised policies and actions with those from Draft 1 and notes when policies and actions are new, significantly changed, or essentially unchanged. The table also notes when a policy or action directly correlates with a community directive as described above.

# 6. Lessons Learned and Next Steps

## Lessons Learned

This phase of engagement for the Housing Element 2022 Update is representative of the direction SF Planning would like to take in engaging residents in a more equitable way. There was significantly greater outreach to communities of color and vulnerable groups than in past efforts, and staff worked to create a fair compensation model for both community-based organization partners and participants. The work resulted in several lessons for improvement and recognition of the gaps in outreach. Beginning with the gaps in outreach, the following section lists groups that were identified as underrepresented in the outreach and topics that would benefit from further discussion.

### Groups underrepresented in Phase II outreach:

- Public housing residents
- American Indian residents
- Black residents
- Westside input on increased density and housing development
- Unhoused population
- Formerly incarcerated residents
- Small landlords/small developers
- Arabic community
- Community-serving organization employees and essential, low-wage workers
- Organized Labor

### Themes for further discussion:

- Housing as a vehicle for reparations to communities harmed by discriminatory government action
- Streamlined process in balance with community empowerment
- Alternative community ownership

The following list briefly summarizes some of the lessons learned from Phase II outreach, which staff will take forward into future engagement.

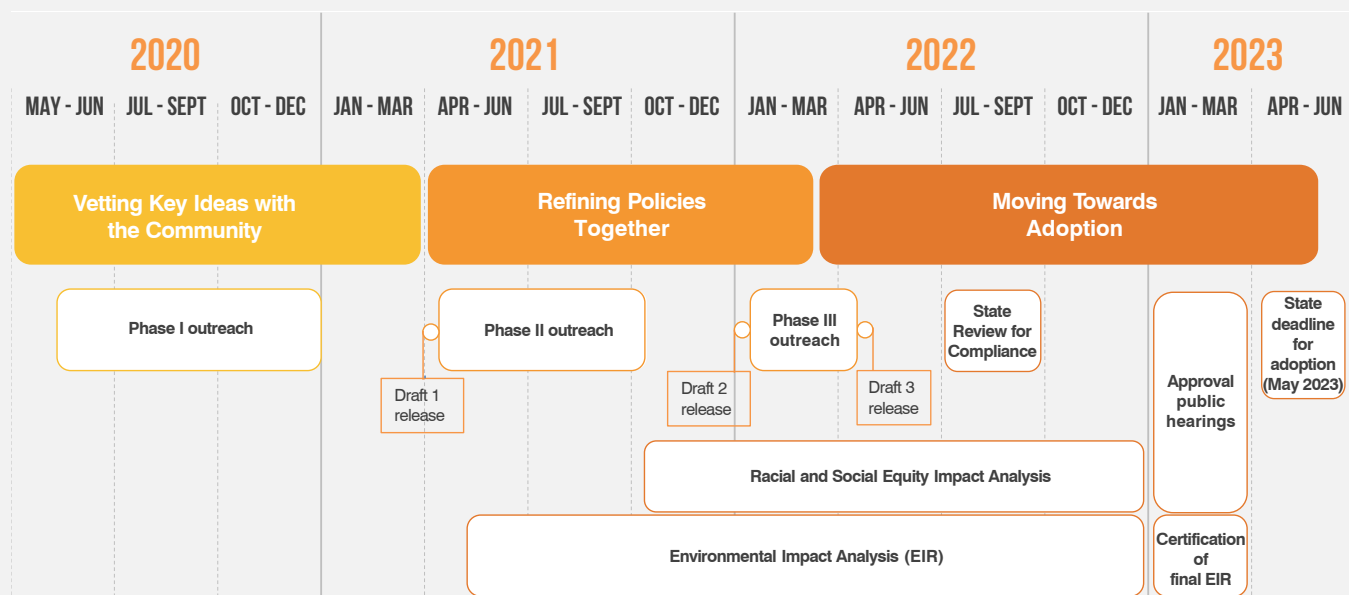
- Asking participants to discuss their housing experience can be re-traumatizing for those that have suffered or are currently suffering from discriminatory actions, housing insecurity, and unsafe housing.
- City staff must track past city outreach efforts and commitments to the community to inform current efforts and to ensure that previous community input is respected. This understanding will help the community and City staff build momentum and continuity in policy conversations.
- SF Planning's over-reliance on highly technical language in outreach documents needs to be vetted and "interpreted" early and often throughout the process by community partners.
- The digital participation platform requires more promotion and user training to reach a broader audience. The input structure should be refined to allow for more nuanced input.

## Future Outreach and Engagement

SF Planning staff will present the revised Housing Element 2022 Update in late January at Planning Commission and Historic Preservation Commission hearings. The draft will be published to the website and comments will be collected through March 2022. At the same time, staff will reengage several community partners from the summer to address the gaps in outreach cited above and further refine policies and actions in a third phase of outreach. The engagement will primarily consist of small focus groups

and interviews and will conclude in late February to prepare a third and final draft of the 2022 Update for publication in late March. As the project moves towards adoption after March 2022, outreach will shift towards information sharing about the proposed Housing Element Update, the environmental review process, and the further analysis with community leaders of the equity outcomes of this body of work. The project will conclude with the adoption of the Housing Element update in January 2023.

**Figure 16. Project Timeline**



# APPENDICES

Appendix A. Focus Group Theme Summaries	62
Appendix B. Focus Group Menu of Questions	97
Appendix C. Focus Group Community Partner Selection Criteria	105
Appendix D. Housing Policy Group Summary	107
Appendix E. Community Conversation List of Participants	141
Appendix F. Community Conversations Coding Categories	142
Appendix G. Written Comments and Responses	143
Appendix H. Revised Policy and Action Table	222



## APPENDIX A.

### Focus Group Theme Summaries

#### 01. Right to Housing

##### CONVERGING IDEAS

Right to housing means that everyone, regardless of income, race, background, or special circumstances, should have equal access to affordable housing. Housing should be a place that provides privacy, freedom to come in and out, safety, access to affordable services (groceries and public transportation), good quality spaces, and a healthy environment where people can thrive. Housing should offer families and individuals opportunities to be in community and access services that can support them in building better lives. Such services include: career and job training, rehabilitation and mental health services, and access to trauma-informed counsellors and social/case workers.

Non-discrimination policies should be in place for people to access housing, live with dignity and in peace, or harmony. Housing should be near, or be accessible to, work opportunities as the right to housing is interrelated with the ability to afford housing through the right to work.

The right to housing should be considered a human right, or as important as having access to other basic human needs like water or air. Therefore, the City has a role in regulating the accumulation of profits/benefits from housing. For example, rent control should be attached to people, not property, and there should be limits to the number of properties owned by the same proprietor.

The right to housing should include the right to choose, as people have different needs and goals. Integrating these two rights would humanize the housing system. The right to choose should include the right to decline housing.

The right to housing should prioritize communities who have been discriminated against, displaced, or forced to live on the streets by City policies. These communities should receive reparations and be given

back the spaces lost. Priority should be given to Black/African American, American Indian, Japanese, and Filipino communities. Other priority communities for housing include: low-income communities, communities of color and other vulnerable groups including children, seniors, and people with disabilities.

##### DIVERGING IDEAS

While some participants considered that the right to housing should include shelters, transitional places, safe parking locations, and to tents on streets (OMI black community and transitional youth), other participants argued that while these are needed emergency solutions, they should not qualify as housing in San Francisco (transitional youth).

#### PROMINENT IDEAS BY TARGET COMMUNITY

##### LGBTQ+ Youth/ Mental health providers (FG 1)

Right to housing needs to include: right to safe housing (avoid places of further victimization), stability, and spaces where you feel safe, secure, and most of all supported.

##### Seniors (FG 2)

Housing means that no matter how small their income is, people deserve to be housed in a decent place.

##### People with disabilities (FG 3)

Everyone has a right to housing regardless of income or ethnicity. Anyone who has been discriminated against, displaced, or forced to live on the streets should get reparations.

##### Filipino community (FG 4)

Housing is about equity; a right should not result in profits for the few.

##### American Indian community (FG 5)

Housing for the American Indian Community means strengthening the community, access for safe

spaces, and processes that can be more simplified, welcoming and efficient.

### **LGBTQ+ community (FG 6)**

Housing rights mean acknowledging harm to marginalized groups. Housing rights means reparative acts. Moreover, it means community safety and being able to stay in a community.

### **Transitional youth (FG 7)**

The right to housing means affordable housing rather than temporary solutions. It means affordable living, been able to own a home, but also to live and pay for other expenses.

### **Black community, OMI (FG 11)**

Housing means good housing and [access to] other services to have quality of life and health.

### **Cantonese-speaking community in the Sunset (FG 14)**

Right to housing means affordable housing within a safe environment.

### **Moderate to very low-income community in the Sunset neighborhood (FG 15)**

While the Housing Element recognizes the right to housing, it is crucial for all city services to recognize it as such.

### **Cantonese-speaking community in the Tenderloin (FG 16)**

New housing policy should support eliminating racism from existing and new programs, and result in equitable access to housing.

### **Spanish-speaking, Latino/x, seniors, families & youth, Mission (FG 17 & 18)**

For the Latino community, the right to housing means to be able to apply to housing programs without 'stigma' or judgment. Some members of the community may feel uncomfortable or vulnerable when asking for support from the government. For the community access to work to afford housing is critical.

The right to housing means living with dignity and in and peaceful [non-stressful and safe] spaces and circumstances.

## **02. Priority actions to help unhoused or at-risk families and individuals**

Building permanently supportive housing.

Building homeless shelters and navigation centers throughout the city, including off-street Safe Parking sites for vehicle dwellers seeking conventional housing.

Identify and prioritize vulnerable groups for placement in temporary shelters and permanent supportive housing.

Expand on-site and mobile case management and services for the most vulnerable.

### **CONVERGING IDEAS**

Mental health providers working with LGBTQ+ youth stressed the need to increase the number of case managers and navigation services [on-site and mobile], and integrate supportive and mental health services for the most vulnerable. For example, staff from ECS (ONE System) should provide on-site support at navigation centers.

Participants expressed the importance of assigning case managers that can consistently provide guidance to unhoused or at-risk families and individuals and support them with application requirements. Overall, there is a sense that the systems in place need to be "humanizing", and that service providers need to be trauma-informed in order to build trust and restore dignity. Finding temporary accommodation is the first step to addressing the many challenges that unhoused or at-risk individuals and families face, but long-term support is needed to help unhoused or at-risk families and individuals move forward in the "housing ladder" as their goals and needs change.

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants. Permanent housing is needed for vulnerable groups, the idea that people do not need to be "fixed" before being provided housing resonated, as participants consider that being unhoused contributes to drug addiction and mental health issues.

Improvements to existing programs are needed to make living in San Francisco affordable and prevent more families and individuals from becoming unhoused. Younger participants stressed the importance to create stable, well-paid jobs, accessible to young people to prevent the displacement of at-risk youth.

## DIVERGING IDEAS

Participants from focus groups, including transitional youth, seniors, and people with disabilities, considered that navigation centers and shelters should not be considered housing as they offer a temporary solution that does not meet the community's understanding of what right to housing should encompass.

## OTHER IDEAS

Beyond assigning priority in affordable housing lottery, priority actions should focus on removing stigma and barriers to access existing resources, and exploring alternatives to existing forms of means testing [AMI] that prevent at-risk families and individuals from accessing existing resources. Existing systems stigmatize and re-victimize the families and individuals they are trying to help.

New programs are needed to make better use of existing resources, for example using vacant properties to house people.

Participants in several groups mentioned that increasing representation from different communities within the city agencies providing services and assigning resources will result in more equitable outcomes for the wider community.

Financial resources are needed to support the work of local community-based organizations working with unhoused or at-risk families and individuals.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- Priority actions should include increasing the number of case managers and navigation services in the city to provide support on-site. Case-managers need to be well educated, trained, well paid, and supported (overwork and burn-out of staff was mentioned). Good supervision is needed too, and diversity.
- More mobile case management is needed. With mobile case management service providers go out, engage those clients, and escort them to service (medical, mental health, and substance use care).
- Safe Parking sites are needed as crime can also create more difficulties for the unhoused individuals.

### Seniors (FG 2)

- Navigation centers and tents are not the solution for unhoused population. People do not need to be fixed before they get housing. It is being unhoused and contributes to drug addiction and mental health issues.

### People with disabilities (FG 3)

- It is crucial to improve the lottery system. There should be another way to qualifying people instead of AMI.
- Navigation centers and shelters are not housing and should be removed as these options do not offer case management and resemble concentration centers.
- Address mental health.
- Planning Department lacks enough Black planners and other planners of color: inclusion and equity start at the top.
- Improve other aspects of the community like roads, safety, cleanliness.
- Improve SROs to improve quality of life of residents.
- Expand access to housing for low-income and disabled people.
- Rental assistance and building permanent affordable housing on city-owned land is a good idea.

### LGBTQ+ community (FG 6)

- Meth users – especially young gay men – need to be considered a vulnerable group and at-risk population.
- People need permanent housing, not shelters. These are often sites of violence and could re-victimize vulnerable groups.

### Transitional youth (FG 7)

- Use vacant housing to house people, especially Black and [American] Indian communities. An

alternative is to develop a program where vacant units can be managed by an organisation after a period of time [being vacant], and rent out [at affordable prices].

- The most effective way to help unhoused individuals and families is by providing financial resources, in other words, unhoused population needs money.

#### **Transitional youth (FG 8)**

- The City should buy old houses to build high-rises for apartments, especially in more gentrified areas where old Victorian houses can be transformed into multiple units for multiple families of mixed income, not only rich individuals.
- Young participants expressed that well paid jobs are essential to be able to be able to afford living in San Francisco.

#### **Black community, Bayview (FG 9)**

- More financial resources are needed such as grants to support the work of local community-based organisations like Providence Foundation.

#### **Black community, Fillmore/ WA (FG 10)**

- Incentivizing a proactive participation of landlords to provide support systems (resources) for tenants that have problems paying their rent.
- Counselling and therapy could be useful for unhoused/ at-risk people to get some guidance and move forward.
- The time between starting and finishing the process to access housing is too long and allocation of resources could be biased. Adequate representation within the institutions and particularly the people running the systems for housing applications is needed for equitable results.
- More information (outreach from city agencies) is needed to share the resources and normalize using this aid within the community.

#### **Spanish-speaking, Latino/x, seniors, families & youth, Mission (FG 17 & 18)**

- Immigrant communities and communities with unresolved immigration status need extra support/ flexibility to apply to housing as there are currently too many barriers to access resources. Families and individuals in this situation are often not able to provide the documents needed to apply for/ access housing, for example, credit

history, social security number, ID, or pay stubs (paid in cash).

### **03. Priority actions to prevent displacement**

#### **Increasing financial supports**

- Rental assistance (housing vouchers).
- Targeted down-payment assistance loans.

#### **Increasing deeply affordable housing opportunities**

- Assigning priority in affordable housing lottery.
- Building new permanently affordable housing on City-owned land.
- Preserving affordable housing (i.e., purchase and rehabilitation of SRO buildings).
- Prioritizing approval of development projects serving extremely low and very low-income families and individuals.
- Pursuing alternative types of ownership (i.e., community ownership, co-housing, limited equity, stewardship, and land trust models).

#### **Strengthening neighborhood amenities and public infrastructure**

- Increasing funding for community-based organizations providing tenant protection and anti-displacement support.
- Prioritizing investments to improve public transit, environmental quality, open space access and quality, and community amenities.

### **CONVERGING IDEAS**

The Planning Department should review plans from developers to determine if new development will displace communities. The Planning Department's [actions and policies] should prioritize tenants and low-income people, not developers.

#### **Financial supports**

Participants agreed with the need to increase financial supports that can help communities of color and low-income communities build intergenerational wealth through ownership. Programs could include targeted down-payment assistance loans, as well rental assistance (housing vouchers). Communities of color should have access to financial

support programs that give them priority to own and rent in their communities. Financial supports should prioritize Black, American Indian, and low-income communities.

Participants agreed with the need to “expand and sustain increase in senior operating subsidies” and “increase rental assistance housing (housing vouchers)”. However, Latino communities in the Mission and Excelsior, stressed that priority actions must focus on eliminating discriminatory practices related to this program that re-victimize and limit access of low-income communities and communities of color.

### **Increasing deeply affordable housing opportunities**

Building more permanent affordable housing, in general, as well as on city-owned land, resonated with participants. Participants agreed that more government-built public housing is needed to serve seniors, low-income communities, and people with disabilities.

Participants agreed with the need to “assign priority in affordable housing lottery”, “preserve affordable housing and improve the condition of existing SRO’s”, and “prioritize approval of development projects serving extremely low-income and very low-income households”.

Participants agreed more guidance and in language resources are needed to navigate the affordable housing lottery, and that the system needs to be more transparent. Priority should be given to unhoused families and individuals, Black, American Indian, extremely low- and low-income families and individuals, as well as those families and individuals that have been in the waitlist the longest or those with overlapping vulnerabilities.

Participants agreed it is essential to develop basic knowledge about alternative community ownership options, these models could help increase ownership within vulnerable communities and keep vulnerable families and individuals housed. Japanese American, Filipino, Black, and American-Indian and transitional age youth participants expressed interest in exploring other forms of community ownership

such as Community Land Trusts. There is a desire to learn more about these models, and the City should explore, help scale, and support alternative community ownership.

### **Strengthening neighborhood amenities and public infrastructure**

Increasing funding for community-based organizations but also providing the tenant protection and anti-displacement from the city as well.

## **OTHER IDEAS**

### **Financial supports**

- Offer loans to help pay-off mortgages for at-risk families and individuals.
- Assistance loans for rental deposit and advance rent.

### **Building more permanently affordable housing**

- A lack of affordable housing for larger families has contributed to displacement of the Latino community in San Francisco. New permanently affordable housing should include options for families with children.

### **Rental assistance**

Beyond assigning priority in affordable housing lottery, priority actions should focus on removing barriers to access existing resources and exploring alternatives to existing forms of means testing [AMI] that prevent at-risk families and individuals from accessing existing resources.

Participants highlighted special consideration in the affordable housing lottery is needed for groups that are likely to present overlapping vulnerabilities including sex workers, foster children and transitional age youth, seniors and people with disabilities, single parents with children in emergency situations (victims of domestic violence, crime, harassment by landlords, mental health crisis, drug users) and families and individuals with unresolved immigration status.

### **Rent and other controls**

San Francisco’s rent control program needs to be updated to ensure profits/benefits from this program are equitably distributed. Participants mentioned the following ideas that the City should explore:



- Attaching rent control to a household's income, not to property.
- Controlling/ regulating of big ownership to prevent displacement
- Capping the number of market-rate units that are allowed to be built and taking steps to remove profit-incentive from housing.
- Capping rent at 30% of a household's income

### **Strengthening neighborhoods and communities**

- Safety was mentioned by participants as very important to strengthen neighborhoods and prevent displacement.
- Strengthening cultural anchors and cultural communities was mentioned as a strategy to prevent further displacement. Cultural hubs should become “resource hubs” and include social services that are responsive to the particular needs of the community and provided by members of the community.
- Young participants would like to see youth focused community center(s) where they could learn to navigate housing issues, and find other resources that would prevent their displacement.
- For many participants affordability, job access, income and training and opportunities are closely related to housing (being able to access, afford and stay in housing) and should be addressed in parallel to prevent further displacement.

### **DIVERGING IDEAS**

None

### **PROMINENT IDEAS BY TARGET COMMUNITY**

#### **Seniors (FG 2)**

- The current job market had promoted displacement of seniors as government has focused on tech companies bringing lots of rich people pushing everyone else out of the city.
- Planning should analyze plans from developers to determine if it will displace more people. Planning should be oriented towards tenants and low-income people, not developers. Resources of planning should not come from developers so there is no pressure to approve their plans.

#### **People with disabilities (FG 3)**

- Black Americans should be prioritized for housing, which would be really helpful in addressing displacement.

#### **Filipino community (FG 4)**

- Assigning priority in the housing lottery, transparency of process. Consider other factors like how long you have been on the waitlist, sex workers, foster children that are not supported by the system [transitional age youth]. Housing lottery should consider community character and culture to avoid further gentrification.
- Develop programs to help people pay off a mortgage or any program that can help them own a house rather than paying rent just to get evicted at the end.
- We need more social workers, cultural workers, cultural events, diversity good food, cultural blending.

#### **American Indian community (FG 5)**

- Ownership is important – to be able to inherit to the family
- Investing in cultural centers in the neighborhoods you want to live in so that people can use them as resource hubs. The community needs dedicated social services and people to work with the community.

#### **Transitional youth (FG 7)**

- Capping the number of market-rate units that are allowed to be built. We need to completely remove the profit-incentive from housing.
- Displacement is also caused by predatory practices from realtors that targeting families and take advantage of people by buying their homes. Some communities are not well informed about these practices and end up being displaced from San Francisco.
- Some landlords discriminate individuals and families using rental vouchers, this needs to be addressed.
- Rent assistance for deposit could help unhoused people access accommodation.
- Affordable housing should be redefined made accessible because currently unhoused people cannot afford ‘affordable housing’.
- Make it easier for Community Land Trusts (CLTs) and co-ops to operate.

#### **Transitional youth (FG 8)**

- Young people with a criminal record are many times displaced from the places they used to live. Second chances are important to keep people out of the streets, so there should be plans to

reincorporate these people to the community by giving them access to housing.

- Create a department for youth that look into issues that keep young people from having fair chance at employment, wealth-building, and housing.

#### **Black community, Bayview (FG 9)**

- Participants agree that rent/housing expenses should be capped at 30% of the household income, so households can afford other essential needs like food.
- People should be able to own a house, paying rent is not affordable and does not contribute to intergenerational wealth creation.
- It is crucial to improve the housing system because the system itself traps you in a cycle – without a housing plan it is difficult to get a good job, and without a job it's not possible to afford housing.
- Displacement can be avoided by given priority and support to black community to own and rent in their neighborhoods, rather than leaving all to the market as it seems other wealthier communities are pushing the black community out by placing their people in traditional black neighborhoods.
- Lack of opportunities like low-income jobs or no jobs have trapped some Black people on drugs.

#### **Black community, Fillmore/ WA (FG 10)**

- The community is interested in land trust model which they consider may contribute to stop displacement.
- Financial education
- Secure parking – there is some affordable housing but lots of insecurity can still displace people.

#### **Cantonese-speaking community in the Bayview (FG 12)**

- Building more affordable housing would help prevent displacement and homelessness and give people more opportunity for housing. Having community-based organizations addressing displacement and homelessness
- There should be support programs for program applicants to improve their job training and income generally so that they aren't always reaching out to the government for help.

#### **Cantonese-speaking community in the Sunset (FG 13)**

- More government-built (public) housing is probably the most important, especially to serve seniors, low-income people, and people with disabilities.
- Improved public amenities and infrastructure to ensure Richmond is barrier-free/accessible to all neighborhoods

#### **Cantonese-speaking community in the Tenderloin (FG 16)**

- Prioritize people who have lived for decades in the community rather than people who are new.
- Rent control and legislation- Landlords shouldn't be allowed to buy out tenants. There needs to be a limit on the price they can rent or sell a unit for after they evict a tenant

#### **Spanish-speaking, Latino/x, seniors, families & youth, Mission & Excelsior (FG 17 & 18, 19)**

- The Latino community considers that displacement can be prevented by removing barriers and increasing funding to existing programs to access housing. Many community members hold seasonal jobs that pay in cash, making it difficult to save money for deposit and rent, demonstrate credit history, and collect the paperwork required to access existing housing programs (particularly important for individuals with unresolved immigration status).
- A lack of affordable housing for families (more rooms) has contributed to displacement of the Latino community in SF. Many families live in stressful overcrowded conditions that contribute to abuse from landlords, mental health issues, and domestic violence.
- For the Latino community access to jobs that pay enough to afford housing in San Francisco is critical. Housing costs (rent) should be relative to household income.
- Education and knowledge of tenant rights and existent housing programs is needed in the community.
- Rent assistance has helped during the pandemic but many community members shared stories of discrimination and abuse by landlords who take advantage of a lack of knowledge of tenant rights, language barriers, and unresolved immigration status that leave families and individuals

with no protections. These families are often victims of harassment and are forced to live in overcrowded, unsanitary conditions.

- The city should address safety in all neighborhoods to prevent displacement, but especially in neighborhoods where new housing is planned. Families with teens assigned housing in areas of the City where crime and drugs are an issue (the Tenderloin was provided as an example) prefer to leave San Francisco.

#### **Japanese American community, Japantown (FG 20)**

- Increasing funding for community-based organizations but also providing the tenant protection and anti-displacement from the city as well.
- Current programs need to be adjusted to new realities and personal circumstances and goals (more flexible). For example, the school district has a forgivable loan, but the rules do not allow to buy in some places as there is a maximum price and basically the only houses that can be purchased are in Bayview or Hunters Point, no matter where you teach. So, it would make sense to align the program to where you teach.
- It is crucial to develop basic knowledge about alternative ownership type in the community and the consequences that come with changing to market rate, because people can easily lose their homes.

#### **Moderate to very low-income community in the Richmond (FG21)**

- Participants agreed more guidance is needed to get into lottery. Also, that it is important to prioritize extremely low- and low-income individuals.

### **04. Right to return**

- Prioritizing and targeting select vulnerable groups for affordable homeownership opportunities programs.
- Dedicating land to American Indian Communities.
- Pursuing alternative types of ownership that put land in community hands (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).
- Strengthening cultural anchors and connections including investing in the Cultural District program.

### **CONVERGING IDEAS**

Right to return means welcoming displaced communities back to San Francisco providing safe spaces and adequate supporting services to build community and thrive. For most of the groups, right to return means acknowledging the history and discriminatory policies that led to displacement in the first place, recognizing that such policies and practices continue to displace and harm communities today, and actively work to dismantle such policies and practices.

Right to return means having the right to stay and the right to choose where to live in the city. Priority for right to return should be given to communities that have been forcibly displaced, including American Indian, Black American, Japanese American, and Filipino San Franciscan communities, native or with multi-generational connections to the city. The right to return should restore the services that the communities lost and need in order to thrive, such as social services, and cultural amenities.

Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families. The city should investigate further the status of these Certificates and follow up with families. For younger Japanese American participants not directly affected by displacement, right to return means opportunities to stay and live in their community, raise their families in their community, own business and property in their community, welcome new immigrants, and strengthen the cultural bonds and anchors.

For participants from the Filipino community right to return means the right to know your community's history and the contributions of your community, and to experience a sense of belonging in the city. The right to return should invest and restore other forms of community wealth such as culture.

Participants agreed it is essential to explore and implement alternative community ownership options, these models could help increase ownership of displaced communities. There is a desire to learn more about these models, and the City should provide more information, help scale, and support alternative models of community ownership.

## OTHER IDEAS

- Right to return policy should differentiate between Black and Black Americans.
- Right to return should consider formerly incarcerated members of the community who have been displaced multiple times and are not allowed to return to their communities.
- Right to return should consider communities displaced by economic policies that have made the city unaffordable. Participants mentioned displaced young families, Latino families, seniors, and individuals, and members of the LGBTQ+ community that rely on proximity to feel safe and have access to culturally competent services.

## DIVERGING IDEAS

None

## PROMINENT IDEAS BY TARGET COMMUNITY

### Seniors (FG 2)

- Bringing people back, does not mean to have them all live on 3rd Street, but to let them have a choice where to live, because they were displaced due to discrimination or racism. There should be a pipeline for people who worked here, lived here, had a family here.
- Young families wanted a home, but to afford one they had to leave San Francisco. They should be allowed to come back.

### Filipino community (FG 4)

- Right to know [your community's] history, language, to understand where your community came from and the contributions of those who came before you. People don't know that the real Manilatown was in Kearny Street. Colonization has [made this even more difficult for Filipinos], we don't know where we coming from sometimes given our history in our country. Knowing the history will make people feel that they belong to this city.

### American Indian community (FG 5)

- American Indians should be prioritized. It is the native community who can choose to take that route or not.
- Right to return means bringing Native Americans back and having the social services that they

used to have before. [The community wants] senior housing, housing for families, for disabled, not just in our Cultural District but everywhere that the community wants to live in this city. Having the chance to choose where and that it is affordable is it important to return to the city.

### LGBTQ+ community (FG 6)

- Many members of the LGBTQ community could not afford to stay in SF. Therefore, right to return also means a right to stay.
- Moreover, there are people that need to be in the Castro for safety reasons; these people need to stay.

### Black community, Bayview (FG 9)

- The right to return means for our community that even incarcerated people can be able to come back and find the support needed to stop the cycle. There should be no restrictions on people coming back and should be given automatically to us.
- However, it is important to highlight that black people have never left; we have always been here.
- Need for prioritization of Black people and Black native San Franciscans for return (born here, generational connections to here) that help you rise above the lottery. It's important to differentiate in the policy "Black Americans"

### Black community, Fillmore/ WA (FG 10)

- Right to return is as somebody opens the door again for the black community to come back to the city. It means to prioritize BIPOC communities for opportunities for housing, especially where there is a lack of resources like in the Western Addition.
- The right to return means for the community that they are 'welcome back' 'to the city and that the government will provide some protection and support.

### Japanese American community, Japantown (FG 20)

- Participants in the community considered that Certificate of Preferences is important in terms of the right to come back to this community.
- For people who came after the War and did not have property or land taken away, for these

community members having the right to return means, the return to having a safe space, to continue to grow the Japanese and Japanese American community and for new immigrants from Japan to come here.

- Right to return also means ownership of Japanese in Japan Town, if the ownership stays low the community will lose its neighborhood. Additionally, there is disproportionate senior housing, there is nothing for youth and family to strengthen the community and provide guardianship.
- Building community means people – and people needing those things around it, without people we are becoming only a tourist site.

## 05. Empowering communities

What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor and implement policies and actions related to housing?

- Targeted engagement and elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
- Investing in community-led planning efforts:
  - Cultural District strategic planning.
  - Working in partnership with CBOs serving and representing American Indian, Black, other People of Color, and other vulnerable groups.

### CONTINUED ENGAGEMENT

What would be the best way to approach community engagement for new housing in your community?  
What has or hasn't worked in the past?

[Continued engagement was addressed in most Focus Groups, and feedback included ideas related to empowering communities]

### CONVERGING IDEAS

#### Community engagement formats, incentives, and tools

For focus group participants, it is essential that the city increases efforts to make information more easily

available and accessible. Materials should be readily available in different languages, through varied media, and in a timely manner to enable communities to influence decisions.

Participants considered in-person events such as community and townhall meetings a preferred source of information, but venues and times need to be convenient for community members to participate. It was noted, however, that the pandemic has exposed more community members to digital tools and online meeting platforms, enabling broader participation from community members that have restricted time and flexibility due to work and family commitments.

To increase participation both online and digital engagement processes should consider participant incentives such as gift cards and/or other supports such as childcare, as well as timelines that allow for more targeted participant recruitment efforts. Traditional tools such as telephone calls, door-to-door, and one-on-one communication is needed to reach vulnerable groups such as seniors, people with disabilities, and families and individuals that are unhoused or in an unstable housing situation. Barriers need to be lifted to increase participation from vulnerable groups, and transportation to in-person events, internet access, and in-language tools must be provided. Many participants including seniors, prefer reviewing hard copies of written materials. Cantonese and Spanish-speaking communities require in-language materials and facilitation, and noted that radio and local newspapers are important sources of information in their communities. Most importantly, participants expressed the need for concise, clear information with minimal use of technical jargon.

In general, participants were cautious about the role of social media for community engagement processes. In their experience, social media does not facilitate constructive dialogue or support community cohesion. Nevertheless, younger participants expressed the need to invest in better online participation and informational tools.

There was wide-spread support for place-based resource hubs where community members can access information, social services, and resources (including housing-related resources and support)



delivered in their language and by members from their community. Young participants were particularly interested in a model that is youth-focused and can provide resources and training in essential topics not taught at school such as wealth creation, taxes, and housing.

Many participants emphasized the role of community engagement events in re-introducing the experience of a “sense of community that breeds joy and happiness, which our communities have been stripped of”.

### **Community-led planning efforts**

Some participants (Black community, Bayview) expressed support for community committees or councils to advise on housing related issues. Participants expressed that government should support and fund the development of leadership from within communities to build trust between public agencies and the communities they serve.

Participants were very supportive of partnerships that involve trusted community-based organizations to disseminate information, reach the most vulnerable community groups, and connect families and individuals in need with housing organizations and resources. Participants mentioned opportunities to partner with service providers (clinics, medical and psychiatric care), schools, senior centers, and local non-profits.

### **Capacity building, representation, and leadership**

Effective community engagement must be supported by capacity building (training and education on housing-related issues), to enable community members to be fully informed and guide processes. Capacity building should take place on a regular basis, not only when outreach is required for a plan update. Participants mentioned the following areas where capacity building is needed: tenant and housing rights and responsibilities, real estate and homeownership, financial literacy and wealth creation, equity and cultural competency, income creation and job opportunities, policy and legislation, public speaking, leadership, existing housing programs, and other city resources.

Representation of diverse communities is needed in all outreach efforts, within the Planning Department

and other public agencies that allocate resources, write policy, and make decisions related to housing. Diverse representation will help the Planning Department develop deeper connections and build trust with communities.

Participants mentioned the importance of city agency leaders and Supervisors attending community engagement events (FG 9 and 22). Participants acknowledge that the process of developing diverse leadership and representation within city agencies will take time and investment, but when decision makers attend community meetings they build their own capacity to advocate for, commit to, and make better (more equitable) decisions on behalf of the communities they serve.

### **Empowering communities/ powerlessness**

In general, participants did not address empowerment, but rather the sense of powerlessness that they have experienced when attempting to access city programs and resources (such as the affordable housing lottery). Existing housing programs and systems contribute to this sense of powerlessness by de-humanizing already vulnerable community members, and by operating without transparency, and accountability. These systems are re-victimizing vulnerable groups, perpetuating inequities and harms from discrimination, and alienating communities.

### **Continued engagement specific to housing projects**

Participants expressed that one focus group was not sufficient to address critical issues such as housing. They recommend continued engagement for housing projects is needed. Engagement should start early and involve small businesses, communities that will receive new housing, existing residents, and extremely-low income communities.

Participants expect more accountability and transparency of community engagement processes led by city agencies. Following an engagement event, city agencies should report back, explaining how community feedback was incorporated and how they plan to move forward with diverging perspectives. For the Housing Element process, participants expressed interest in taking part in a final event at the end of the process to know the outcomes.

## OTHER IDEAS

Participants' diverse cultural background brought a broad range of perspectives and approaches to San Francisco's housing challenges. San Francisco could learn from other cultures to find better ways to strengthen communities and solve similar housing problems. Examples from China, Singapore, and the Philippines were mentioned in focus groups.

Participants from the Japanese American community (FG 20) perceive seniors in the community as more resistant to change and recommend more, early engagement of seniors and intergenerational dialogue to enable communities to move forward together.

## DIVERGING IDEAS

While partnerships with community-based organizations were considered a positive approach to more authentic and representative community engagement processes, participants from the Latino community (FG 17 & 18) expressed a desire to work with and hear directly from Planning Department staff to build trust.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- Relationship with the community needs to be nurtured and people moving into [new housing] need to be understood.
- Expand focus groups in the community maybe with city clinics that are full-service partnership clinics with medical care, psychiatric care, case management, as they work with unhoused communities. Hearing from the folks that are dealing with the actual struggle makes a lot of sense.

### Seniors (FG 2)

- We need more opportunities for public outreach. The focus group was too short for such big matters.

### People with disabilities (FG 3)

- The community needs to connect with the different housing organizations that are trying to provide housing for low-income people and get their input before moving forward.

- The outreach activities need to be representative of the Black community. This can develop connection and trust.

### Filipino community (FG 4)

- People in America need to learn from other cultures how to look after each other and how other cultures solve similar problems.

### American Indian community (FG 5)

- Series of community meetings to the meaning of housing. It is still important to reach folks by telephone as it is a more conventional way of communication. One on one communication is needed especially with the elders in the community. However, there should be a place people can visit to get information in case they do not have emails or phone.
- The community consider the government needs to make an effort in providing equity in the opportunities given to the communities living in San Francisco to eliminate favoritisms.
- The community perceives that extra help to understand housing-related policy and information would be beneficial. Provide access to the information on a timely manner to be able to influence decisions.

### Transitional youth (FG 7)

- The sense of community also breeds joy and happiness which our communities have been stripped of.
- Creating a place where people can go to help people, especially those that grown up in San Francisco.
- Create better online platforms because young people are tech savvy and with everyone being busy having something online to check information would be convenient.

### Transitional youth, Bayview (FG 8)

- Develop a list of resources and send them to schools to be shared with the families and students.
- Create a place with all the options [services], in different neighborhoods and have different hubs that can support the community.
- Communicate the information through advertisement to reach young people – in transportation- through website and links (generation is technology driven).

**Black community, Bayview (FG 9)**

- Representation is important the community wants to be reflected in all the work developed by Planning.
- However, the community also considered that white people can advocate for the community as they have the most powerful seats and the financial resources.
- Creating a committee to represent the community around housing issues.
- Training people inside the community to write policy; who can public speak; we need mentors for our youth and grants for school. Educated black people need to do some outreach to educate communities
- The community agreed there is a need for more participation with the Planning Department. They want to work with the government (to be hired) to develop the programs and be involved in the decisions.

**Black community, Fillmore/WA (FG 10)**

- Schools can help spread awareness about this new housing development because people are still unaware that their input is important. To help parents get informed, parents have a busy schedule. (Many participants agree with this point)
- There are some non-profits and agencies in the Fillmore and other places like Black Infant Health that could provide the information, Planning can reach out to them to spread awareness.

**Black community, OMI (FG 11)**

- Town hall meetings allow residents to connect with each other. Also going door to door to share information.
- Education about tenant and resident responsibility needs to be taught. Also, education about real estate, rental, homeownership, equity, and income in this community.

**Cantonese-speaking community in the Bayview (FG 12)**

- Community engagement should start before new housing, to give people an opportunity to give ideas on where it should be located and what it looks like. And to notify people in the community about the opportunity to apply to the housing first.

- Housing developers should respond to the community' needs, and follow requirements.
- Translators are needed. Materials and websites should be available in Chinese.
- Chinese people often do not participate in community events and meetings because they do not know about them.
- The Chinese community found useful NextDoor app or WeChat, rather than fliers.
- Incentives through gift cards can make people more interested in participating.
- Ongoing accountability.

**Cantonese-speaking community in the Richmond (FG 13)**

- The role of community-based organizations is important to develop outreach and communication. More ads in the newspaper, posters, and on the Chinese-speaking radio.
- Focus groups and community meetings need to recruit more participants and be more diverse.

**Moderate to very low-income community in the Sunset neighborhood (FG 15)**

- Give feedback online, however social media needs to be used carefully.
- Reaching out directly to stakeholders, like Irish Cultural Center, and asking small businesses that are already in the neighborhood.
- Involve groups that plan to occupy new housing.

**Spanish-speaking, Latino/x seniors (FG 17)**

- For the Latino community written information in the form of bulletins and fliers. Also, other conventional forms of communication like television and radio. Online information through social media could also be useful.
- We would like to see a Latino center or an office that represents us in the Planning Department to trust the people working there. The community would appreciate fewer intermediaries because many times we are the last to hear about opportunities.

**Spanish-speaking, Latino/x families & youth (FG 18)**

- It is important to develop an inclusive policy regarding housing, therefore it should be open to people from different cultures and languages.
- Information about housing needs to be shared

and disseminated throughout the community through workshops, creating a group of promoters; fliers and advertisement at the busses or Bart stops; online; and direct contact. But more importantly it must be in Spanish and English. There is a need for representation of the Latino community, to work directly with the people, so the community opens up.

#### **Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- Online meetings make it more accessible to Latino families. Sometimes families have difficulties participating in events due to language, childcare, transportation, etc.
- Informative workshops about rights, and law for families given at community centers or in schools.
- The community will like to participate in a final event at the end of the project to know the outcomes.

#### **Japanese American community, Japantown (FG 20)**

- We often get the push back from seniors in the community regarding new housing because it will create a lot of change, but to move forward the support of the seniors is very important.

#### **Moderate to very low-income community in the Richmond (FG 21)**

- Make information available in multiple languages to reach those that have difficulty understanding English. The information needs to be clear and concise.
- Choose venues and times that are most convenient for people to participate and understand. Also, activities in a relaxed mood to get people's attention
- Have project ambassadors at senior centers.

#### **Moderate to very low-income community, Western (FG 22)**

- Community meetings for neighborhoods that they want to build in is important. Actually listen and not just to check the box.
- More participation from Supervisors.

## **06. Type of public infrastructure needed**

What type of amenities and public infrastructure investments should be prioritized to prepare neighborhoods to receive more housing?

### **CONVERGING IDEAS**

Participants agreed that expanding and increasing the reliability of public transit is a priority. Access to, and investment in the quality of green areas, parks, playgrounds, should also be prioritized. Participants identified opportunities to make better use of existing resources including the multi-purpose use of streets and sidewalks to integrate bike lanes, parklets and other amenities.

Some participants pointed out the need to maximizing the use of existing vacant properties, proposing that the city could buy vacant properties to increase affordable housing opportunities.

Community infrastructure and services need to be strengthened and access expanded. New housing should include onsite community infrastructure or be located in proximity to hubs where services can be accessed walking, cycling, or using public transit. Community infrastructure and services mentioned by participants include:

- Social services, health services, nursing, clinics, elder care services
- Postal service
- Multi-lingual services (should not only be concentrated in Chinatown for Cantonese-speakers or in the Mission for Spanish-speakers)
- Cultural activities
- Shared community amenities (laundry, internet, computers, TV)
- Grocery stores, restaurants (affordable and culturally relevant choices are needed)

To prepare the western neighborhoods to receive housing, participants agreed that strengthening and expanding access to community services is important, as well as developing distinct strategies that focus on the unique qualities of these neighborhoods to generate economic development opportunities (FG 15). These opportunities could include improved or

new tourist attractions (for example Ocean Beach, Golden Gate Park, Sutro Baths swimming pools), business opportunities and job creation (FG15). Participants mentioned that this strategy would require a less centralized approach to public transit by creating job opportunities and shopping opportunities in the western neighborhoods.

Some participants (FG 14) mentioned the importance of investing in culturally competent spaces and programs that can support “harmony and cooperation” across different cultural groups. Similarly, others (FG 6) expressed the need to invest in public programs that promote “peaceful and respectful co-existence” and reduce emotional and physical violence caused by differences in class, race, sexual orientation and other cultural tensions.

Safety is a concern shared in several focus groups, and the city should improve safety and create safe spaces in the city.

## DIVERGING IDEAS

Although participants agreed that access and reliability of public transit needs to be improved, several participants are concerned about parking and increased competition for on street parking that would result from new housing development.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- Services will need to be included in the building itself or close by and easily accessible by public transit.
- Transit needs to be reliable, invest in Muni

### Seniors (FG 2)

- The government should invest in more public transport.

### People with disabilities (FG 3)

- Invest in skilled nursing facilities and residential board and care

### LGBTQ+ community (FG 6)

- Investing public funding in programs that promote peaceful and respectful co-existence between people who pay market rate housing

and low-income individuals. This would avoid emotional and physical violence caused by class, race, sexual orientation and other cultural tensions.

### Transitional youth (FG 7)

- Improve transit services

### Black community, OMI (FG 11)

- Invest in the development of housing organizations, hospital, medical clinic, postal service.

### Cantonese-speaking community in the Bayview (FG 12)

- The city should provide social workers per residents to address their daily problems, providing elder care services, social services, multilingual services, and so on.
- Cultural activities and parks
- Chinese-language outreach and services are concentrated in Chinatown, which makes it difficult for Chinese living outside of Chinatown to get services.

### Cantonese-speaking community in the Sunset neighborhood (FG 14)

- Invest in the development of comfortable and safe spaces (security cameras)
- Promoting cultural harmony and cooperation
- Community spaces: in-unit laundry, wi-fi, public computers, and TVs

### Moderate to very low-income community in the Sunset neighborhood (FG 15)

- Tourist attractions are very important, like reinforcing the seawalls along Ocean Beach or refurbishing the old swimming pools.
- Street space can be converted into wider sidewalks, parklets, bike paths or even in diagonal parking. Invest in spaces we already have and use them as multi-purposed resources.

### Cantonese-speaking community in the Tenderloin (FG 16)

- The neighborhood should be convenient – with grocery stores, places to eat, and open green space.

### Spanish-speaking, Latino/x seniors (FG 17)

- The new buildings should provide parking for residents



### Spanish-speaking, Latino/x families, Excelsior (FG 19)

- Parks

### Moderate to very low-income community, Western (FG 22)

- Maximizing on existing vacant properties, the city could buy these properties to have more housing opportunities.
- Investing in preserving the communities it's really important especially during development.

## 07. Investment of Public Funding

How should the City invest public funding to support moderate and middle-income families and individuals?

### CONVERGING IDEAS

Moderate- and middle-income families and individuals would benefit from investment of public funding in programs such as down payment assistance, scholarships, loans and other types of grants. General affordability of living in San Francisco needs to be addressed to help moderate- and middle-income families and individuals; these households are not only burdened by the cost of housing, but there are other critical costs that the city could supplement such as subsidized child care. These type of support programs could prioritize existing neighborhood residents as well as those that work (or volunteer) in local businesses, schools and community organizations.

The use of public funds for housing should prioritize ownership, which could also help stabilize communities.

Some participants pointed out the need to maximizing the use of existing vacant or underutilized properties, proposing that the city could buy these properties to build new housing and create opportunities transitional uses that bring economic development opportunities (FG 20), La Cocina was mentioned as an example. The city should not lose these opportunities to "big ownership".

Other ideas to invest public funding to support moderate- and middle-income families and individuals include: creation of spaces for artists and cultural

workers, developing mentorship programs, reviewing income ranges to qualify for scholarships and grants (increasing access).

### DIVERGING IDEAS

Although some participants agree that public funds for housing should prioritize ownership through existing programs such as Down Payment Assistance loan, others expressed concern that these programs are not long-term solutions, as they do not address affordability issues in general, are costly to taxpayers, and add to the cost burden of households.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ community (FG 6)

- Funding can be invested in creating spaces for musicians, artists and performers of the LGBTQ community.
- Develop mentorship programs.

### Cantonese-speaking community in the Richmond (FG 13)

- Down payment assistance was raised as a program in which the city can invest.
- However, other participants consider that the government should not ask people to pay back the down payment assistance loan as the grant recipients already need to pay the monthly mortgage, property taxes, inevitable daily expenses, and insurance, which makes it almost impossible for them to also set aside some money to pay back the grant.
- Rental and down payment assistance are not long-term solutions to and will cost taxpayers a lot of money.
- The government should purchase old low-rise buildings and build taller buildings on those lands.

### Japanese American community, Japantown (FG 20)

- Buy buildings and do what they are doing with La Cocina building. Pressing topic for the near future to not lose these buildings to big companies.

### Moderate to very low-income community in the Richmond (FG 21)

- Lower the cost of living for other household expenses, like offering programs through the

Richmond Neighborhood Center, Beacon, DCYF summer camp, Rec and Park programs, and increasing the income range to qualify for scholarships. It is important to consider that people are not paying only for housing, there are other costs of living and the city can supplement these other costs of living like subsidized child care, this is a giant part of household expenses.

#### **Moderate to very low-income community, Western (FG 22)**

- Down Payment Assistance Program
- Help people purchase rather than just with rent, which could help make communities more stable.

## **08. Streamlined process**

Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?

[this question was only directly addressed in two focus groups (FG 13 & 22). Related inputs from other conversations are included below. There was not sufficient discussion on this sub-topic to create clear points of convergence/divergence]

#### **American Indian community (FG 5)**

- A streamlined process for affordable housing and units that support multigenerational households.

#### **LGBTQ+ community (FG 6)**

- At this point, we need to undercut any neighborhood vote [that is against the goal of creating more affordable housing].

#### **Cantonese-speaking community in the Richmond (FG 13)**

- When asked by a streamlined project approval process the participants of this community focused on their particular concerns like the economic difficulties they will have when retiring as they won't have enough income to afford other expenses like taxes or insurance.

#### **Moderate to very low-income community in the Richmond (FG 21)**

- Participants considered important to develop streamlined process for affordable housing.

This way people will benefit from it in the city or our neighborhood. However, they agreed that information should be public and available.

#### **Moderate to very low-income community, Western (FG 22)**

- Participants, consider that members of the community will not give up the right to examine what's next to them—it's a lot to ask of citizens and of people who have paid for years of mortgages to tell them they have no more input.
- A streamlined process can affect communication with the community and transparency on the process.
- Keep community engagement for larger projects. But maybe streamline process for smaller projects.
- About the applications processes, participants considered it was important to be efficient, but that the processes for housing need to be transparent, easy to understand and user friendly.

## **09. Types of Housing**

What type of new housing would you like to see built in your community?

### **CONVERGING IDEAS**

Participants would like to see affordable housing built in their communities. This means housing that is affordable to them as well as extremely low and very low-income households. Interior spaces should be generous and offer the basic accommodations so residents can live with dignity. Basic accommodations mentioned include a private bathroom, a kitchen, elevators, a bathtub, and ample circulation space for wheelchairs and walking aids. The facilities should be clean and safe. New housing should be welcoming and include amenities that will help community members thrive such as green open spaces or community gardens, community rooms and connections to cultural programming. Participants would like to see new housing in their communities that is and looks permanent (not transitional).

Participants mentioned variety in housing types is needed:

- Housing designed for seniors, people with disabilities, formerly incarcerated individuals and other vulnerable groups (drug users, unhoused) offering on-site health and social services support and meals.
- Multigenerational housing and housing for families with kid friendly spaces. Participants shared experiences of landlords discriminating against families with children, and the stress of having neighbors complain.
- Duplexes, fourplexes, townhouses, infill housing, multi-bedroom, and housing above existing commercial corridors.
- Free housing for unhoused residents that offers services and meals.
- Renovated houses and SROs to improve quality of life of low-income residents.
- Housing for moderate and middle-income seniors that are looking to downsize, which could in turn free up houses for families.

## DIVERGING IDEAS

Participants would not like to see small units of the quality of existing SRO's, however, there was interest in tiny homes and compact housing.

Participants agree that more housing in San Francisco means more density, but what is considered an acceptable new housing building height varies:

- 3 to 6 stories to avoid blocking views (Western neighborhoods FG 15 and 22).
- Small buildings allow a better quality of life and co-existence with neighbors. Multigenerational households need space to raise children, as a minimum require 2 to 3 rooms with two bathrooms (FG 17, 18, 8).
- Buildings of 10 to 12 stories (FG 13)
- Duplexes, fourplexes, 3-4 stories (Western neighborhoods)

Some participants mentioned mixed-income housing as a housing type to be included, but many more highlighted that mixed income housing creates tensions between residents due to cultural and class differences. While participants would like to live in mixed income communities, in their experience mixed income housing is not perceived as contributing to a high quality of life of residents.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- Studio apartments or one-bedroom apartments things that any of us will want.
- Clean and spacious place with their own private bathroom.
- New construction should make sure there is green/outdoor space

### Seniors (FG 2)

- Seniors should also have a bathtub – a full facility where they can bathe. We need space for wheelchairs and walkers. Bathrooms with hand rails. Easy access to the room, no more climbing stairs, but elevators. Things convenient to reach. Help buttons.
- SRO with services. There were many units with meals provided in common spaces or supportive housing.

### People with disabilities (FG 3)

- Transitional housing, from SROs to one- and two-bedroom apartment units
- Special buildings that serve to support reintegration of formerly incarcerated individuals.

### Filipino community (FG 4)

- Multi-level condos and apartments but also bigger units for single families.
- Housing should be a 100% affordable below market rate
- Mixed income, people of different income levels living together is a great way of build community.

### American Indian community (FG 5)

- Multigenerational households not something that looks transitional
- A building with a gym and free parking, community room, right next to the Cultural Centre.

### LGBTQ+ community (FG 6)

- We need more dense, tall housing.
- We need bigger, not small individual housing

### Transitional youth (FG 7)

- Multi-generational housing.
- Architecture should reflect the culture of SF, no more sterile looking glass housing.
- We need bigger spaces because a lot of these apartments I feel like all of these units are 2-bed a 1-bath.

- Mixed buildings where there is affordable and above market rate value there is the need to develop a culture of community to decrease tension between tenants.

#### **Transitional youth, Bayview (FG 8)**

- No more new housing development that stack upon each other like jails. You are packing families into high rise, and they have no space to raise families.
- Townhouses and condominiums with space to flourish, with clubs and things kids could be attracted to. Buildings should be more welcoming, influenced by the community and gardens
- Oakland builds tiny homes for people to have somewhere to go/live while they transition to get their own apartment.
- Reclaim more land from the Bay or tear down old buildings, make small experiments with housing. Tear down military barracks, build new.

#### **Black community, Bayview (FG 9)**

- Participants want a front yard; want kid and family friendly buildings
- Townhouses
- New houses are too small this is not good for mental health.
- Diversity in housing in a community would be better, for example having senior housing, affordable housing, and housing for young people together.

#### **Black community, Fillmore/WA (FG 10)**

- Multi-bedroom housing is needed instead of studios.
- 2,3,4-bedroom homes that are affordable

#### **Black community, OMI (FG 11)**

- Affordable

#### **Cantonese-speaking community in the Bayview (FG 12)**

- New housing that isn't so high or more convenient to access. Either shorter buildings or taller buildings with elevators.
- Smaller units to allow for homeownership opportunities like condos.
- New housing should be mixed income. A community with only very low-income people could have a lot of problems.

#### **Cantonese-speaking community in the Richmond (FG 13)**

- Build 10- or 12-story affordable housing

#### **Cantonese-speaking community in the Sunset (FG 14)**

- Diversity of unit sizes
- For existing two-story buildings, it would solve a lot of problems to be able to build out another floor.
- Good quality buildings and family friendly buildings
- More senior housing options with dining and activity facilities

#### **Moderate to very low-income community in the Sunset neighborhood (FG 15)**

- Participants agreed that building 3 to 4 stories is the way to go to avoid blocking views.
- Smaller units – not like terrible condition SROs
- New developments should incorporate recreational green areas

#### **Cantonese-speaking community in the Tenderloin (FG 16)**

- Build compact housing; free housing and free meal for homeless
- Renovate old units and build small kitchen
- If you can't build out, build up!
- Affordable housing shouldn't be segregated. it shouldn't be, "this one is for rich people, and this one is for poor people." Even people with higher incomes treat rent as big burden. People who is right in the middle – have less access to support and rent is still a burden.

#### **Spanish-speaking, Latino/x seniors (FG 17)**

- Spacious housing, thinking of families
- Intergenerational housing
- Affordable housing with good bathrooms for disabled people

#### **Spanish-speaking, Latino/x families & youth (FG 18)**

- Big enough to house for small families
- People don't want to feel they are been piled up

#### **Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- Affordable - Multiple housing for large families, 6 people

- Apartments that have 2 to 3 rooms with two bathrooms

#### **Moderate to very low-income community in the Richmond (FG 21)**

- The city can build in a lot of land tiny homes, 4 little homes or 6 little homes on one property for mostly house single-income people
- Duplexes, fourplexes, 2-bedroom condos

#### **Moderate to very low-income community, Western (FG 22)**

- Senior housing is needed with different options.
- Some wealthy seniors are bound in their homes that may be too large for them. They could release these houses for families that could use the space
- Infill housing, like Taraval, Judah, Noriega, parts of Irving, Ocean Ave, West Portal, you see one story shops with nothing on top—give some sort of incentive to owner to expand.
- Not huge complex that will block everyone else's home.

## **10. Who should new housing be for**

### **CONVERGING IDEAS**

When asked about who should new housing be for participants agreed that new housing should be for everyone, but vulnerable groups should be prioritized.

Priority communities mentioned include: unhoused families and individuals, Black Americans, American Indians, families (including single parents), individuals previously displaced by discriminatory policies (i.e., Certificate of Preference holders and their descendants), seniors (including moderate-income seniors looking to downsize), teachers, transitional age youth, recent college graduates, families, extremely low, very low- and moderate-income individuals, formerly incarcerated individuals, caregivers and people with disabilities. Preference for housing opportunities should be given to those born and raised in the neighborhood or in San Francisco, existing residents, and those who have been in affordable housing wait lists for longer. Artists, community-based organization and small business workforce should also be prioritized for housing.

### **DIVERGING IDEAS**

Participants felt that they will not be welcomed in new housing proposed to be built in opportunity areas, as there is a perception that the houses will be for the people who work in technology and tourists and that “affordable housing” will remain unaffordable to them.

While participants acknowledged that market rate housing also needs to be built for higher income groups, conversations were focused on affordable housing and prioritization of the most vulnerable groups. Participants acknowledged that such policy should be implemented carefully to avoid unintended displacement and discrimination. While some participants strongly support prioritization by race (Black community, American Indian community), other participants perceive prioritization by needs and income as the fairest approach.

### **PROMINENT IDEAS BY TARGET COMMUNITY**

#### **Seniors (FG 2)**

- Priority should be seniors living in a big house by themselves that might not be suited for that space anymore but living there because they don't have any good alternatives, so that maybe that house can go to a family.

#### **People with disabilities (FG 3)**

- Black Americans

#### **Filipino community (FG 4)**

- Prioritize housing for families, single parents, and people with kids, people that are at-risk of being displaced.

#### **LGBTQ+ community (FG 6)**

- Aging LGBTQ residents
- People in transition
- We need queer density. It's good to concentrate us.

#### **Transitional youth (FG 7)**

- Prioritize young, LGBTQ youth, families
- Unhoused class
- The working class
- Prioritization of the born and raised in San Francisco



**Transitional youth, Bayview (FG 8)**

- Families should be prioritized and young people with kids.
- Housing opportunity shouldn't be equal for everybody, Black and [American] Indians should be living in the city, we should get some sort of fair advantage.

**Black community, Fillmore/WA (FG 10)**

- Participants felt that they will not be welcomed in the houses that are being built in opportunity areas, as there is a impression that the houses will be for the people who work in technology and tourists. They feel that the new buildings will accommodate the money they want in this area.

**Black community, OMI (FG 11)**

- Black people and members of the community who was here first.
- Prioritize seniors and transitional aged youth first.

**Cantonese-speaking community in the Sunset (FG 14)**

- The government shouldn't focus just on low-income people, but also middle-income people.
- Chinese-serving senior housing.
- People who have lived here for years, and worked and paid taxes.
- Priority for people who haven't lived in affordable housing before. And then a second priority for families that may already have housing, but need a larger place for their growing family
- Consideration for those who applied for housing first.

**Moderate to very low-income community in the Sunset neighborhood (FG 15)**

- Low-income folks already in the Sunset.

**Cantonese-speaking community in the Tenderloin (FG 16)**

- The focus should be in people's financial circumstances and not think about it in terms of race. Consider people's needs and income instead, that would be fair.
- Disabled
- People who have contributed to society.

**Spanish-speaking, Latino/x seniors, families & youth (FG 17, 18)**

- Families and seniors

- Latino working class community
- Those who don't have money, or can only pay the minimum

**Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- Give priority to those who already live there, but being careful of not causing more discrimination.

**Japanese American community, Japantown (FG 20)**

- Prioritizing community-based organizations, non-profits, educators, artists, small businesses.
- Workforce housing and people with Certificate of Preference and their descendants.
- This housing should also serve people who are already living in the community not necessarily Japanese American or involved in the community.

**Moderate to very low-income community in the Richmond (FG 21)**

- Families and seniors.
- Teachers, someone just out of college.
- Don't lose focus on those who are middle income and don't qualify for any support.
- Caregivers of seniors as well as child caregivers.

**Moderate to very low-income community, Western (FG 22)**

- Not necessarily low-income senior housing, just regular not very wealthy seniors
- Diversity, affordable housing, people who want to live here can live here
- For students especially for City College
- Young professionals who want to start a family.

**11. Location of new housing****CONVERGING IDEAS**

In general, participants agreed that the distribution of housing across the city needs to be corrected, and that there is a need to relax regulations for new housing to be built in the west of the city. New housing needs to be built where there is access community amenities, services, public transit, and in parts of the city that are perceived as safe.

The location of the new housing should be in low-density neighborhoods, the westside of the city and mainly along transit lines and commercial corridors. Some of the neighborhoods mentioned by the participants are Sunset, Richmond, Ocean Ave., Taraval Ave, Golden Gate Park, Ingleside, Lakeview, and Presidio area. Other central locations such as Noe Valle, Cole Valley, Nob Hill, Potrero Hill, and the Marina were also mentioned.

## DIVERGING IDEAS

Although participants agree that new housing is needed, the Planning Department should also identify underutilized parcels and buildings that the city can buy and transform to housing, and ensure existing housing units do not remain vacant in the city. The Planning Department should investigate how other cities have coped with similar challenges.

Participants agree that more housing opportunities need to be created in the western neighborhoods, however, most participants would prefer to stay in their neighborhoods, close to their community where they can find culturally relevant services and amenities (medical services, education services, childcare services and healthy food). This proximity is particularly important for LGBTQ+ community members and groups that require in-language services (Spanish and Cantonese-speaking participants). Participants would like to see more affordable housing built in their own neighborhoods: Castro, Bayview, Mission, Excelsior, Portola, and in proximity to the former Manilatown and the American Indian Cultural District. Spanish-speaking families and seniors are concerned that western neighborhood communities (perceived as wealthier and majority Caucasian) would not welcome them even if they could afford housing in these areas. However, they would like their children to have the opportunity to own a home in the western neighborhoods and the feel that because their children were born and raised in San Francisco, they have greater opportunity to thrive in different parts of the city.

As well as new affordable housing in their own communities, participants would like to see a commitment to address the unequal distribution of environmental justice burdens that their communities

experience and that results in disparate outcomes and lower quality of life for communities of color.

Some of the participants mentioned places where affordable housing should not be built like 25th or 26th Ave, Richmond, and Taraval to avoid blocking views, the Mission (already too crowded) or the Tenderloin (not safe). Although some homeowners in the Richmond expressed concern that new housing could cast a shadow on to other properties, most participants agreed that there are ways to mitigate such impacts through careful planning and early engagement of both the communities the housing is for and their future neighbors.

Participants are concerned that new affordable housing will be stopped by neighbors (“not in my back yard”). Participants from the western neighborhoods are unsure whether this is a large group representative of the western neighborhoods or is just a well-organized, vocal group.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- High income neighborhoods
- Location is important – Challenge of creating supportive housing in historical affluent neighborhoods.

### Seniors (FG 2)

- The planning department does know where the land is and where there's room.
- Inner Sunset, Lakeview, and Sunnyvale.
- People want to stay closer in town where their resources are.
- The Presidio area (even though it is federal owned) and Outer Sunset.

### People with disabilities (FG 3)

- There needs to be some relaxation on the West side to build more multifamily units.

### Filipino community (FG 4)

- I would like to see new housing everywhere that's not been built, outside the downtown area, in the Sunset, in the Richmond district, the West side of San Francisco
- Transit corridors

**American Indian community (FG 5)**

- Good areas where we can live to feel safe and it should be more quality for all of us in our native communities.
- Cultural District would be my ultimate dream.
- Potrero Hill
- Reducing crime in the neighborhoods some people want to stay or live.
- Golden Gate Park, Silver Ave. and San Bruno [Portola neighborhood by McLaren Park]
- By the ocean, the Marina, lower Nob Hill
- Noe Valley, Cole Valley

**LGBTQ+ community (FG 6)**

- Castro
- Transit corridors
- Old industrial buildings that may be converted into housing
- Community proximity.

**Transitional youth (FG 7)**

- Also [proximity to] community services like medical services, education services, childcare services and healthy food.
- Ocean, Sunset, Richmond, and other neighborhoods where people of color could take their space back even like Filipino Town.
- Moving these populations to other districts is kind of avoiding the issues in their own districts. For example, there is affordable housing in the Bayview, and we are just going to make some more somewhere else that doesn't eliminate the fact that the Bayview has a bunch of issues in the community that we are still avoiding like environmental issues.
- There are a lot of houses in the Marina – we just need to make it affordable
- There are a lot of homeowners that have multiple homes in the Presidio and Marina and don't even live there and the homes are just vacant.

**Transitional youth, Bayview (FG 8)**

- Old buildings and warehouses turned into new houses.
- On the back of 3rd street there is a street called Ingalls St and there is a bunch of warehouses/ industrial area.
- Ingleside
- Bayview
- Near St. Ignatius, towards the water, it's nice but really cold.

- We don't want to leave the Bayview; we are going to stay in our own neighborhood, we like our neighborhood.

**Black community, Fillmore/WA (FG 10)**

- The distribution of housing needs to be corrected.
- Western side of SF

**Black community, OMI (FG 11)**

- They could do it here, enhancing our community.

**Cantonese-speaking community in the Bayview (FG 12) [Home owners' perspective]**

- Ingleside
- Central location
- Safe location. Silver Avenue, Ocean Avenue, Third Street, Sunset, Richmond or Oceanside
- Where there is available land, they should build there.
- Different options for different priorities.

**Cantonese-speaking community in the Richmond (FG 13)**

- Not in the Richmond - you'll cast a shadow onto other people's property or block the light
- There's not a lot of space left

**Cantonese-speaking community in the Sunset (FG 14)**

- Ensure fair distribution of benefits
- Transit corridors
- The city needs to even out their development patterns.

**Moderate to very low-income community in the Sunset neighborhood (FG 15)**

- Not on 25th or 26th Ave and Taraval to avoid blocking views
- Put taller multifamily housing on top of all the hills
- increase housing on the Westside and along transit lines

**Cantonese-speaking community in the Tenderloin (FG 16)**

- Every neighborhood should have some affordable units where you only pay 30% of income on rent.
- There are many under-utilized sites that might be parking that aren't being used. If you identify

those sites, we should tell Planning so that we can discuss building more housing there.

- The Sunset is fine, the Richmond is fine
- Wherever we can build, we should build

#### **Spanish-speaking, Latino/x seniors (FG 17)**

- Distributed throughout the city, there needs to be a balance
- In the Mission
- If you make the housing in those places where the American [reference to Caucasian and/or wealthier families] lives, we won't feel welcome. We feel rejected.
- Our children were born here, they also need affordable housing, to can aspire to have a home near the Golden Gate.

#### **Spanish-speaking, Latino/x families & youth (FG 18)**

- Excelsior
- Any side of town if it's a better place
- Not in the Mission (already too crowded) or the Tenderloin (not safe)

#### **Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- The West
- Sunset, Ocean Ave., Excelsior and Taraval Ave.

#### **Japanese American community, Japantown (FG 20)**

- Two lots owned by the Nihonmachi Corporation (behind JT Bowl). They [corporation] solicited proposal and actively looking at what to do with this lot.
- Another lot is the MPC Lot (near Laguna St) – one of the last open land spaces.
- Buchanan Hotel can be turned into a co-op or affordable housing.
- This is my home and I don't want to go anywhere else.
- New housing development should also include the South of Geary St, Japantown included 42 blocks with a lot of history.
- Landlords planned to build condominiums over the commercial area and we should support in some way.
- Including JARF in the discussion would have been useful they do oversee the Nihonmachi Terrace and those buildings around that area to. Opportunity in parking lots nearby

#### **Moderate to very low-income community in the Richmond (FG 21)**

- Richmond
- Increasing density in low-density neighborhoods

#### **Moderate to very low-income community, Western (FG 22)**

- Taller multifamily housing on top of all the hills
- Increase housing on the Westside including Sunset, Richmond
- Along transit lines
- The challenge is people who cry Not in my back yard

## **12. Cost of living**

### **CONVERGING IDEAS**

A majority of participants agree that San Francisco's high cost of living underlies the housing crisis, with inequitable outcomes for working families, very low- and moderate-income communities, seniors, youth, communities of color, and other vulnerable families and individuals. Sources of income that are accessible to these communities have not kept up with a raising cost of living, resulting in negative impacts to quality of life. Participants shared that to make ends meet, they are forced to hold multiple jobs and accept longer commutes, which in turn negatively impacts their health and the educational outcomes of their children. Already vulnerable families and individuals are exposed to unsanitary and overcrowding housing conditions, that breed domestic violence, abuse, and mental health problems.

Participants mentioned that households with seasonal incomes, informal jobs, new immigrants, seniors, and families and individuals with no income, are increasingly vulnerable to challenges related to cost of living and housing.

There is the perception that only high-tech industry workers have been able to afford decent housing in San Francisco. Participants expressed that "affordable housing is not actually affordable to us". Housing policy decisions need to be made in the context of overall affordability and cost of living, which includes other basic household expenses such as childcare, groceries, and utilities. Immigrant families have the additional cost of supporting family

members in other countries. Participants considered necessary to cap rent and housing costs to a percentage of income (some participants mentioned 30%, others 50%) to help families and individuals access and maintain their housing.

## OTHER IDEAS

Participants expressed a need to review/ redefine guidelines of what is considered affordable housing and to whom based on a comprehensive approach to the costs of living in San Francisco.

When planning to build new housing, the City should create policies to ensure living expenses (i.e., food, transportation) are affordable and accessible to families and individuals moving into a new neighborhood, and that they remain affordable to those already living in the neighborhood.

## PROMINENT IDEAS BY TARGET COMMUNITY

### LGBTQ+ Youth/ Mental health providers (FG 1)

- Create policies that make sure that the cost of living stays low/ not only starts low.

### Seniors (FG 2)

- Income isn't keeping up with rent.
- Seniors don't have income, just Social Security.

### Filipino community (FG 4)

- Housing should be a 100% affordable below market rate; profits should not be made out of new housing development.

### American Indian community (FG 5)

- Only the high-tech industry has been able to afford a decent apartment here in this city. People working for non-profit organizations aren't able to afford just the one-bedroom apartment. The cost of housing in the city is outrageous and it is very inequitable for hard working families.

### Transitional youth (FG 7)

- Rent has to be under half of what you make, we need accessible payment of rent to maintain that housing
- Also need to take into account with housing placement is will folks be able to afford food in those neighborhoods.

### Transitional youth, Bayview (FG 8)

- Living in SF is expensive, not only young people but older people are struggling, people have two or three jobs just to pay rent.

### Black community, OMI (FG 11)

- The new affordable housing is not actually affordable to us, but you see people of other races paying \$5,000 to \$7,000.

### Black community, Fillmore/WA (FG 10)

- Rents there are still kind of high for affordable housing, including the lottery. The new buildings are not for us and are not affordable.

### Cantonese-speaking community in the Richmond (FG 13)

- There are so many more costs to owning a house beyond the mortgage
- The cost of living now is just way too high. San Francisco's living cost keeps going up while income/wages are staying the same
- Even if the government gave a house some people wouldn't be able to afford it.

### Cantonese-speaking community in the Sunset (FG 14)

- My income from work doesn't really cover my rent.
- New immigrants treat renting housing as a huge challenge.
- People don't have enough money to buy a house, and income isn't stable enough to get a mortgage.

### Spanish-speaking, Latino/x families & youth (FG 18)

- Increase opportunities where there really is the right to housing, people are really stressed by the rent. Families should only pay a given percentage of their income as rent.
- Living in other places like Oakland can be cheaper, but there is also a lot of sacrifice having to travel every day to SF for work. Commuting could also be a burden in terms of time and money.

### Spanish-speaking, Latino/x families, Excelsior (FG 19)

- One prefers to live with less space but knowing that it is affordable.



- They're saying it's accessible [affordable] to people who don't have money, but in the apartments you never see people walking out from the buildings, all the people who are moving into these apartments [affordable housing] have cars. Why do they live in those apartments? And they are paying less and we who have no money are paying much more rent than they do.

#### **Japanese American community, Japantown (FG 20)**

- Affordability is key issue; many people feel they have been 'priced out' of the area. Over the last ten years there have been nothing close to JT in terms of affordable housing units

#### **Moderate to very low-income community in the Richmond (FG 21)**

- Low income and middle-income people are struggling to find and maintain rent in San Francisco

### **13. Work Opportunities**

#### **CONVERGING IDEAS**

In several instances, the topic of work opportunities converged with cost of living and affordability. Participants agreed that while a lack of affordable housing continues to push families and individuals out of existing job markets, more and better paid job opportunities are needed for families and individuals to afford housing and maintain housing.

This topic was particularly important to young participants (FG 7 & 8), and Spanish-speaking youth, families and seniors (many of whom are still employed due to a lack of access to retirement opportunities). Groups including immigrants, TAY, and seniors, need more support finding income generating opportunities. For these communities, generating a steady income to cover the cost of living in San Francisco is particularly challenging due to experience requirements, language barriers, unresolved immigration status, and the seasonal/ informal aspect of many of the jobs they can access. Young participants would like to have more support finding and preparing for a job (training and education).

Accessing job opportunities with limited public transit options remains a challenge to many communities. Participants from Southeast San Francisco as well as the Sunset, described how their neighborhoods remain disconnected from job opportunities, with few reliable public transit options available to them. The creation of new local jobs should be considered with new housing opportunities. This approach could also help reduce pressure on public transit, reduce traffic, shorten commutes, and improve overall quality of life.

#### **PROMINENT IDEAS BY TARGET COMMUNITY**

##### **Transitional youth (FG 7)**

- Especially for TAY still live with their parents, some need to leave their houses because they are an extra expense to their families. But without a steady income or a good job is impossible to find a place in San Francisco.
- It is hard to find a job in South East San Francisco. When looking for a elsewhere in the city is hard to get to work because there are few bus lines that run through Southeast San Francisco.

##### **Transitional youth, Bayview (FG 8)**

- Actions that can be taken now are not only to supply housing but affordability – lack of affordable housing pushes people out of job markets. So, more job opportunities for the youth and where to find these opportunities.

##### **Moderate to very low-income community in the Sunset neighborhood (FG 15)**

- We need jobs in the Sunset if you want to provide people with good housing or attract folks here to better their lives.
- Prioritizing locals for employment in local institutions (such as schools) would be helpful and decrease traffic/commutes

##### **Cantonese-speaking community in the Tenderloin (FG 16)**

- For those who can work, we should encourage them to find a job rather than providing free food and accommodation.

##### **Spanish-speaking, Latino/x families & youth (FG 18)**

- A job in San Francisco living in Oakland kills you mentally and physically.

**Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- That the City gives work without asking for experience, it is very difficult to find a job with what happened (COVID). Undocumented people are afraid to apply to jobs because they don't have the experience and papers [permanent resident status].
- It affects you morally and live with fear that employers ask for papers. Many work with papeles de chocolate (fake id's) because it's the only way they can work.

**14. Transparency and trust****CONVERGING IDEAS**

Participants described how a lack of transparency and accountability in housing-related programs and processes creates an environment of generalized distrust of public agencies. This environment, combined with a lack of progress in uplifting vulnerable communities, is contributing to a pervasive sense that “other” community groups are receiving all the benefits.

Participants consider that there is a need for real and urgent action in housing-related matters. There is a sense that new development “brings money to the city’s pockets”, but delivers no benefits to their communities. Participants mentioned that Planning is incentivised to prioritize the interests of developers, rather than the “needs of tenants and low-income people”. The Planning Department’s funding structure and relationship to developers adds to a perception corruption and conflict of interest within the Department. Similarly, some participants made reference to developers’ “divide and conquer tactics” within communities and believe Planning has a role in preventing these situations.

Participants agree that Planning and the city should honor past commitments to communities that have been harmed by discriminatory policies. Participants belonging to the American Indian community made reference to the Relocation Program, which promised to provide housing, while Japanese American participants agreed that the right to return should honor Certificates of Preference granted to Japanese American Families.

Existing housing programs need to be reformed to provide accountability and transparency. Programs should offer results, work with deadlines, audits, and adequate oversight. Negligence in case management should be addressed. Participants expressed frustration and distrust of the housing lottery system: it is “difficult to understand how decisions are made”, and assigning housing should not be “a matter of luck”. Participants think that better communication of the stories of families and individuals successfully housed will build trust with the community.

Finally, participants expressed the need to continue to raise awareness on how systemic racism, discriminatory policies, and economic inequality contribute to the housing crisis. Everyone plays a role in either perpetuating or solving this issue: “People with money don’t see themselves as part of the problem- there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects]”.

**PROMINENT IDEAS BY TARGET COMMUNITY****LGBTQ+ Youth/ Mental health providers (FG 1)**

- ONE system for housing – the intention was to simplify the process, but it ended up being a not so transparent system. So it is very difficult to understand how decisions have been made. Not working well for the folks that need housing.
- Develop system of accountability for people working in the ONE system. Need to develop better practices to treat people with dignity.

**Seniors (FG 2)**

- San Francisco has all these policies that don't fulfil its promises. Every time people fight for a bigger percentage of housing, there's a clause that says the developer can take that percentage away and pay to not have to provide low-income housing.
- Planning is not oriented towards tenants and low-income people, but developers. They're funded by developers, which means that Planning is always talking about expediting projects. Planning needs to look into funding from other sources to take away that interest.
- Nonprofit developers have not been able to do all the projects they want to because the City has not prioritized those sites for affordable housing.

**People with disabilities (FG 3)**

- I called the Housing Authority to see where I was on the waitlist, and they said there were no numbers, just a waitlist.
- There's no response to lotteries, you never hear if you don't get something. Who knows who's getting that housing.
- There is a feeling of unequal access to programs, as some members of the Black community considered there are roadmaps in place for Asian or Latino communities.

**Filipino community (FG 4)**

- People with money doesn't see themselves as part of the problem- there is a lack of understanding and desire to really change something very deep and fundamental in humanity, in equity, and [in contradiction with the image that America projects].
- Process needs deadlines, audits [accountability]. Address negligence in case management.
- Developers also reach out to community organisations to try to endorse their proposals and divide and conquer tactics [within the community].

**American Indian community (FG 5)**

- Something that would be more simplified, welcoming and that doesn't take years to have follow up.
- Accountability of these agencies and know there is preference if you work in the city or you live in the city.
- Planning needs to be accountable and get PR in order they have to get the information out there the way you want it to be heard.
- Share stories on what worked for families or community members and build trust with the community.
- Families of our community are in San Francisco through the Relocation Program. Part of that deal was the government would help with housing but not many families got help with housing.
- The American Indian community know that the data that has been put together is wrong and non-representative of the community.

**Transitional youth, Bayview (FG 8)**

- Systems in place are not working – they are not keeping up with clients or following up- There is

a need for a lot of work within institutions to roll out these plans. There is need for more accountability of institutions.

**Black community, Fillmore/WA (FG 10)**

- Nothing that Planning is doing is for us, they are building more buildings to get more money into the city's pocket.
- Rents there are still kind of high for affordable housing, including the lottery. The new buildings are not for us and are not affordable.

**Black community, OMI (FG 11)**

- You are getting a lot of powerful, authentic information from the people in this room (SF State student, City workers, seniors, TAY).
- 'Talk is cheap' and there is a need for quick action. In a couple years there won't be any people of the community left. We need action immediately.
- There's program after program and no accountability.

**Cantonese-speaking community in the Bayview (FG 12)**

- Rejection of applications should be more transparent. There is a need for a notification and explanation on why the applications was not successful.

**Cantonese-speaking community in the Sunset (FG 14)**

- More transparency on the housing lottery/ distribution process, community organization that monitors the government's spending and activities.

**Spanish-speaking, Latino/x seniors (FG 17)**

- The community feel suspicious about the program as few people of none are really receiving any support on housing.

**Spanish-speaking, Latino/x families & youth (FG 18)**

- The lottery process is fine but it's also needed a committee that follows up on cases because when you do not reach the requirements, or something is missing, support applicants, see why and not just remove it

- More transparency of the process, and reporting to who they gave it to. Because when only a group of people are selected for an apartment when nobody of us was there you feel inequality and discrimination.

## 15. Powerlessness and revictimization

### CONVERGING IDEAS

There is a generalized sense of frustration and disappointment among participants. Participants shared housing-related experiences that have left them feeling unheard, overwhelmed, exhausted, and powerless to improve housing challenges that seem “insurmountable”. “No matter how much you work you cannot change your outcomes”.

Participants described interactions with “government” housing programs as being dehumanizing and undignifying. This is due to barriers of access, as well as a lack of empathy from program staff and decision-makers. Increasing representation from vulnerable communities in staffing of housing-related programs was mentioned as an opportunity to generate greater empathy and more equitable outcomes. Participants also mentioned the need to increase supports and guidance for housing-related programs, improve outreach, education, and timely dissemination of information.

Some participants reflected on the stigma attached to accessing government funded housing programs. Vulnerable or at-risk participants spoke of seeking alternative solutions to their urgent housing needs, rather than seeking support from government housing programs that have failed, disappointed, or victimized them in the past. Participants recounted accepting housing without contracts and/or in overcrowded conditions, taking on debt, moving away from sources of employment, and having no alternative but to step into unhealthy/abusive interpersonal relationships that increase their risk of revictimization.

### PROMINENT IDEAS BY TARGET COMMUNITY

#### Seniors (FG 2)

- I began to see the injustice. I've seen it grown worse and worse. There's no care or concern for people in general, no matter who they are, to find housing.

- I felt really sad when the hotel plan for COVID, which seemed to be working really well, was phased out. It was a lost opportunity. Planning should have stood up and said, “we need to house the most vulnerable.”

#### People with disabilities (FG 3)

- It is disingenuous to have people that have not been in your position to decide what kind of housing is going to be made for those that are downtrodden

#### American Indian community (FG 5)

- I've been on the waiting list [for affordable housing] and it seems like it takes forever. I signed up in 2001 and still to this date there's no follow up, which is frustrating.
- The biggest frustration for me is the application process, the follow up, gathering all the documents is overwhelming.

#### LGBTQ+ community (FG 6)

- Housing has become a commodity that you can profit from instead of a safe place for housing people.
- It's more profitable to have a house sit empty than rent it. It feels like a game of monopoly, it feels insurmountable when you're going up against so much money. It's such an unfair system, and I'd like to collapse it all. I feel really powerless over it.

#### Transitional youth (FG 7)

- Government officials should actually try to help you while you apply for housing – I've had bad experiences with California governmental assistance.
- Rental assistance makes unhoused people jump through hoops like documentation to proof they need assistance, which is a dehumanizing process

#### Transitional youth, Bayview (FG 8)

- The organizations that exist are not getting to the young people properly, these [the organizations] are doing the bare minimum when it comes to outreach, when it comes to serving us, they are scared to come to the neighborhoods, they are scared to talk to us about what they have to offer [the youth].

**Black community, Bayview (FG 9)**

- I work all the time, but I still don't have the money in my account for a down payment.

**Black community, Fillmore/WA (FG 10)**

- If you don't know where to start it is very discouraging when you have children and then you have pre-teens and going to a shelter.
- A lot of people don't reach out because they feel they will be judged.
- The houses that are being built in the orange areas (opportunity areas), those are not for us, they are for the google people, for twitter people and tourists. They are to accommodate the money they want in this area.

**Black community, OMI (FG 11)**

- On Brighton Ave., I've seen evicted people sitting with all their belongings. It's so sad.

**Cantonese-speaking community in the Tenderloin (FG 16)**

- My landlord recently gave me an eviction notice because the landlord wants to take the unit back. I'm facing the possibility of homelessness, which is why this topic is so important to me.

**Spanish-speaking, Latino/x seniors (FG 17)**

- I signed up for the housing lottery and I was told I was eligible. I was very happy because you are used to being in one room or living with many people. The good thing is that I did not tell my landlady because later I was told that I was no longer eligible [exceeded income threshold]. It was a disappointment for the family, it was very hard, one gets frustrated.
- So how are we going to be able to access decent housing if for one, two, or three dollars we no longer qualify. They make us get our hopes up for nothing, and we did so much work filling out forms.

**Spanish-speaking, Latino/x families & youth (FG 18)**

- The right to housing is not that you are going to have the right I think it is the luck you are going to have.
- So many requirements and you reach the frustration that you give up.
- I am not in the contract, and that is why my

voice does not count and I do not have access to a mailbox, [my landlord] gives me my correspondence when they want. This frustrates one because I have to wait, if you are not in the contract you can't comment.

- The 'Gift to SF' was a disaster, we had to fill and fill applications so that after that the resources are very little. And those people are still waiting and people don't know that the program is closed for more than a year (Gift to SF).
- We're all embarrassed... we have a lot of pride, we as Latinos [we think we should] find our way on our own. We are used to working, working, working and when there is help, we move it to one side. We don't take advantage of the opportunity when it's there.

**Moderate to very low-income community in the Richmond (FG 21)**

- People feel their situation is unsustainable for the long term and that they will need to leave their current neighborhoods.

**16. Education and Guidance****CONVERGING IDEAS**

Participants consider that the City should improve methods to disseminate information and provide educational opportunities for communities to learn about existing City resources and programs related to housing. Vulnerable communities, in unstable housing situations or financially stressed, are not exposed to the resources they need in a timely and culturally appropriate manner (includes in-language resources).

Participants suggested that the City and Planning could collaborate with a network of trusted community partners and institutions to provide access to information and educational opportunities related to housing. Participants also suggested that this information could be provided in schools to reach younger generations and families. Additional guidance is needed with applications (i.e., housing applications), and following up on outcomes and updates, this guidance should be provided by City staff.

As well as learning about existing housing-related programs and resources, communities need support



learning how to navigate “the system”, which was used to describe a wide range of government-related processes that have a community interface. The following educational topics were mentioned:

- The history of discriminatory policies within the context of housing (i.e., redlining).
- Rights in general, and specifically tenants' rights and contracts.
- Wealth creation: real estate, rental, homeownership, equity, and income.
- Financial literacy needed to enter the workforce (401K, I-9 forms), pay off loans, or apply for housing (credit scores).
- Affordable housing resources, and guidance with applications.

## **PROMINENT IDEAS BY TARGET COMMUNITY**

### **American Indian community (FG 5)**

- A lot of people are not informed because the resources are so limited.

### **Transitional youth (FG 7)**

- [Providing] knowledge about homeownership should start young. People should know how to go about housing, how to own property.

### **Transitional youth, Bayview (FG 8)**

- There is a need for education on the existing resources. People are in a survival mode and are not exposed to the resources they need
- Better education system, not only going to school but actually learning the system. Classes on how to work around financial assistance (401K, I-9 forms), understand rent and how to get a home, pay off loans, credit scores or how to apply for jobs.

### **Black community, Bayview (FG 9)**

- People need to be educated

### **Black community, Fillmore/WA (FG 10)**

- Community Centers like Booker T. or Ella Hutch can provide resources and give these resources it would be an increase of interest of housing.

### **Black community, OMI (FG 11)**

- Education should lead to wealth. They should teach about how to buy a house and land. Teach

about discrimination and history of discrimination within the context of housing, like redlining.

- Education makes all the difference. It changes quality of life and what you can afford to do
- Teach about housing in school (about real estate, rental, homeownership, equity, and income in this community).
- Tenant and resident responsibility need to be taught.

### **Cantonese-speaking community in the Sunset (FG 14)**

- It's very difficult to apply for housing independently – if you need to know English, fill out forms, so on.

### **Spanish-speaking, Latino/x families & youth (FG 18)**

- We need workshops for children or parents to learn about the programs and resources that exist.

### **Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- People did not know any of these programs, it is very important the information they are sharing, because they gained more knowledge.
- Hispanic families do not know how to apply,
- Community centers to inform about rights as Hispanics, support with children, housing, food, a center like FCC. [Communities that are informed find a way forward].

## **17. Equal opportunities/ Barriers to access affordable housing opportunities**

### **CONVERGING IDEAS**

Participants shared their experiences with housing-related government programs and policies. There is a generalized perception existing programs discriminate against certain communities, that opportunities are unattainable (low chances of success, too many barriers), and that affordable housing is not being granted to those who need it most. Some of the most common barriers to access affordable housing mentioned by participants, are described below.

The extent and type of documentation required to rent and apply for affordable housing is a major

barrier for many communities including families, youth, immigrant communities, seniors, formerly incarcerated individuals, and communities with seasonal, variable income, or informal employment. For young participants, not being able to show a credit history is a major barrier. Individuals with seasonal/ informal jobs are denied opportunities for not being able to demonstrate a steady income. Latino families mentioned being denied housing because they have children, facing landlord discrimination for using rent vouchers, and being forced to accept housing without a contract because, for instance, they cannot show a resolved immigration status. Many Latino families are not cognizant of tenant rights and government housing programs, or prefer not to make use of them as they live in fear of government and landlords. Participants agree that requirements should match families' and individuals' abilities to provide such requirements.

Several participants mentioned instances of having been selected in the affordable housing lottery only to be told later that they did not meet or exceed the required income thresholds and losing their eligibility. Other barriers include: length of the application process, clarity of process and communications, language barriers, unreasonable response times and means of contacting applicants. Applying to affordable housing is a burdensome and overwhelming process, and families and individuals need to reapply every time a new opportunity is available. Participants would like to see a "universal application process" that gets updated if applicants' needs or goals change and provides a "unique housing waitlist number". Other participants suggested limiting the number of applications per property to give applicants a greater chance of success. Once housed, families and individuals can enter a separate "housing ladder" process that will allow them to access opportunities over time as their needs change but will not compete with first-time applicants.

A lack of transparency in housing-related programs adds to an environment of distrust of public agencies and to a sense that "other" community groups are receiving the benefits. However, participants agree that housing programs should prioritize the most vulnerable groups. Participants also mentioned first time applicants, native San Franciscans and long-time residents, and those who have been in waitlists

the longest could be prioritized. Transparency in prioritization criteria, selection, and overall process is required.

Overall, participants agree on the need to make more affordable housing available to everyone, including building new affordable, government subsidized housing, and reforming affordable housing programs. To participants, equity in housing programs will require prioritization, transparency, accountability, and supports to meet the needs and circumstances of vulnerable community groups. These supports should include advisors that can actively remove barriers (for instance, support with transportation, guide applicants, provide regular updates and advocate on their behalf.

## DIVERGING IDEAS

Participants from the Cantonese-speaking focus group in the Richmond shared thoughts on housing-related government programs and policies from the homeowners' perspective. Participants perceive the governments' protection of tenants (tenants' rights and rent control) as "unequal". Some property owners mentioned that property taxes higher than what they are able to collect in rent from their tenants.

## PROMINENT IDEAS BY TARGET COMMUNITY

### People with disabilities (FG 3)

- I don't like the lottery system because it allows people outside of the city to play. There should be some sort of priority for San Francisco residents.
- The lottery is hard. Most of the seniors applying for housing are already in housing and just want different housing. What about people on the waiting list, do they ever have a chance at housing?
- The city should regulate who they're leasing to in their city-owned SROs. The nicer SROs with kitchenettes are going to a certain group – there are no Blacks in those buildings.
- Especially if you've been unhoused for a long time, you're not going to have documents and paperwork ready right away to fill out applications.
- We have no exit plan for those in jail, which is 70% black and brown males. No resources or

transitional housing, again no entry system. 900 inmates currently have two case managers

- People need a unique housing wait list number
- There is a feeling of unequal access to programs, as some members of the Black community considered there are roadmaps in place for Asian or Latino communities.

#### **American Indian community (FG 5)**

- The Lottery is bad because they ask you for a certain amount of income and every time that people say 'oh there is housing opening' they only accept people that already have housing.
- The lottery is not good; people attend meetings and then they hear that the housing has already been given to somebody else. People believe that the lottery was decided way before you even attended. They are suspicious about the process and system.
- They should drop that [lottery system] and just be able to apply for it and just make it an easy transition and not based only on what your credit is supposed to be when you already know that you can pay your rent every single month and not have a problem.

#### **LGBTQ+ community (FG 6)**

- When you have a varying income, it is hard to qualify for affordable housing. How can you thrive financially when it means you can no longer afford to live here?
- People come from all over the world who are fleeing for safety. The ways in which people enter and stay in the Castro are a challenge. I was only able to find a place because I found a rent controlled, relatively affordable unit. I was only able to access that because I came from a middle-class family and could access privilege through connections to white queer men in a nightlife career.
- City housing is so impacted for all people, that it's difficult to set any aside specifically for LGBTQ people where our culture is the norm.
- People who are paying market rate are for all practical purposes really unable of being human and compassionate with people of low incomes.

#### **Transitional youth (FG 7)**

- Extra support [is needed] to help families and at-risk individuals apply for these things or understand these things in general.

- Some categorization creates barriers for resources and divide people. Ensuring that it goes to people of low-income communities or at risk of losing their homes

#### **Transitional youth, Bayview (FG 8)**

- Difficulties for young people to find housing – lack of credits to get accepted for housing- It's more about who is willing to give young people the opportunity to get housed.

#### **Black community, Bayview (FG 9)**

- The Asian community just received 50 million in reparations after less than 6 months of their hardship, not the murders that are happening in our community. They didn't have to wait no 8-10 year to get no result. But we as a black nation of people always gotta come and wait years. I'm rising my people. Ruth Williams said, when I rise, my people will rise.

#### **Cantonese-speaking community in the Bayview (FG 12)**

- People who haven't been here as long get a spot first. Can the lottery process be changed so that there's consideration of age or how long you've been applying?

#### **Cantonese-speaking community in the Richmond (FG 13)**

- Because of government laws, it's so difficult to evict a tenant. I have a tenant that is paying \$1,300, which doesn't even cover the property taxes, and I can't even evict them.
- San Francisco is very unequal – property taxes are high and the government protects tenants.

#### **Cantonese-speaking community in the Sunset (FG 14)**

- Hope they also don't limit housing to low-income or middle-income, but give everyone the opportunity to apply for housing. Sometimes it's a very small difference between the low- and middle-income thresholds.
- Many apartments don't rent out to people who are low-income and have children.
- Don't set the affordable housing application income minimums so high and maximums so low. Don't leave the requirements so stringent that it makes applying difficult and hard for people to qualify

- It's also hard that all the documents are all in English, there's no Chinese

#### **Cantonese-speaking community in the Tenderloin (FG 16)**

- A universal application system for housing, like they do for schools. If you apply once, then your information is with the government. Then, whenever there's a housing opportunity, you're entered for the lottery and at some point will get something.
- The system can't just be based on luck each time. There should be some sort of order
- Since the homeless people are already in our city, and we see their needs, we should also give them a hand.
- People who already have a good place to live, should not keep applying for other housing.
- When receiving applications for affordable housing, the City should prioritize on the applicants who do not have affordable housing yet, also should prioritize on the applicants that have been living in the U.S. longer.

#### **Spanish-speaking, Latino/x seniors (FG 17)**

- 'I applied to the lottery when apartments were available near Cesar Chavez, it turned out that not a single Latino was given housing'
- The Chinese community is quite supportive and when they see a Latino, unfortunately, they support their people.
- We have the perception that they don't give it [the apartments] to us because we're Latino.
- Then also that affordable apartments are built to buy [not only to rent] for our community. Because, why not choose to buy, we don't want to rent all the time.
- People perceive those new buildings classified as low-income are sold to people not originally from SF.

#### **Spanish-speaking, Latino/x families & youth (FG 18)**

- A building takes the lottery out for two or three apartments, but thousands of applications are put in, is a game they have with our community. 'When I applied it turned out that I was number 5000. If there are going to be 10 units they should only ask for 50 applications to have more possibilities. Filling out the application is a lot of work'.

- When applying for affordable housing they are asking for information that I had to go really out of my way to look for. They want proof of everything, they could have made this process a bit easier for me.
- Advisors to help people with applications and to continue insisting and to take you by the hand. Sometimes even transportation is a limitation, knowing where the place is, or having proof of payment (I get paid with cash).

#### **Spanish-speaking, Latino/x families, Excelsior (FG 19)**

- Variety (like in different options) of documents that are requested to rent, because there are many who do not have the documents they require to rent, that is a very strong obstacle.
- There are people that have been applying, they have been there for years and they have not been given anything.
- Sometimes tenant does not want to give you the property because they think that if you have a voucher you will not be able to pay the rent. We didn't use the existing support for fear that they would not give us the apartment.

#### **Japanese American community, Japantown (FG 20)**

- Housing is not isolated from other inequities (a plan that can be looked from many dimensions)

## **18. Justice**

### **CONVERGING IDEAS**

Participants expressed the need for a housing system that is just, driven by equity, humanizing, and where everyone is treated with dignity. Each applicant should be considered and provided options that match their needs and goals. Everyone should have access to housing that dignifies them as human beings, and where they can feel safe. To thrive, vulnerable communities require access to housing as well as other supports to navigate government systems, generate a steady income, and access services such as healthcare or childcare.

Many of the participants shared their personal experiences of harms caused by discriminatory housing policy and systems. More work is needed in

partnership with communities to identify the harms, and dismantle housing-related systems and policies perpetuating such harms. It is important to note that for many communities these harms are present experiences. San Francisco could start by repairing the harms caused by discriminatory policy that led to the displacement of American Indian, Black, Filipino, and Japanese American communities. Other communities undergoing recent displacement resulting from economic inequality (global and local) such as immigrant and Latino communities, seniors, families, and youth, should also be considered.

Participants are aware of the need to dismantle biases by increasing cultural competency across communities, and to create spaces for alliances between different communities “where people can be human together”.

Environmental justice: Bayview and Excelsior residents experience a very different quality of life from residents in the Marina. The Planning Department should develop policy and be accountable to addressing the environmental and health-related burdens that these communities continue to bear.

## **PROMINENT IDEAS BY TARGET COMMUNITY**

### **Seniors (FG 2)**

- There’s no care or concern for people in general, no matter who they are, to find housing.

### **People with disabilities (FG 3)**

- No person with disability/mobility issues should be forced to live in a building with no elevator or accessible and correctly designed units.
- Black people are dying to get housing.

### **Filipino community (FG 4)**

- [The housing crisis] is rooted in capitalism itself. Anti-homeless infrastructure, like park benches, [the City] are sort of criminalizing the homeless – Is there any change?
- Inequities created by the exploitation of labor. This country has been founded on inequities not only here but in other countries, but now it is coming to here. [Ecological devastation of the Philippines, resources that support the super-profits of tech and further inequities]

### **LGBTQ+ community (FG 6)**

- In 30 years, if no work has been done to address hateful beliefs, when we are put together in these buildings, the hate will be concentrated. A lot of work still to do to get to a place where we can be human together.

### **Transitional youth (FG 7)**

- People who live in the Marina and westside of the city experience a totally different San Francisco than people in Excelsior, etc. And that’s not fair, that’s a huge macro aggression.
- For every houseless person, there’s 7 vacant houses. The city should acquire these houses and turned those into affordable units.

### **Transitional youth, Bayview (FG 8)**

- Everyone should have opportunities (equity different from equality).

### **Black community, OMI (FG 11)**

- The Redevelopment Agency caused some of this development pattern in San Francisco. It was addressing crime and blight, and caused thousands of Black people to be displaced
- The Redevelopment Agency evicted people from their homes in the Western Addition and it stayed vacant for 20 years

### **Cantonese-speaking community in the Sunset (FG 14)**

- Don’t just give them a house, make sure they’re offered services that encourage productivity and working.



## APPENDIX B.

### Focus Group Menu of Questions

**Instructions:** Thank you for partnering with SF Planning to co-facilitate a focus group in your community as part of the second phase of outreach for the Housing Element Update 2022. Below you will find a menu of questions that cover the major policy shifts included in the first draft of the Housing Element published in April 2021. Please select 2-3 questions that would be most relevant to the participants nominated by your CBO and feel welcome to suggest edits.

#### Major policy shifts and overview of focus group topics

The major policy shifts in the Housing Elements are focused on vulnerable groups, as defined by the Department of Public Health:



Here is an overview of topics and questions for the focus group (additional context can be found in the following pages):

#### Topic 1: Repairing the harm from racial and social discrimination

##### Right to housing

*What do you think 'recognizing the right to housing' should mean?*

##### Prioritizing un-housed/ at-risk families and individuals

*Which actions or combination of actions have the potential to be most effective in helping un-housed or at-risk families and individuals in the short and mid-term?*

##### Community stability

*Which actions are most likely to prevent further displacement?*

*What would 'right to return' mean for your community?*

### **Empowering communities**

*What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor, and implement policies and actions included in the Housing Element?*

## **Topic 2: Building new housing in inclusive and healthy neighborhoods**

### **Building new housing in inclusive neighborhoods**

*What type of new housing would you like to see built in your community? Who should this new housing be for?*

*Where should we build new housing?*

### **Strengthening neighborhood amenities and infrastructure**

*What type of amenities and public infrastructure investments should be prioritized to prepare neighborhoods to receive more housing?*

### **Supporting middle and moderate income households**

*How should the City invest public funding to support moderate and middle-income families and individuals?*

*Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?*

### **Continued engagement**

*What would be the best way to approach community engagement for new housing in your community? What has or hasn't worked in the past?*

## **Topic 1- Repairing the harm from discrimination**

### **1a- Recognizing right to housing**

The 2022 Housing Element will be the first update centered on racial and social equity; it could also be the first policy document in San Francisco to *recognize the right to housing*.

#### **Potential focus group question:**

- ***What do you think 'recognizing the right to housing' should mean?***

### **1b- Prioritizing un-housed/at-risk families and individuals**

The draft Housing Element identifies a number of actions that aim to *prioritize the needs of unhoused or at-risk families and individuals*.

**Draft 1 of the Housing element includes the following actions:**

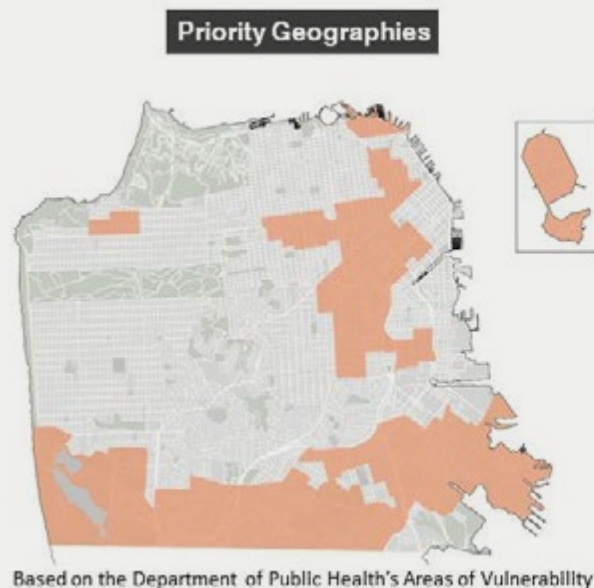
- Building permanently supportive housing.
- Building homeless shelters and navigation centers throughout the city, including off-street Safe Parking sites for vehicle dwellers seeking conventional housing.
- Identify and prioritize vulnerable groups for placement in temporary shelters and permanent supportive housing.
- Expand on-site and mobile case management and services for the most vulnerable.

**Potential focus group question:**

- **Which of these actions or combination of actions have potential to be most effective in helping these families and individuals in the short and mid-term? What other concrete actions should the City take?**

**1c- Community stability: Preventing further displacement**

The draft Housing Element proposes stabilizing communities through anti-displacement policies and actions focused on *neighborhoods with higher concentration of low-income communities of color, vulnerable groups, and areas undergoing displacement.*



***Draft 1 of the Housing element includes the following actions for neighborhoods with a higher concentration of low-income communities of color:***

Increasing financial supports

- Rental assistance (housing vouchers).
- Targeted down-payment assistance loans.

Increasing deeply affordable housing opportunities

- Assigning priority in affordable housing lottery.
- Building new permanently affordable housing on City-owned land.
- Preserving affordable housing (i.e. purchase and rehabilitation of SRO buildings).
- Prioritizing approval of development projects serving extremely low and very low-income families and individuals.
- Pursuing alternative types of ownership (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).

Strengthening neighborhood amenities and public infrastructure

- Increasing funding for community-based organizations providing tenant protection and anti-displacement support.
- Prioritizing investments to improve public transit, environmental quality, open space access and quality, and community amenities.

***Potential focus group questions:***

- ***Which actions from Draft 1 of the Housing Element are most likely to prevent further displacement?***

#### **1d- Community stability: Bringing back displaced communities**

In the first round of outreach for the Housing Element Update, community members expressed the need to explore ‘right to return’ opportunities for those displaced by discriminatory programs such as red lining, Urban Renewal, Japanese Internment, and Indian Relocation Act. These programs contributed to the displacement of American Indian, Black, Japanese, and Filipino communities. Draft 1 of the Housing Element update includes several policies that attempt to acknowledge and redress displaced communities.

***Draft 1 of the Housing element includes the following actions:***

- Prioritizing and targeting select vulnerable groups for affordable homeownership opportunities programs.
- Dedicating land to American Indian Communities.

- Pursuing alternative types of ownership that put land in community hands (i.e. community ownership, co-housing, limited equity, stewardship, and land trust models).
- Strengthening cultural anchors and connections including investing in the Cultural District program.

***Potential focus group questions:***

- ***What would 'right to return' mean for your community?***

**1e- Empowering communities**

***Draft 1 of the Housing element includes the following actions:***

- Targeted engagement and elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
- Investing in community-led planning efforts:
  - Cultural District strategic planning.
  - Working in partnership with CBOs serving and representing American Indian, Black, other People of Color, and other vulnerable groups.

***Potential focus group questions:***

- ***What kind of community engagement process would be needed to ensure your community is empowered to guide, monitor and implement policies and actions related to housing?***

**Topic 2- Building new housing in inclusive and healthy neighborhoods**

**2a- Building new housing in inclusive neighborhoods**

New housing has been primarily concentrated in neighborhoods on the east side of the City.



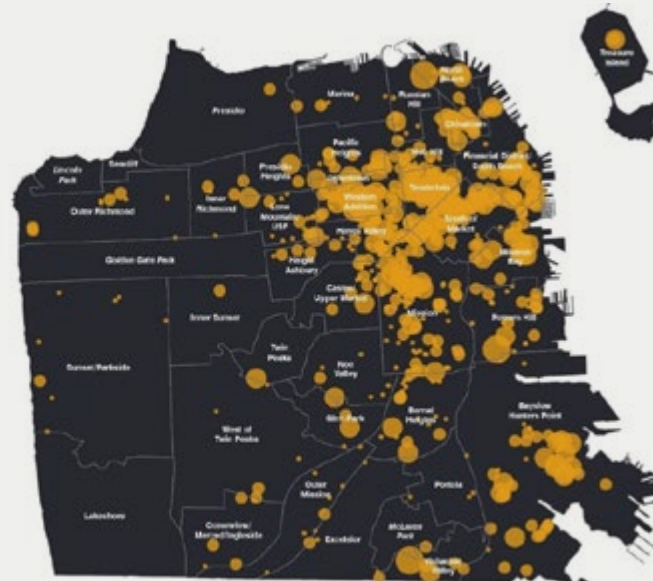
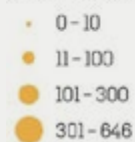
**Housing Production  
by Neighborhood, 2005 to 2019**

**Total Units**



**Subsidized  
Affordable Housing**

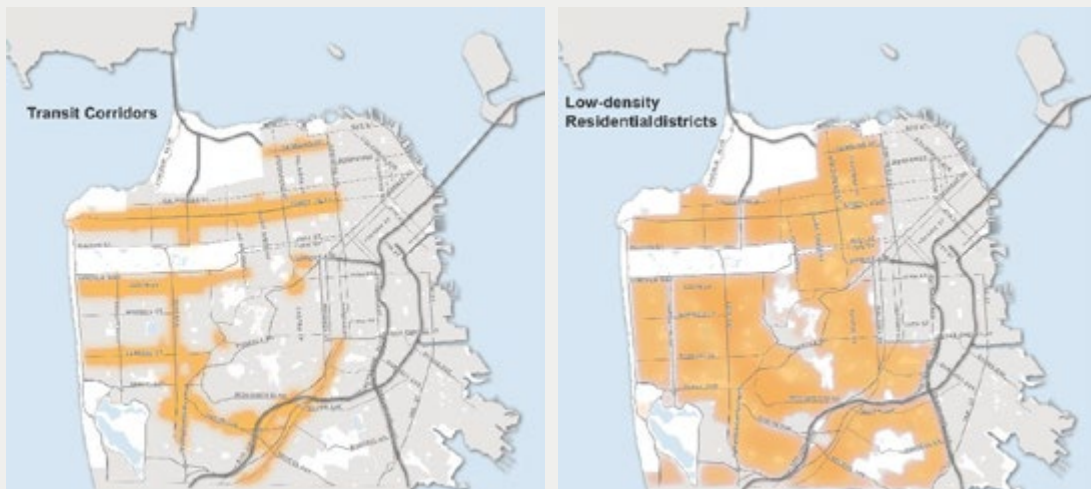
**Affordable Units**



The Housing Element Update is considering distributing new housing more evenly across the City in order to:

- Reduce the burden of change from concentrating new development in neighborhoods with a higher concentration of low-income communities of color.
- Provide increased affordable housing options for low-income communities of color in their own neighborhoods, but also in neighborhoods that have higher quality amenities.

Evenly distributing new housing across the City could mean increased height and density along rapid bus and rail corridors such as Geary Blvd., Judah Street, 19th Ave., Lombard Street, Ocean Ave., Taraval Street, West Portal Ave., and Van Ness Ave or within the higher-income and low-density residential neighborhoods.



**Potential focus group questions:**

- ***What type of new housing would you like to see built in your community? Who should this new housing be for?***
- ***What are your thoughts on the pattern of growth proposed above?***
- ***Where should we build new housing?***

**2b- Strengthening neighborhood amenities and public infrastructure**

Higher-income and low-density residential corridors and neighborhoods described in the last question often maintain high quality amenities, environment and resources such as schools, parks, commercial corridors, and frequent transit. These amenities and resources can help support healthy families and upward mobility for vulnerable groups.

**Potential focus group questions:**

- ***What type of amenities and public infrastructure investments should be prioritized to better prepare these neighborhoods to receive more housing?***

**2c- Supporting moderate- and middle-income households**

Moderate- and middle-income households, 76% of which are non-white, have been increasingly burdened by expensive housing costs in the past two decades. Public funding and private market incentives play a role in making housing more accessible for these families but building subsidized units for this income level is more costly because State and Federal funding cannot be leveraged.

***Draft 1 of the Housing element includes recommendations for publicly funded housing and privately built housing to serve moderate- and middle-income households.***

***Recommendations for subsidized housing include:***

- Pursuing educator and first responder housing program and expanding it to include transit operators and hospital workers.

- Seek non-City financing methods to supplement local public funds.
- Target down payment assistant programs to areas with higher concentration of communities of color.

***Recommendations for privately funded housing include:***

- Reducing cost of construction through streamlined review: this means the City would shorten review and permitting process if the buildings:
  - Are smaller scale 4-8 story buildings that fit the scale of most neighborhoods.
  - Serve moderate- and middle-income households.
  - Are in neighborhoods with fewer new units built in the past two decades.

***Potential focus group questions:***

- ***Subsidized housing for moderate- and middle-income households:*** How should the City invest public funding to support housing for moderate- and middle-income families and individuals?
- ***Privately funded housing for moderate- and middle-income households:*** A streamlined approval process for privately funded housing would not provide neighbors an opportunity to review individual housing projects. Instead, they would provide input in planning processes and guiding requirement for housing projects in general. Do you think a streamlined project approval process is a helpful approach to ensure privately built housing serves moderate and middle-income households?

## 2d- Continued engagement

***Potential focus group questions:***

- ***What would be the best way to approach community engagement for new housing in your community? What has or hasn't worked in the past?***

## APPENDIX C.

### Focus Group Community Partner Selection Criteria

The Project Team has designed focus groups to engage stakeholders in the review of the first draft of Housing Element goals, policies, and actions and gather feedback answering the question: “How do you think these policies and actions would get to what you need?” The team seeks alignment between the draft policies, the housing needs of our residents, and the equity goals and strategies of our partner organizations.

#### Approach:

- Collaborate with key CBOs leaders to implement approximately 25 focus groups of 8-10 participants, organized roughly by neighborhood geography, cultural affiliation, or targeted vulnerabilities. The maximum duration of focus groups will be 2 hours, including 30 minutes of preparation.
- Compensate community partners for assisting with focus group implementation and provide incentives to focus group participants.
- Work collaboratively with CBO partners to tailor messaging for each focus group to be culturally responsive and specific to the ideas and needs of their community.

#### Community Partner Selection Process

##### OUTREACH AND RECRUITMENT

The project team employed several methods to invite community partners into the focus group implementation process.

##### Email Blasts

On April 9, 2021 the project team sent group emails announcing the first draft of the Housing Element and requesting focus group partners. The message was sent to all participants of Phase I

of community engagement and all members of the public who have signed up for Housing Element information. This was followed by two more email blasts inviting the public to engage in our outreach process.

##### Email Recipients

- Housing Policy Group members (49 organizations)
- Subscribers to Housing Element website (1,328 contacts)
- Community Organization Contact List from Phase I Outreach (572 contacts)

#### SEEKING RECOMMENDATIONS

In April, the project team began seeking recommendations for community partners from several advisory bodies.

##### Planning Commission

On April 22, 2021, staff presented a project update to the Planning Commission and announced the partnership model for the focus groups, inviting attendees to contact the project team for more information.

##### Human Rights Commission

In April 2021, SF Planning began consulting with the Human Rights Commission (HRC) about focus group partner selection. SF Planning attended several HRC-hosted Roundtable meetings and a hearing, including on April 16, 2021, to ask for interested partners or recommended partners.

##### Community Equity Advisory Council

In June 2021, the project team began consulting with the newly formed Community Equity Advisory Council about the engagement strategy seeking recommendations for key community partners.

## TARGETED INVITES

Starting in April and continuing through July, the project team began making individual requests to partner with key community groups. Individual requests focused on potential community partners who could reach demographic groups not formerly engaged in the Housing Element outreach, groups especially vulnerable to housing instability, or difficult to reach groups (i.e. the unhoused or marginally housed, residents who primarily speak a language other than English, very low income residents, transitional aged youth, and others). These targeted invites were guided by senior staff, community engagement specialists within SF Planning, key partner agencies, and community organizations currently engaged in Housing Element outreach.

- Community leaders in neighborhood or on key topics
- Coalitions
- Cultural District organizations
- Housing Policy Group members

## Selection

### Criteria

The sub-consultant, in common, in consultation with the SF Planning project team, used the following criteria to identify potential community partners for the focus groups.

- Directly serving the targeted community
- Priority to service providers than advocacy organizations
- Cultural competency and in language staff
- Experience with housing policy was not required as this process is also a pilot for capacity building, but general understanding of housing needs

The selection process was limited by the project schedule and budget; therefore, partner identification is expected to end in July to allow the team to complete focus group events by the end of August.

### Confirmation

SF Planning sought to confirm all interested focus group community partners in order to reach maximum diversity in the range of participants. This led to confirming approximately 20 community partners who expressed interest and capacity to convene and/or co-host and/or co-facilitate a focus group. This exceeded the originally scoped 15 partners but ensured a more diverse range of participants.

Selected partners were invited to document the roles of all parties (community organization, SF Planning, SF Planning's consultant) in a Memorandum of Understanding (MOU). The MOU included details about partner compensation and participant incentives.



## APPENDIX D. Housing Policy Group Summary

### Stakeholder Feedback Summary

In August of 2021 the Planning Department reconvened the Housing Policy Group (HPG) to discuss key topics related to the draft housing element. We held 5 feedback sessions each focused on a different topic. We selected topics where we felt that the draft needed the most help and asked participants to review and discuss a subset of the draft Policies and Actions under each topic area. We invited specific representatives to each discussion based on their organization's expertise, and their prior participation in previous rounds of HPG discussions. We also shared the list of topics with everyone who had participated actively in prior HPG meetings and asked if they were interested in participating in any of the discussions. We also actively sought participation from other organizations, not previously part of HPG, if certain topics needed a wider set of expertise.

For each session we provided a list of selected actions relevant to the topic for participants to review prior to the session. These lists are attached below. In addition to general feedback and thoughts, we asked each group to:

- 1) Identify actions that are essential to keep in the draft as it is revised,
- 2) to discuss issues or ideas that seem to be missing or could be added to the draft to better achieve the overall goal, and
- 3) to identify 1-3 actions that should be seen as top priorities.

These sessions helped the department to prioritize and refine the actions in the draft housing element. We received many suggestions for additional actions and some feedback on actions that could be removed or combined.

### Participating Organizations

There were 7 meetings total with 27 participating organizations.

#### Attended multiple meetings

Habitat for Humanity\*  
Council of Community Housing Organizations  
Bayview Hunters Point Community  
Advocates/Southeast Community Council  
California Consortium of Urban Indian Health  
Homeownership SF  
Japantown Cultural District  
Japantown Taskforce  
Livable City

San Francisco Apartment Association  
San Francisco Electrical Construction Industry\*  
San Francisco Housing Action Coalition  
Senior Disability Action  
SPUR  
Wah Mei School\*  
YIMBY Action  
YIMBY Law

#### Attended 1 meeting

African American Reparations Advisory Committee\*  
African American Arts and Cultural District\*  
American Indian Cultural District  
Good Jobs First\*  
HRC/Dream Keeper Initiative\*  
Midpen Housing\*

Open Door Legal  
Richmond Neighborhood Center\*  
San Francisco Foundation  
San Francisco Housing Development Corporation  
The John Stewart Company\*

\*Participated for the first time in Phase 2

## Key Takeaways:

A number of concrete suggestions for changes or additions to the draft housing element emerged from these discussions. Some suggestions were raised multiple times over multiple sessions. Among the top suggestions were:

- ☐ Identify specific sources of funding for more of the proposed actions
- ☐ Refine and standardize the language used to refer to vulnerable populations
- ☐ Initiate a discussion about the feasibility of offering affordable housing preferences to members of racially defined communities that have been discriminated against in the past
- ☐ Consider adding an action to fund community-based support to help targeted households apply for affordable housing
- ☐ Strengthen the actions related to tenant protections and address tenant buyouts as well as evictions.
- ☐ Strengthen the actions related to promoting homeownership – particularly as a wealth building tool and as a tool for affordable infill in lower density neighborhoods.
- ☐ Add actions related to supporting development of affordable homeownership units particularly on smaller lots which might not be suitable for rental housing
- ☐ Add actions to expand support for Shared Equity Homeownership
- ☐ Recommit to providing housing balance and jobs-housing fit data publicly on an annual basis
- ☐ If the Housing Element calls for community benefits in exchange for streamlining, identify either the specific benefits or the process for selecting them in the document rather than simply saying that there should be a connection.
- ☐ Add an action committing to redesign the Former RDA Certificates of Preference program to better meet the needs of Certificate holders and their descendants.
- ☐ Spell out more clearly how the City will capture land value from anticipated upzonings to ensure benefits for the whole community
- ☐ Add an action related to providing support, removing permitting barriers and ‘hand holding’ for homeowners in priority geographies who want to perform home repairs
- ☐ Clarify the language in III.5.c about limiting zoning changes to those that benefit communities of color – provide a clearer framework for how this would work and who would decide.
- ☐ Add an action committing to examine the building code to ensure that it facilitates the use of Cross Laminated Timber construction
- ☐ Where the draft refers to ‘streamlining’ be clearer about what specific changes are anticipated and consider including fixed approval timelines
- ☐ Add an action related to developing objective standards clarifying when demolitions are appropriate and change rules to make demolition easier in those cases, in order to expand the opportunities for infill development in lower density locations.
- ☐ Refine all actions that talk about affordable units to ensure that it is always clear when the document is referring to deed restricted units vs. Units that are inexpensive without formal restrictions. Clarify which incentives/streamlining changes proposed in the draft would be accompanied by affordability restrictions.
- ☐ Add an action calling for updating the HOME-SF program to make it more attractive to developers
- ☐ Add an action related to supporting lower-income homeowners in redeveloping their own properties to add more units and generate income
- ☐ Consider adopting standard pre-approved designs for duplex, triplex and four-plex buildings which could be approved without any discretionary review.

- ❑ Develop a system for identifying a small subset of ‘priority’ actions (either for the whole Housing Element)
- ❑ Consider creating an ongoing process to update specific communities about progress on priorities selected by that community (ie. Newsletters/fact sheets, annual town hall type meetings, etc.)
- ❑ Consider adding an action to ‘codifying’ the cultural districts or otherwise strengthening their ability to manage change in their neighborhoods

## A. Repairing Past Harms

Participants discussed the actions in the Draft Housing Element which are intended to directly respond to past racial discrimination in the housing element and begin the process of repairing the harms from these actions.

### **What to Keep**

Several participants voiced support for the draft’s overall effort to “acknowledge, repair and empower” communities that experienced past harms. One participant said, “for a city to say this explicitly creates a great platform to grow on.” Participants particularly mentioned liking the goals focused on bringing back displaced populations and providing additional resources for community based organizations. People generally liked the framing about repair and reparations but there was some concern about whether the City could live up to the language here. One person said, “I would anticipate a reaction that this is just more rhetoric.” In general, the suggestion was to keep the language in the draft but add more specificity about accountability and to identify the funding necessary to implement more of the actions. One participant said “not having resources means shifting the burden to the community.”

There was a discussion about the terms such as “American Indian, Black and other people of color” which the draft uses to refer to groups that are targeted for support. One suggestion was to use a standard term throughout but to include a section of the document that more clearly defines who is included.

### **What’s Missing:**

Several people expressed concern that the intention to bring displaced people back to the city was still too vague to be effective. More than one participant called for preferences by race for affordable housing units. Others called for offering opportunities first to people who have been displaced and want to return. One asked for new resources to train community members to fill out housing applications to register for lotteries. Several suggested additional ways that the city could invest in engaging communities. Some participants asked for more consistency from the city on racial equity noting that they have to deal with multiple city departments which each have different approaches. Another added that “it seems inconsistent for planning to hold this position pushing for repairing harms while other departments seem to be working for the opposite.”

There was widespread concern about how communities would hold the City to implementing these actions. There was also concern about how communities could track all of the different actions. One

suggestion was to pick 4 top priorities each year and share results with the community rather than bringing everything and overwhelming people.

#### **Top Priorities:**

Most participants mentioned concerns about accountability as their top priority in this area. Some asked that the Department “sharpen the language about accountability” while others suggested more attention to implementation strategies or metrics of success. One participant suggested that the City provide customized newsletters for each district outlining key outcomes from the Housing Element relevant to the priorities of that community. Another suggested that the City host monthly round tables in each community to report on priority actions.

### **B. Building Housing in High Opportunity Areas**

Participants discussed a set of proposed actions in the draft element which aim to expand the supply of housing and of affordable housing in “high opportunity” parts of the city.

#### **What to Keep**

There was enthusiasm about the goal of building 50% of new housing in High Opportunity Areas. Most participants were also enthusiastic about the goal of prioritizing 50% of affordable housing funding for these areas but there were some concerns about the practicality of that goal. Existing actions related to tenant protections and land banking were also popular.

#### **What’s Missing:**

Nearly all participants agreed that the draft needed to say more about strategies for community education and outreach in order to be successful in achieving the ambitious goals for High Opportunity Areas. The strategy of funding CBOs to lead community education was suggested by several participants with some stressing that there needed to be funding for CBS to “staff up.” Several participants noted the need for more actions related to tenant protections. Affordable homeownership development was also suggested as a strategy for promoting community acceptance in High Opportunity Areas. Some participants argued that the City should require family sized units in new buildings, particularly in areas where density limits might cause developers to build only very small units. Others felt that requiring larger market rate units would make housing less affordable without necessarily serving families in need. There was some disagreement about the desirability of identifying community benefits in exchange for streamlining. Some felt that this was a good way to build support for more density, while others were concerned about that the cost of benefits could make the needed housing infeasible.

#### **Top Priorities:**

Multiple participants identified capacity building for community based organizations and construction of permanently affordable units as critical priorities. In addition, up-zoning ambitiously, community education and engagement and expanded case management were identified as priorities by some participants.

### **C. Building Housing in Priority Geographies**

Participants discussed the Draft Housing Element Actions that aim to support and strengthen neighborhoods identified as being most at risk for further displacement.

**What to Keep**

Many participants appreciated the draft's goal of ensuring geographic equity in where new housing is built. In particular, participants mentioned wanting to preserve the actions related to promoting community ownership of land, expanded neighborhood preferences, implementing a Right to Return policy, expanding homeownership production and prioritizing homelessness prevention investments in Priority Geographies.

**What's Missing:**

There was a discussion about homeownership programs and how to target resources to expand homeownership. Participants discussed how homeownership projects could be built on lots that might be too small for typical rental buildings. Participants also expressed interest in easier to use programs to help homeowners fund and manage repairs – possibly staffed by local nonprofit organizations because “nobody’s grandmother wants to hire a contractor and supervise them.” Another participant suggested a need for streamlined building permit process for residents of Priority Geographies in order to make it easier for homeowners in these neighborhoods to make repairs.

There was also a discussion of preferences and the Certificates of Preference issued by the former Redevelopment Agency to residents that were displaced. Participants expressed concern about the difficulty residents have had using the Certificates and suggested that the housing resources available in the City do not well match the needs of the Certificate holders.

Participants also suggested that the draft needs to say more about Environmental Justice and what it means for communities and to spell out more clearly how we will recapture the land value created by zoning changes and ensure that that value goes to the community.

**Top Priorities:**

Priority actions mentioned included, expanding homeownership production by building on smaller lots, targeting homelessness resources to Priority Geographies, ensuring that new buildings are spread across the city more equitably, and promoting community ownership of land and land acquisition strategies

**D. Small and Medium Sized Buildings**

Participants discussed strategies for expanding the supply of small and medium sized buildings throughout the city.

**What to Keep**

Most participants supported the idea integrating streamlining and community benefits into packaged deals. One participant summarized the discussion by saying “The challenge of getting things approved becomes leverage. We are talking about getting rid of all of that leverage. But then you have to make sure that every streamlining is accompanied by community benefits including strong labor agreements.” And another agreed “When there are things we all agree are benefits, exchanging them for streamlining makes sense.”



**What's Missing:**

Someone suggested that streamlining should be accompanied by a fixed approval timeline “if we are serious.” Another participant suggested that the document was missing actions that would make it easier to demolish existing buildings which could be key. But because demolitions will raise community concerns, someone else suggested adopting objective standards for what kind of demolition is acceptable and another participant suggested that demolition could be limited to owner occupied homes in order to protect renters.

Participants also discussed the potential geographic distribution of future small multi-family buildings. Some participants were concerned with impacts on tenants and one suggested only offering streamlining for these buildings in neighborhoods where 2/3 of the homes are owner occupied.

There was disagreement about the potential for modular construction to facilitate the construction of small multi-family buildings. San Francisco unions have opposed modular unless it is built to city (not state) standards. However there is no labor opposition to adoption of Cross Laminated Timber technology which also promises to lower construction costs.

Someone suggested that it would be ideal if the city had standard duplex and 4-plex building designs which could be approved without any discretionary approval process. Several others expressed support for this idea because it might reduce the risk for small property owners.

**Top Priorities:**

Top priorities for participants included ensuring that developers of small buildings were local/people of color, ensuring that these buildings are financially feasible, and focusing on larger, higher density projects along transit corridors.

**E. Middle Income Housing**

Participants discussed potential actions to expand the supply of housing affordable to middle and moderate income households.

**What to Keep**

In general, people liked that the draft included a mix of subsidized and unsubsidized strategies for serving middle income households. People mostly supported the notion that it was appropriate for the City to provide subsidy for permanently income restricted middle income units and also to adopt policies that support market provision of unrestricted units serving this income group. Participants called for preserving the draft's emphasis on using public land for affordable housing, streamlining development of middle income housing, facilitating small multi-family buildings in lower density areas, encouraging employers to build industry specific housing, and encouraging employers to contribute to homeownership programs. Several participants expressed support for streamlining approval of Accessory Dwelling Units and expanding that to other building types as well.

**What's Missing:**

One participant pointed out that eliminating parking requirements could help make more middle income housing financially possible. Others asked that the actions more strongly encourage shared equity homeownership (CLTs, deed restrictions) that allow wealth building but preserve affordability for future buyers.

Participants suggested that the draft could be clearer about which incentives would come with affordability restrictions. Some of the actions mention restrictions and others don't and it was not clear to everyone whether that was intentional. In particular, there was a disagreement about whether deed restrictions should be required in exchange for permit streamlining for small multi-family buildings. Some people argued that 'the housing is the benefit' while others argued that including affordable units was necessary to ensure that the public benefits from changes like this. Others called for close financial feasibility analysis to ensure that any requirements don't make these projects infeasible. Someone pointed out that the goal with allowing more small-multi family buildings would be to create more abundant housing citywide which could lower prices but not necessarily ensure that each individual project would be affordable and another participant suggested that we could test that idea for a period of time and if buildings were generally providing middle income units we scale it up and if not, we could shut it down.

One suggestion for encouraging more small multi-family would be to eliminate the need for a Conditional Use permit when a homeowner demolishes their single family home to build a new building.

Some participants felt that calling out educator housing was not appropriate because there are so many other people who need and deserve help.

#### **Top Priorities:**

Top priorities mentioned by participants included facilitating development of small multi-family buildings, streamlining ADUs, using public land for mixed-income affordable housing development and allowing group homes as a principally permitted use.

### **F. Accountability**

Participants discussed potential strategies for holding City government accountable to community priorities and ensuring implementation of the Housing Element's ambitious racial and social equity goals after the plan is adopted.

#### **What Does Accountability Mean?**

Participants were asked how they would define accountability and who they thought the Housing Element should be maintaining accountability to. Some participants articulated a fairly narrow view of accountability which involved simply identifying who was responsible for implementing each action so that stakeholders would know where to turn if actions were not being implemented. Others focused on transparency calling for development of metrics that would indicate whether the actions were having the intended effect. But a number of participants equated accountability with power sharing.

These participants pointed out that creating accountability to communities that have been harmed by past planning processes requires changing power dynamics and many expressed real concern about whether the City was ready to do that. One participant said “100% it’s power, and the housing element will be a bust if those who have it now don’t share it.” Another added “We have felt that this [Housing Element] process is a breath of fresh air but we don’t trust that your bosses will let you implement it.” Several participants expressed a sense that accountability would require “delegating” decision making or budgeting power to ‘communities themselves’ while others seemed to feel like it would be possible for the department to craft more of a partnership with communities. One said “It has to be shared, not completely given over in all areas. It is about saying we are not holding all the card but we have equal parts of the deck.”

### **What to Keep**

In general participants liked that the draft Housing Element recognized the need to partner with communities and to engage people in ongoing implementation but many felt that the specific actions identified were not concrete or specific enough.

There was some discussion of what kind of accountability would be most helpful. One participant observed “in America the only real way to make people do what they don’t want to do is to sue them.” Several others responded that there were better ways to hold the City accountable. One suggested “The Housing Element is a policy document. If we take it at an aspirational level - there are more values based statements here than in past housing elements. We can use politics as a tool.”

### **What’s Missing:**

There was general agreement that it would be helpful for City staff to ‘convene with the community’ at intervals to help people understand what progress was being made on Housing Element goals. Several participants praised the outreach and engagement that has accompanied the Housing Element update and suggested that a similar level of effort may be necessary in the future on an ongoing basis. But other participants were concerned about increasing the number of meetings that community members were expected to attend. One participant said “For American Indians - if we had a town hall - people love to eat, we need space to talk but people would want to know what the goal is. It could be harmful to engage people too much without showing action.” Another participant added “We lose engagement once people feel like they are not heard”

Someone suggested that the department publish individualized fact sheets about what progress was made in specific communities. While there was broad support for the idea of individualized reporting to targeted communities, there were different perspectives about what the right forum would be for the City to engage communities. Someone suggested that the department could use Cultural Districts to identify priorities and regularly report on progress. Others were concerned that Cultural Districts didn’t reach all the relevant communities. Someone else suggested returning to neighborhood planning so that every area could have a locally developed plan.

## Detailed Feedback

### A. Repairing Past Harm

Housing Policy Group Discussion: July 29, 2021

#### Relevant Draft Goals, Policies and Actions

Policy	Action	Language
		<a href="#">GOAL 2: Repair the harms of historic racial, ethnic, social discrimination for American Indian, Black, and other People of Color.</a>
<a href="#">II.1</a>		Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.
<a href="#">II.1</a>	a	Acknowledge and identify the historic discriminatory programs and policies, and their disparate impacts on American Indian, Black, and other People of Color as part of Phase 2 of the San Francisco Planning Department's Racial Equity Action Plan, building upon the Planning Commission's and the Historic Preservation Commission's resolutions that center planning on racial and social equity.
<a href="#">II.1</a>	b	Support the completion and implementation of Racial Equity Action Plans for all City agencies relevant to the provision of housing and housing services.
<a href="#">II.1</a>	c	Standardize a list of indicators that measure housing needs and challenges for American Indian, Black, and other People of Color to incorporate into any analysis supporting community planning processes or proposed housing policy or legislation.
<a href="#">II.2</a>		Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.
<a href="#">II.2</a>	a	Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
<a href="#">II.2</a>	b	Increase Planning Department resources and staff allocation to build capacity and partnerships with Community-based organizations that primarily serve and represent American Indian, Black, other People of Color across all department functions, including long-range planning, program implementation, and regulatory review.
<a href="#">II.2</a>	c	Increase grant funding sources and staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program and support their respective Cultural History Housing and Economic Sustainability Strategies (CHHESS).
<a href="#">II.2</a>	d	Identify and implement priority strategies recommended by advisory bodies primarily serving and representing American Indian, Black, and other People of Color such as the African American Reparations Advisory Committee.
<a href="#">II.3</a>		Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.
<a href="#">II.3</a>	a	Fund and coordinate with community-based organizations primarily serving and representing American Indian, Black, other People of Color for inclusive outreach and engagement and meaningful participation in planning processes related to housing.
<a href="#">II.3</a>	b	Engage and gather input from underserved and underrepresented communities in the early stages of neighborhood and community planning processes and housing policy development through focus groups, surveys, and during community engagement events through funded partnerships with community-based organizations that primarily serve and represent People of Color
<a href="#">II.3</a>	c	Implement culturally competent outreach relevant to various groups such as youth, seniors, various ethnicities, and cultures, including materials in various languages, simple language, and trauma-informed communications for American Indian, Black, and other People of Color, and low-income populations.
<a href="#">II.3</a>	d	Share best practices with private developers for meaningful, robust, and culturally competent outreach and engagement.

<a href="#">II.3</a>	e	Update requirements for project sponsors for certain development projects, such as those subject to Preliminary Project Assessment process, to engage with interested Cultural Districts and other community-based organizations that serve Vulnerable Groups located in proximity to the project; such engagement should occur in timely manner that allows these communities to shape the project prior to formal application submittals.
<a href="#">II.4</a>		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.
<a href="#">II.4</a>	a	Develop and align department-wide metrics to evaluate progress on housing policies advancing racial equity based on and consistent with the San Francisco Equity Index prepared by the Office of Racial Equity.
<a href="#">II.4</a>	b	Assess and implement resources in the City's housing work program areas and investments that proactively advance racial and social equity.
<a href="#">II.4</a>	c	Develop and implement an impact analysis approach that seeks to identify racial, social, and health inequities related to plans or development projects of certain scope or scale and identify mitigation measures or alternative strategies.
<a href="#">II.5</a>		Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.
<a href="#">II.5</a>	a	Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within Priority Geographies and Cultural Districts.
<a href="#">II.5</a>	b	Implement the right to return legislation for residents of public housing and explore expanding right to return opportunities previously displaced
<a href="#">II.5</a>	c	Continue efforts to offer affordable homeownership opportunities to communities displaced by past discriminatory government programs. Such government programs include the Redevelopment and Urban Renewal or the Indian Relocation Act.
<a href="#">II.5</a>	d	Identify, preserve, and expand cultural and community assets and anchors (arts, historic buildings/sites, cultural events, and cultural institutions) for American Indian and Black communities through community-led processes such as the American Indian Cultural District, the African American Arts and Culture District's Cultural History Housing and Economic Sustainability Strategies (CHHESS), or historic context statements.
<a href="#">II.5</a>	e	Identify opportunities to dedicate land to the American Indian Community to redress the historic dispossession of resources affecting these communities, Indian Relocation Act, or other historic efforts that broke the cohesion of this community.
<a href="#">II.6</a>		Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.
<a href="#">II.6</a>	a	Identify the public health needs of neighborhoods through community planning processes or large-scale development projects by engaging community-based organizations, and San Francisco Public Health Department, and other City agencies; public health needs include addressing air, soil, and noise pollution, sea level rise vulnerability, access to parks, open spaces, healthy food, and community safety.
<a href="#">II.6</a>	b	Expand funding for acquisition and rehabilitation programs to remove mold and other health hazards.
<a href="#">II.6</a>	c	When building housing on environmentally contaminated sites located in Environmental Justice Communities and Priority Geographies, require developers to conduct culturally competent outreach in adjacent communities to inform them about remediation processes and ensure stronger accountability and oversight.
<a href="#">III.1</a>		Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.
<a href="#">III.1</a>	a	Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.
<a href="#">III.1</a>	b	Develop and implement community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area.
<a href="#">III.1</a>	d	Support the development of businesses owned by American Indian, Black, and other People of Color in affordable housing buildings.



<a href="#">III.1</a>	e	Continue and expand efforts to target education and housing readiness counseling programs, including in-language trainings, to support the neighborhood preference program.
<a href="#">III.1</a>	f	Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
<a href="#">III.2</a>		Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.
<a href="#">III.2</a>	a	Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.
<a href="#">III.2</a>	b	Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
<a href="#">III.2</a>	c	Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.
<a href="#">III.2</a>	d	Support and expand indigenous community leadership navigation of services and systems to provide tenants' rights education, similar to the existing Code Enforcement Outreach Program that is offered within the Department of Building Inspection; consider expanding this culturally competent program to other People of Color (American Indian, Black, and other People of Color).
<a href="#">III.4</a>		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.
<a href="#">III.4</a>	a	Target increased investment in the Downpayment Assistance Loan Program to households who live in Priority Geographies.
<a href="#">III.4</a>	b	Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color.
<a href="#">III.4</a>	c	Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.

### Discussion Notes:

#### Which actions are most important to keep:

Participants identified a number of actions to preserve including:

- There was support for the idea of ongoing focus groups or other outreach efforts with compensation to CBOs/participants. One participant said “There are also a lot of orgs that represent the African American community, so we need a coordinator from Planning to make sure that those conversations, collaborations are fruitful. This is going to take money – we're asking folks to dedicate their time, so we need to make sure there's some sort of incentive for folks to participate”
- There was support for the idea of “right to return.” One participant asked “How do we make these housing opportunities available first to the people who want to return?” Another said “Our priority is right to return, being able to rent or own a home, and having community-serving facilitates. We want a multigenerational housing opportunity for everyone.”
- There was support for maintaining a minimum budget for support of Permanently Affordable Housing in Priority Geographies (III.1.a)
- There was a lot of support for retaining the language around repairing past harms.
  - “Reparations is a trigger word for a lot of people – but you have to keep that language. Reparations framework is necessary to actually repair harm.”

**What's Missing:**

Participants also identified a number of things to add or change about the current draft:

- One participant suggested investing in “teaching folks how to navigate and apply for affordable housing.”
- There were several suggestions about how to more effectively engage with vulnerable communities during implementation of the housing element.
  - Instead of burdening communities to do this, I would love to see a list of community organizations and have Planning to come out once a month to host a roundtable with our communities. Do not want a giant “BIPOC” meeting. How do we put the burden back on planning so that we’re not doing all the work again.
  - I want a cheat sheet of the metrics of housing production and demographics so that we can have knowledge disseminated to the community.
  - I want metrics on specific priorities, especially across departments. That way communities can be better engaged and be up-to-date.
  - Publish the findings in a newsletter for each area you have completed. Make the process for each one of these objectives transparent and publish the intended implementation strategies. Simplify the materials and objectives that are sent to the orgs/districts/ and public. These are info heavy, target the main objectives you want to get from folks or the main info at a given point in time rather than an info dump of the whole plan.
- Several participants pointed to the need for closer coordination with other city departments to ensure that the City is fully committed to these goals:
  - Planning sits in the City bureaucracy, and it ends up being hypocritical when you talk about these huge ideals while other departments in the city are not pursuing these goals at all. It’s not fair to the community, and not to Planning staff.
  - It’s unfair to [Planning Staff] when the bureaucracy behind you is continuing to do harm... The city needs to fully own the acknowledgement of past harms. I’ve seen it by some departments but not the city as a whole.
  - How are the different departments’ social equity plans being weaved together? What was helpful was seeing Planning use the same metrics/maps at Public Health. Without synchronization, community orgs have to do the work of coordination with all these different departments that each have their own metrics of equity.
- Several participants suggested replacing the current affordable housing lotteries with a system that would be more directly race-based.
  - Get rid of the lottery. It's structurally inequitable if your goal is to get back American Indian, Black, Japanese Americans, POC. Statistically, Black people make up 3% of SF, so how are we going to bring them back on a lottery with equal chances?
  - The Japanese American story is full of government-imposed actions that forced us out of our communities. If we’re just talking about housing in San Francisco, it’s important to me that we’re acknowledged and our specific experience. What does the return of the certificate of preference mean? Those original families are long gone, how are you going to meaningfully implement COP now? I don’t feel that the harm that Japanese Americans have experienced have been sufficiently acknowledged.

- Someone suggested not relying on loans for homebuyer assistance: “We need more free money, like for home repair/maintenance. It just ends up being loans, which are not really supportive long-term.”
- Several participants urged the department not to try to do all of this at once and to instead think about prioritizing. One said: “Sequencing is key. It would be helpful to see how you plan to sequence these efforts”
- There was also much agreement that the Housing Element needed to be more specific and concrete if it was going to succeed in such ambitious goals.
  - We need capital and actual investment, and we should align contributions across the system.” The document needs to “sharpen language and accountability – how do we actually measure these plans?
  - Section 3 starts to get fluffy. It doesn’t matter if the capital isn’t connected to it. What are the specific initiatives? What is the thing that actually gets money into the community? How do you get it beyond CBOs and to the community? Unless there’s money dedicated to a policy that you can be held accountable to, then this is the same as all the other rhetorical promises we’ve been given.
  - We need greater specificity on intent. What does “bringing people back” mean? Name the things that are needed to help people stay.

Other issues that came up:

- There was some discussion of the language used to refer to different ethnic groups.
  - This policy has clearly outlined priorities for American Indian and Black communities, but Japanese Americans have been stuffed into this category of “people of color.” We’ve had specific community traumas – internment, redevelopment, eminent domain – and we want to be named specifically in policies.
  - I think the “BIPOC” issue is part of larger issue. This reminds me of the sudden interest in land acknowledgements – it came out of nowhere and all these cities are coming to us to pass these land acknowledgement resolutions without it organically coming from the community. It just feels like a PC resolution. I would encourage you to continue to check in with communities along the way to see how they’d like to be identified.
  - Several participants expressed real appreciation for the progress to date and for the level of community engagement in this effort.
    - Kudos, that the Planning Department really listened and I want to recognize that.
    - This is a good platform to start from – let’s make this a floor rather than a ceiling.

Priorities:

- Right to return
- Affordable housing preferences by race
- Access to housing inventory
- Assistance to own or rent to live in the community

## B. Building Housing in High Opportunity Areas

Housing Policy Group: August 24, 2021

### Relevant Draft Goals, Policies and Actions

Policy	Action	Language
<a href="#">III.5</a>	a	Establish a goal of building 50 percent of the regional housing targets at each income-level, increasing over the long-term, to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.
<a href="#">III.6</a>		<b>Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.</b>
<a href="#">III.6</a>	a	Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taravel Street, West Portal Ave, and Van Ness Ave.
<a href="#">III.6</a>	b	Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">III.6</a>	c	Explore the possibility of high-rise towers at major transit nodes along Rapid bus and rail corridors within High Opportunity Neighborhood parallel with needed infrastructure improvements.
<a href="#">III.7</a>		<b>Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.</b>
<a href="#">III.7</a>	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods
<a href="#">III.7</a>	b	Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">III.8</a>		<b>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.</b>
<a href="#">III.8</a>	a	Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects.
<a href="#">III.8</a>	b	Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in High Opportunity neighborhoods, such as church sites and partnership with interfaith council.
<a href="#">III.8</a>	e	Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.
<a href="#">III.8</a>	f	Create and expand funding for programs that offer case management, financial literacy education, and housing readiness to low-income American Indian, Black and other People of Color households who seek housing choices in High Opportunity Areas, along with providing incentives and counseling to landlords to offer their unit.
<a href="#">IV.2</a>	b	Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and new Priority Development Areas
<a href="#">IV.3</a>	l	Prioritize Planning Department staff resources on review of Discretionary Review applications that contain tenant protection issues and those within Priority Geographies over applications in High Opportunity Neighborhoods that that do not involve tenant considerations.

<a href="#">V.4</a>	c	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.
<a href="#">V.4</a>	d	Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">VI.2</a>	b	Establish a goal of building 50 percent of the regional housing targets at each income-level to be built in High Opportunity Neighborhoods within the next two Regional Housing Needs Allocation cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.
<a href="#">VI.2</a>	c	Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice

### Discussion Notes:

#### Which actions are most important to keep:

Participants identified a number of actions to preserve including:

- Expanding housing opportunities for communities of color (III.8)
- Goal of meeting 50% of RHNA goals in High Opportunity Areas (III.5.a)
  - Its a great target to have in the Housing Element
  - I like the idea of aligning development with affordability; I wonder what else would be needed in order to truly make that happen
  - I'm very excited about the idea of putting housing in the Westside
  - Concern: it's really hard to find the right sites in the first place, if we push to high resource and if we exclude sensitive communities, it will remove feasibility, we have to ask if maintaining the status quo helps people with evictions/displacement, protecting buildings that are heavily tenant occupied should be the goal.
  - Concern: I Like the metric of 50%, but it could take two RHNA cycles. Could be higher given how inequitable it has been."
- Prioritizing tenant protections (IV.3.I)
  - I like trying to limit DR on tenant situations and prioritizing staff to things that matter
- Funding more case management (III.8.f)
- Land Banking (III.8.b)
  - Having a base of municipally owned land is going to be pretty critical for getting to 50% of housing in high opportunity areas
  - Requiring 50 units per parcel "feels very limited." Habitat is building on a much smaller scale in Diamond Heights.
  - Also consider that Land trusts advance permanent affordability too
  - There was a question about whether MOHCD was on board with the idea of land banking
- Building on rail and bus corridors (III.6.c)
  - This is a really difficult nut to crack on the Westside
- Dedicating 50% of city funding for affordable housing to High Opportunity areas (III.8e)
  - I like this idea, but I would check with some of the affordable housing developers to make sure that this is realistic
  - The Housing Element cannot tell MOHCD to what to do. But we can make changes, high opportunity areas with the smaller sites, a site owned by the city that

only accommodated 80 units was too small for MOHCD which comes from state and the tax credit system, but it also comes from MOHCD because of cost efficiency, this leaves off high opportunity areas. It's not about 'should we go down from 100 to 50' but it's about how we go to 6 to 10 units.

- Identifying community benefits that would allow streamlining (III.7.b)
  - This supports smaller sizes and serving families that are middle income and setting some aside for permanently affordable; those things speak to me through the work we do with the people we serve
  - Concern also: would this result in housing that we want to see? About community benefits, we need to be careful there, if we want to encourage production of housing at all income levels in these areas, we don't want to make it costly and complicated. I'd be cautious and think about the financial feasibility.

#### **What's missing:**

- More tenant protections
  - This plan is 6-8 years. tenants out here getting evicted don't have 6-8 years, tenant protections are important.
  - If we are thinking evictions we should think about the building typology, social issues and zoning don't go well together. Are there secondary units that are being the target of evictions?
  - Evictions plus buyouts (looking at eviction cases will still miss a lot)
- More education/outreach
  - Lack of education about affordable housing people have different interpretation of affordable housing. Work with residents and merchants to improve understanding of what affordable housing mean.
  - We need to make sure that we are not missing certain things, they need to do outreach/funding.
  - I wonder if there are any efforts to fight over the opposition.
  - Educating a broader spectrum of folks of what these things mean. Where's the place that could be addressed. We need to address that: invest in community organizations/schools to educate them on what this means to them.
  - Yes there needs to be funded outreach
  - Not just working with CBOs, but also funding them to staff up, the success that we've been seeing is where there's funding to add capacity. That's the change between two years ago in forest hill development and last month 2550 Irving where see the investment in CBOs paid off.
- Neighborhood specific strategies
  - Sea cliff/diamond heights, what could be an affordability strategy in those areas. Can things be done to enhance density and affordability?
- Family sized housing
  - Developers only go for minimums. We should require a percentage of bedroom mix. 50-60% family housing
  - Whenever we talk about getting rid of density limits, then you want to encourage family sized units
  - Family sized units even 4 bedrooms (8-10 person households), it's a good fit for high opportunity areas.



- Concern: I would caution against family housing. My concern is not about the affordable side, larger units mean means more expensive units. If you are mandating bedroom counts, you are mandating larger units.
- Affordable Homeownership
  - Offering ownership helps with neighborhood opposition. Habitat is building eight 2-3 bedroom town homes in Diamond Heights. We have not encountered any opposition. Neighbors are helping build. Limited equity homeownership is a good fit for High Opportunity areas.
- Regional strategies
  - The regional view is missing, SF has a massive jobs/housing imbalance, we are exporting gentrification to the east bay by not housing our own workers, that's not in the draft HE. We need to increase the ambition in terms of the number of homes you want to get built.
- Parking
  - We're talking about increasing more housing, but we forget about parking, people are parking on the sidewalk. It's great to have housing along the transit corridors but sometimes people have to drive to go to work.
- Analysis of Jobs/Housing Balance
  - Around the conversation of jobs/housing: there was a budget analysis report two years ago. It was the first time the city did jobs housing fit. The planning department has not redone the report and that should inform the Housing Element. What are the jobs, what are the wages, and what are the housing that should be affordable to those wages.

#### Top ideas:

- Capacity-Building is key!
- Ambitious upzoning
- Building permanently affordable units
- Creating the conditions for support of these policies through education and existing community engagement opportunities
- Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects. (but I would expand to low income as well)
- permanent affordability
- Eastside neighborhoods built housing not just because of big sites, former industrial, but because of organized communities of color demanding housing
- Expanded case management (III.8.f)
- Coordinating with MOHCD seems key for both building more units and funding capacity building

#### Other questions that arose:

- There was a question about whether the Planning Department had done an analysis of the amount of housing that could be accommodated in high opportunity areas through these strategies. Staff indicated that the Department's Housing Affordability Strategies study developed detailed quantifiable scenarios.
- Someone asked for a definition of Land Banking: Land banking is the practice of local government aggregating parcels of land for future development, in particular of affordable housing

- There was a question about how “housing choice” is defined? Where is the data on what you are calling High Opportunities? Do the High Opportunity areas occupy 50% of the geography? How realistic is that? Does the map actually represent something realistic?
- There was a discussion of the High Opportunity and the Priority Geography Maps and how they compared with the Sensitive Communities map developed by the Urban Displacement Project.
- There was a question about how Acquisition and Rehabilitation contribute to the City’s RHNA goals. Staff clarified that these units count as 25% of a newly built unit if there are lasting income restrictions.

## C. Strengthening and Stabilizing Priority Geographies

Housing Policy Group Discussion: August 2, 2021

### Relevant Draft Goals, Policies and Actions

Policy	Action	Language
<a href="#">I.3</a>	a	Prioritize residents of Priority Geographies and Vulnerable Groups for placement in temporary shelters, and permanent supportive housing through the Coordinated Entry assessment.
<a href="#">I.4</a>	a	Prioritize homeless prevention investments, such as rental assistance, to people who live in Priority Geographies and are at risk of becoming unhoused including people with previous experiences of homelessness, living without a lease, families with young children, pregnant, formerly incarcerated, or with adverse childhood experiences.
<a href="#">I.6</a>	d	Target direct rental assistance to Vulnerable Groups and those who live in Priority Geographies, and areas with higher rates of displacement.
<a href="#">II.5</a>	a	Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within Priority Geographies and Cultural Districts.
<a href="#">III.1</a>		Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.
<a href="#">III.1</a>	a	Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.
<a href="#">III.1</a>	c	Support non-profit developers of new permanently affordable housing developments in Priority Geographies through dedicated funding from GO BONDS or other eligible funding resources to include affordable neighborhood serving uses such as grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, social services as part of their ground floor use programming.
<a href="#">III.1</a>	f	Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
<a href="#">III.1</a>	g	Increase housing affordable to extremely low and very low-income households in Priority Geographies through modifications in inclusionary requirement and prioritizing approval for development projects that serve these income groups.
<a href="#">III.1</a>	h	Identify and support development of opportunity sites including publicly owned underutilized sites and large privately-owned sites to respond to both housing needs and community infrastructure especially within Priority Geographies.
<a href="#">III.2</a>	b	Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
<a href="#">III.2</a>	c	Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.
<a href="#">III.3</a>	a	Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations (in Priority Geographies).

<a href="#">III.4</a>		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.
<a href="#">III.4</a>	a	Target increased investment in the Downpayment Assistance Loan Program to households who live in Priority Geographies.
<a href="#">III.4</a>	b	Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color
<a href="#">III.4</a>	c	Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.
<a href="#">III.5</a>		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.
<a href="#">III.5</a>	c	Limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color.
<a href="#">III.8</a>	E	Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.

### Discussion Notes:

#### What is important to keep?

Participants identified a number of actions to preserve including:

- Right to Return
  - Even with reparations being awarded, Japantown and Fillmore never recovered and continue to be redeveloped.”
- Community ownership of land and Community Land Trusts (II.5a) is an important policy to ensure that the stewardship of land in Japantown is owned by Japanese and Japanese-American people. Retaining land is important to retain residents and businesses.

#### What's Missing?

- Strengthen/update Certificates of Preference
  - We need to prioritize and honor certificates of preference... we are talking about great-grandkids who should have a right to these certificates
    - Program parameters are not aligned with the financial reality of the applicants, thus they do not qualify for the housing
    - We need to bring the programs in alignment with the income levels [of the COP holders.]
    - The DALP program targets higher income people and this is inherently exclusionary – People can't use COP.
- Strengthen Neighborhood Preferences
  - [The way it works now, low income people] end up competing with each other; how do we invest in priority geographies while prioritizing neighborhood residents? when you target low-income housing here (Bayview), school teachers out-qualify neighbors; I would prefer to not be competing. Housing keeps going to people with a lot more advantages who should be lower in the priority list.
- Consider preferences by race

- In item III.1, one of the tensions that I see is that Fair Housing law requires that any project is eligible to all people for those units; when you have Japanese American people competing, that makes it hard.
- Expand middle income housing
  - We've just accepted that we just cannot build housing for moderate income and middle-income residents. We need to say that 1) the market needs to produce housing for middle income people, PERIOD, if not we need to look to regulations.
  - We need to be centering the programs that we have for the people that need it most; we have taken low-income units away and people don't have other options
- Repair homes in Environmental Justice space, as we see a lot of regulatory demands being placed on residents, working with planning and air district around decarbonizing buildings, and particularly the technology is not there yet. And the cost of retrofitting and upgrading is prohibitive even for upper middle class, we need to have trusted people to do the work.
- We need clean up: soil has to be cleaned and the water needs to be monitored.
- Build more affordable homeownership units
  - We keep dumping money into the rental and we are not producing units to increase wealth. We keep thinking of just downpayment assistance, but it's NOT the only tool; we need to invest somewhere else.
  - Deed restricted ownership models can keep it homes affordable in perpetuity; let's put 20-25% [of city funding] into homeownership
  - We have been focusing just on rental when homeownership can really build wealth
  - [Instead of more downpayment assistance lets] create more units for which we CAN afford the downpayment.
- Another priority should be rehab or repair and increasing the opportunity for those funds; its not realistic for people to go to the city and apply for the funds, find a contractor and manage everything.
  - No one's 85 year old grandma wants to go hire a contractor.
  - We need trusted people to do the retrofit work (habitat and rebuilding together)
  - How can we support rehab with trusting partners that will not price-gauge residents
  - Too many people get swindled with contractors; that is why we have Rebuilding Together and Habitat to talk to applicants
- The building inspection process and approval of upgrades definitely needs to be streamlined for our communities
  - DBI needs someone to hold hands and explain what is going on; cost goes up if you do not know how to navigate those things
- For BMR units, we need to change the way HOA fee allocations happen, because right now we cannot disaggregate low-income residents and have them paying lower HOA fees.

#### **How can we make the existing actions more concrete to increase accountability?**

- Provide funds to support community ownership- community impact fund like Little Tokyo did in LA that allows for community stewardship by the JJA community
- It is unclear what "limiting zoning changes" means in III.5.c

- When rezoning does happen, we need the requirement to ensure the benefits go to low-income communities and POC; We need to recapture the value of that giveaway.
- Bayview is zoned for agriculture and industrial, does it mean changing to housing, remediating, and prioritizing us for housing?
  - We need to be sure the soil is cleaned and the water needs to be monitored.
- Zoning changes need to be made to other parts of the city, not our neighborhoods
- We don't need less housing. We need you to upzone other neighborhoods to remove the burden from us
- We are not talking about the fact that we have allowed the market to be artificially high, we are hemorrhaging money into an unregulated market rate; we are chasing a moving target
- The city has a habit of planning for who we wish to live here not for those living here; We should start by taking a good look at what would it take to keep middle-income Black residents

## D. Small and Medium Sized Buildings

August 24, 2021

### Relevant Draft Goals, Policies and Actions

Policy	Action	Language
<a href="#">III.6</a>		<b>Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.</b>
<a href="#">III.6</a>	a	Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taravel Street, West Portal Ave, and Van Ness Ave.
<a href="#">III.6</a>	b	Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">III.7</a>		<b>Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.</b>
<a href="#">III.7</a>	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.
<a href="#">III.7</a>	b	Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">III.7</a>	c	Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
<a href="#">IV.3</a>		<b>Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.</b>
<a href="#">IV.3</a>	a	Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.
<a href="#">IV.3</a>	b	Support more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.
<a href="#">IV.3</a>	f	Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.

<a href="#">IV.3</a>	h	Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.
<a href="#">IV.3</a>	j	Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods adheres to key urban design principles.
<a href="#">IV.3</a>	k	Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.
<a href="#">V.4</a>		<b>Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households.</b>
<a href="#">V.4</a>	a	Identify and promote construction types, financing, and design that would make small multi-family buildings feasible.
<a href="#">V.4</a>	b	Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.
<a href="#">V.4</a>	c	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.

### Discussion Notes:

#### What is important to keep?

- increasing SB35, housing sustainability districts; Prop E; those are critical to have
- Exchanging streamlining for community benefits
  - I like community benefits + streamlining as a package (HSD, SB35, prop E); III.6b, IV.3, III.7 These are all of a piece, they work together
  - Removing the discretionary element of the development process is always a desirable objective when talking about production; what do we get out of not streamlining?
  - The approval process leaves out community benefits and labor needs, and that's what I'm trying to get.
  - The nature of the development process throws overboard labor concerns and community benefits; as we improve the process, that is what we want to integrate into the streamlining
  - When there are things we all agree about, exchanging benefits for streamlining makes a lot of sense
  - It's important to talk about labor outside community benefits. Labor laws created challenges, it is critically important to find a way that new construction provides good family standard jobs. SF has been better, but it has become leverage. We talk about getting rid of any kind of leverage. But you have to make sure that every upzoning and streamlining is accompanied by labor standards.

#### What's Missing?

- There was quite a bit of discussion of the value of Objective Design Standards and removing design review.
  - I'm willing to [eliminate public hearings] for objective style guidelines, how it looks is irrelevant as long as it is safe
  - I partly disagree. Downzoning in the 70s was often a reaction to poor design in the 50s and 60s. Having some level of design review for aesthetic objectives is important. Big



fan of objective design standards. The goal is not perfection but that buildings look decent.

- Some level of design review is important to prevent backlash; it doesn't have to cost a lot of money or create a lot of burden
- It's possible to write good form-based standards
- I like having design standards and a standard that is the same across the city and that helps the equity piece, no matter what neighborhood it is; eliminates the issue of equity
- So many of developable sites are unique, that makes it hard to standardize
- The newer inclusionary developments remind me of former "projects." They are just going to look like impoverished communities later. It may be a RAD development or have an appearance of newness, but there is still not a lot of open space
- Simple rules that people can follow is good, but individual rules makes it hard
- Follow East Coast and Texas example and offer a set of by-right duplex and fourplex designs; So anyone can grab the drawings and go to town
  - I love this fourplex idea; a lot of time what stops things from going through we get afraid of what the political response, instead of taking the idea and make it work
- Can we use small and medium sites to create housing for the COP holders and work in partnership with them throughout the planning phase.
- streamlining is super important but a specific approval timeline needs to be added; state level legislation has added required timelines, local should mandate that too.
- There was discussion about creating rules for what kinds of demolition should be required.
  - One thing that is missing is that [for four-plexes to happen] we would have to make it easier to demolish existing buildings; Its not feasible if we are only using the soft site list
  - The entire nature of demolition will erupt at the Planning Commission. We need to define objective standards as what constitutes allowable demolition.
  - We should make sure demolition focuses on adding units not just expanding units.
  - If we can knock down garages to build ADUs, why not homes to replace with a duplex, 2, 3 or 4
  - Are these older empty homes? Taking down older homes, make sure that demolition is not occupied or has a renter; owner occupied or empty could be the standard. Keep people housed, age in place but create more opportunities of homeownership.
  - The key is making sure tenants are not getting affected, maybe use something similar as ADUs not allowed where there's a history of eviction
- Most people are not developers, they don't want to go through DBI, give people who are sitting on some equity a mechanism to take advantage of that equity without affecting others (tenants)
- Right to return sounds good but tenant advocates have concerns about housing during construction.
- Preventing tenants from being displaced is much better than trying to provide replacement housing.
- There was a discussion about the High Opportunity Areas map.
  - Having these policies apply to the entirety of west side is too broad, focus on some of the socioeconomic questions more directly. I want us to concentrate on high homeownership neighborhoods; I'm suggesting we define these areas more clearly as

areas where more people live in SFHs, we need to desegregate those areas specifically. Until you start putting more multifamily units into these places, you will get a lot more unwelcomed and unwarranted resistance from the wealthy

- The transit corridor is underwhelming and lacks vision. It's inadequate. The foundation is not great.
  - Abandon it, not visionary
  - It doesn't feel fair for people that live in the southeast, those property owners may be left out of this
  - Neighbors will use the lack of sufficient transit on those corridors to stop the conversation
  - Every community is different, but to paint with such a broad brush is a mistake.
  - In a general sense, if we are talking about increasing density through projects like LIHTC we cannot also say is next to a mid-rise LIHTC project
- We're leaving out homeowners in the east side
- We need to direct investment where we will get the biggest bang for the buck; give lower income people more places to live.
- There was a discussion of modular housing/factory built housing
  - if HCD is the one certifying modular construction, the building trades won't be supportive
    - If the city wanted to encourage faster construction it would be better to remove hearings and not impact the local construction trades
    - Jon - what if Planning expanded the use of constructions types; incentives for builders (IV.3a)
  - The trades passed a resolution opposing modular for affordable construction ensuring that is built to local standards, not state standards
  - SB35 ends up abating the skilled trade requirements and offshoring out of SF to low-wage locals; having this language about modular in the Housing Element is like a red cape. You should remove it completely.
  - The City should put all its power into regaining control over modular
  - The president of Planning Commission is not a big fan of modular construction
  - We are conflating cross laminated timber and modular. Those should be separated. There's not opposition to cross laminated timber. You need to have appropriate approval from building and safety. CLT needs to get the credit that it deserves. The City needs to do work that makes it easier to use these products - "examine building code" to make sure it's up to date. It's behind the times.
  - We have one CLT building (commercial) but it couldn't go higher because of the building codes. It was built all union. Don't do what LA did.
  - I think we should be pursuing any innovations (such as modular). There's a political piece to it that's significant. We should focus on building political will at the Board of Supervisors and in compliance with what HCD is going to require.

#### **Biggest take away- most important thing HE should include**

- Developers from the equity lens. Make sure are people of color/local/what these units should and could look like, as well as cost effectiveness, and what does it do for the tenant

- Financial feasibility, none of it matters if we can't build anything
- Transit corridor as an anchor needs to be expanded.
- Every project is not going to solve every problem. Some fourplexes may be expensive and some may be not.
- Transit corridors. We're going to get more units, its' also where it's going to large enough.
- Upzoning, or streamlining should trigger higher labor standards.
- We need to be more precise about the geography to be able to achieve the goals within the context of limited resources. Its all about "Domesticating" development capital.

## E. Middle-Income Housing

August 3, 2021

### Relevant Draft Goals, Policies and Actions

#### Subsidized Strategies:

Policy	Action	Language
<a href="#">III.8</a>	d	Pursue public private partnerships on public sites to deliver a maximum number of permanently affordable units on those sites by leveraging private investments in market-rate units with public funding permanently affordable
<a href="#">V.3</a>		<b>Retain and increase the moderate- and middle-income households through building permanently affordable workforce housing.</b>
<a href="#">V.3</a>	a	Continue to support educator housing programs and seek to expand its application to other public-sector essential workers such as transit operators and hospital workers.
<a href="#">V.3</a>	b	Pursue new partnership models to allow non-City financing of moderate- and middle-income homeownership through parallel development of smaller sized lots that are scattered (such as Habitat for Humanity models).

#### Non-Subsidized Strategies:

Policy	Action	Language
<a href="#">III.7</a>		<b>Increase housing choice by allowing and facilitating small multi-family buildings in low- density areas within High Opportunity Neighborhoods.</b>
<a href="#">III.7</a>	a	Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.
<a href="#">III.7</a>	b	Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.
<a href="#">III.7</a>	c	Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
<a href="#">IV.3</a>		<b>Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.</b>
<a href="#">IV.3</a>	f	Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.
<a href="#">IV.3</a>	h	Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.
<a href="#">IV.6</a>	c	Provide paths for large employers to contribute funding in partnership with non-profit developers to provide homeownership opportunities.

<a href="#">IV.10</a>	b	Pursue code and policy changes to encourage new housing projects and major expansion projects build to maximum allowable unit density and discourage major expansions of existing single-family homes where additional units are otherwise permitted.
<a href="#">V.5</a>	a	Allow conversion of existing single-family homes to group housing units.
<a href="#">V.5</a>	c	Allow group housing as a principally permitted use where residential use is allowed.
<a href="#">V.6</a>	a	(for ADUs) Continue to streamline the permit process through interagency coordination (e.g. Roundtable Review) implement an integrated online permitting system to support permit streamlining and government transparency.
<a href="#">V.6</a>	d	Encourage Junior ADUs (JADUs) as an effective and low-cost way of adding habitable space within existing single-family homes, as JADUs also expand opportunities for multi-generational living.

### Discussion Notes:

#### What is important to keep?

- Using public sites for affordable housing; units need subsidy, so availability of land for these units
- Expand project types eligible for ministerial approval. This would encourage the private market to have more certainty and lower the price of the units
- III.7 (small multi-family buildings) - I love both of the bolded things; when we are deed-restricting to middle income, the process to get into housing needs conversation. It may need its own policy discussion
- III.8d (public sites) - There is a lot of interest in truly social housing, that can be built cross-subsidized on public land; we are really just talking about NGOs or market rate deed-restricted units
- I am questioning whether middle-income should be part of inclusionary.
- Encouraging employers to contribute industry specific housing (IV.6c), specifically around homeownership opportunity, for long term stay, and creating generational wealth. Homeownership should not be taken away from those communities
- Homeownership models over social housing- there may be interest in social housing that's owned by the city. Keeping it within the non-profit industry makes sense. We have a clear legacy of what City owned housing has looked like, projects that are a hot mess right now; preserve by keeping it in the non-profit sector
- How do people get on that list and apply for that housing for middle-income deed-restriction; getting income-certified is a lot of work; make easier and better
- I like the bifurcation between subsidized vs. Non-subsidized. How can we encourage middle income housing without subsidies? On the non-subsidized, I would mention parking requirements.
- For the smaller projects (2-10 unit) try to get as many of these as possible, with limited parking, I wouldn't require additional deed-restriction if we aren't putting public subsidy onto those units
  - Agreed regarding streamlining/deed restrictions being different for smaller and larger projects
  - JPA model for moderate income deed restricted tax exemption with tax exempt bonds. It's worth exploring.
  - If there will be policy intervention to do something, there has to be some kind of community benefit in some way. The question is what is that?

- It's not good policy or realistic politics if there is no good public benefit; I don't think that flies
- For our community, advocates are the ones who watch development happen in their community but don't have access to. There needs to be community benefits.
- Laura - there are feasibility studies if we are going to be talking about any cost to small scale building specially in high opportunity neighborhoods; its easier to have the conversation that 'housing is the community benefit'
- Take money from high resource to low resource – smaller fee that they pay to MOHCD that goes to building affordable housing. That's better than the fact that they have to manage the community benefits.
- Figure out what it is that we need to do; we think that if we do streamlining will do x; maybe x needs something else
- The upzoning of property isn't just "removing a barrier" it is giving value to the property owner.
- I wouldn't want to lose III.7 (small multi-family buildings). I feel that that is an important component of this discussion; really interesting to see the administration for units that are deed-restricted. Allowing small multifamily building is an important component to this discussion. In the process of delivering 30% 120-150% AMI units, it's been interesting to see the administration of those units, and how they are being treated, some of the approach not allowing banding really increase the rent-burden there and makes them less available and attractive
  - It remains to be seen whether this program is working. Right now we're setting the implementation rules. It's unfortunate to have restrictions that low income units don't have (because they are not section 415 units) ; we are still early on, have not marketed them yet; we are setting up the implementation, it is unfortunate that those units may be more difficult because of not allowing banding and other restrictions; it has more to do that they aren't section 415 units, but through DAs
- We appreciate that there's subsidized and non-subsidized, how to continue to support nonprofit developers through the streamlining process
  - We need to emphasize the role of shared equity: CLT or deed restrictions. It's important for owners to build equity.
  - Importance of the shared-equity model to preserve the affordability of this units and the investment of the city
  - I agree. Social housing is a squishy term. But long-term affordability is good. Deed restriction is one mechanism, but not the only; is there an affordability mechanism or not (undefined term). There are a lot of creative models that could be worked with and scaled.
- Also, co-ops and land trusts are on our list of essential ideas/ things we should not lose
- Land trusts and equity share is also a methodology of affordability, that would preserve the affordability through the life of a building.
- ADUs are on the list. The most viable thing that can happen quickly with small capital is adding ADUs through new construction or conversion. It's already happening. We are cutting edge when nobody else is doing it.

- Why are we moving faster and more efficiently for ADUs only, bureaucracy should be faster for all units, that should be better government. The cumbersome permitting process mostly happens inside the government. Don't rely on small number of actors that have a rigid criteria. Natural affordability of ADUs at broad scale and geography.
- Echoing support for ADUs and process improvements to allow for more ADUs to come on line faster
- Echo support for ADUs, way to add meaningful amounts of housing without a lot community opposition, would like to see the City work on making these easier
- III.7 (small multi-family buildings) is important, in general important when we see leg that intersects with these policies and strategies; reducing approval time really helps
- I have a small concern with III.7 b, I just want to flag that High Opportunity Areas have more community serving amenities in them, why are we asking for community benefits there? We don't want to say in addition to middle income housing as a benefit, we don't want to say provide ground floor space for a specific use.
- What's nice is that the state isn't giving us much of a choice: we have to change our policies to accommodate 82,000 units.

#### **What's Missing:**

- There are a number of places that it's unclear if we are talking about affordable or not (non deed restricted). It should be clarified. Last item in subsidized strategies; are we talking about permanently affordable, limited-equity, etc; first item under non-subsidized, are we talking about affordability more generally.
- There is no reference here to HOMESF, 4-5 years ago it took a lot of oxygen; it was key incentive program for middle income housing; replaced by State density; how can we make it incentivize enough to be taken?
- Be clear about what you mean by 'Habitat for Humanity model.' For me it is about shared-equity model (deed restriction and land trusts). Habitat does not always focus on smaller sized lots.
- Under policy V.3, the reference to subsidy is around down payment assistance, if we want to make it a long-term commitment to community stability, and housing stability, the investment should move beyond down payment assistance and towards deed restricted (or other shared equity models)
- With regards to educator housing, Midpen is doing one for SFUSD in the sunset, it'll be educators; the existential question around that is why this one job classification? if others are making the same amount of money, why should they not get prioritized?
- Asking for community benefits in order to get streamlining wouldn't work. It's important to have long-term deed restricted affordability.
- We need to outline how we will help homeowners to develop their own property. Maybe they want to sell it to a small-scale developer, but maybe they want to become a landlord. It's important to think about demolishing their own home.
- I wouldn't require some sort of deed restriction for streamlining middle income units.
- Do we have an actual typology that's been worked through to be tested that has been nibbled around the edges; certain typology for a site, this is something that could be done scalable; what needs to change is these three conditions; on the back end to know that it is working, what is being produced and who is using them? Are they turning around to high income or staying in



the hands of middle-income residents. Can we look at it in 6 months or a year, and figure out if it's working, or are they holding. We need some testing metrics. Without that, these are conceptual theories and promises that are being made.

- One more "missing" detail from this mod/middle housing policy rubric: incentivizing or/and requiring larger family-sized housing units, 3-bdrms

#### Which Actions Could be More Concrete?

- Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
- Expand project types eligible for ministerial approval. It would encourage the private market to have more certainty and lower the price of the units.
- Group housing is demonized in high income neighborhoods. Principally permit it. Streamlining should be in a way that it actually gets built.
- Planning has a tracking tool: quarterly development dashboard used to track implementation here; production according to specific income levels across the various stages of the pipeline; track them through their life cycle; hasn't been updated in more than 2 years
- Deed restriction is one mechanism on affordability but its not the only one. Refinements, number of places in both sections that aren't clear if we are talking about "affordable" or just whatever; important to be clear on that; what is deed-restricted and what isn't.
- Talk about co-ops if that's a successful affordability strategy.

#### Of all the actions, which would make the most difference in supply of affordable housing?

- ADU incentives
- HomeSF incentives
- Public Lands mixed-income affordable housing
- Iii.7 - Small multi family buildings
- III.8 (Public sites) and V.3 (Permanently affordable workforce housing)
- III.7 c - allow owner occupied demolition of buildings without Conditional Use Permit;
- V.5a (Conversion to group homes) is going to be really rare. It's super specific, but not going to be a large source of housing. V.5 c (Group homes as principally permitted use) could become way more common

## F. Increasing Accountability for the Housing Element

October 5, 2021

### Relevant Draft Goals, Policies and Actions

Policy or Action	Language
II.1a	Create an implementation plan for the annual funding resulting from the new <a href="#">gross receipt tax</a> to increase acquisition and construction of permanently supportive housing.

II.1c	Standardize a list of indicators that measure housing needs and challenges for American Indian, Black, and other People of Color to incorporate into any analysis supporting community planning processes or proposed housing policy or legislation.
II.2	Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.
II.2a	Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
II.2b	Increase Planning Department resources and staff allocation to build capacity and partnerships with Community-based organizations that primarily serve and represent American Indian, Black, other People of Color across all department functions, including long-range planning, program implementation, and regulatory review.
II.2d	Identify and implement priority strategies recommended by advisory bodies primarily serving and representing American Indian, Black, and other People of Color such as the African American Reparations Advisory Committee.
II.3	Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes.
II.3a	Fund and coordinate with community-based organizations primarily serving and representing American Indian, Black, other People of Color for inclusive outreach and engagement and meaningful participation in planning processes related to housing.
II.3b	Engage and gather input from underserved and underrepresented communities in the early stages of neighborhood and community planning processes and housing policy development through focus groups, surveys, and during community engagement events through funded partnerships with community-based organizations that primarily serve and represent People of Color
II.4	Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.
II.4a	Develop and align department-wide metrics to evaluate progress on housing policies advancing racial equity based on and consistent with the San Francisco Equity Index prepared by the Office of Racial Equity.
II.4b	Assess and implement resources in the City's housing work program areas and investments that proactively advance racial and social equity.
II.4c	Develop and implement an impact analysis approach that seeks to identify racial, social, and health inequities related to plans or development projects of certain scope or scale and identify mitigation measures or alternative strategies.
III.2a	Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: <a href="#">Capital Planning</a> , General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.
VI.2f	Pursue interagency coordination to plan for improvements to transit, pedestrian, and bike infrastructure and service, and providing those improvements before housing projects are completed.
VI.2b	Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.

## Discussion Notes:

### What does accountability mean?

Some participants saw ‘accountability’ in terms of communities being able to get what they want and having power

- For me accountability is who has the ability to shut down a project?
- Asking or committing to us having the ability to stop a project? Land continues to be developed and there has been no tribal consultation.
- American Indians want to see some action, we are getting tired of the land acknowledgment; we are not talking about the past, we are talking about the present
- We need to bring the past to the present: is there agency today? Still continuing impacts that need to be dealt with?
- Is there a level playing field between developers and community advocates?
- When we propose the idea of selection by race, we are told that is not allowed; we are trying to heal our community, but we are told that is not a possibility
- If whatever was on the table still went through, then it feels like our voices weren’t heard
- There is a feeling in all our communities of color that we have been fighting for this for eons; just the idea of having to wait for this for longer feels daunting; people want it now, they want to see it right away.
- I don’t read anything that says creating a partnership, delegating power, control of our communities; that is real control, the rest is tokenism
- No matter how much we go out there, they are not going to believe this is real until we see dramatic changes in who is here and who has access to the housing
- Giving all the power is not going to happen; who had power over, it’s really about sharing the power
- Yes, it needs to be creative and new according to the cultures and definitely needs to be led from the ground up. I understand the intricacies around coordination etc, but the only way to change minds is by sharing that “at the top” power. True voice in the problems, solutions, and implementation.
- 100% it’s power, and the housing element will be a bust if those who have it now don’t share it.
- It has to be shared, not completely given over in all areas. It is about saying we are not holding all the cards but we have equal parts of the deck.
- If supervisors need a “statement of overriding concerns” to ignore CEQA, why isn’t one considered for decision that violate community groups’ values? Put on the record why community groups’ concerns and values are being overridden.
- Does this project promote racial equity and reverse past harms? If yes, approve it, if not, reject it.

While others seemed to see it more in terms of transparency and sharing information

- Only the Mayor has the power to pressure departments to comply with/be accountable to the Housing Element policies and enforcement.

- It's a policy document; if we take it to the aspirational level (like a constitution) if that is what we are really trying to achieve we have to design our metrics within the politics space
- I think prioritizing on being actionable w/ metrics would be more beneficial. (E.g. instead of focusing on "reporting", focus on "what's the delta between our estimated target vs Actual target?". you are talking about report backs, who picks the metrics? The community you are reporting back to picks that. How is the language built around reporting those metrics back? Getting the data, collecting the data, algorithms, etc needs to go through community filtration.
- How do we measure the outcomes of what happens relative to the expectations
- At the very fundamental level, this requires a look back to see what worked and what didn't.
- The Planning Dept doesn't have a good track record on monitoring outcomes of the Housing Element and/or taking the monitoring/accounting seriously to reshape/course correct policy that isn't working or is having unintended consequences.
- How folks are held accountable to monitoring and acting on metrics when things are off course is the key.

One person saw accountability in legal terms:

- There needs to be some kind of legal mechanism to obligate accountability over time; it's a moving target
- City law should permit citizens to appeal Planning and other decisions to the BoS based on their consistency with the general plan

Others disagreed

- I hope that we don't resort to a litigious politics to implement the housing element

#### **Who do we need to be accountable to?**

- Accountability is always best when it completely includes, at every step, the people that it's trying to help Having ongoing meetings [like the ones in] this Housing Element process has been very enriching, the longer that it happens, the more people know about it; its been really empowering and people have felt heard
- Looking at the process of who sits at the table with the architecture design and planning.
- Accountability to the orgs that support the people.
- The community should be creating the plan, if you want a model of this, it is not super successful yet but the Regional Air Quality Districts have to have the community there from the beginning to the very end; that is the kind of thing that needs to happen here.
  - You need to let the community decide; for each community that is going to look very different.
  - Community is messy; you cannot prescribe from afar what is appropriate for every community
- Communities who have been impacted by the harm; discriminatory housing policies; that is who [the Housing Element] needs to be accountable to.

## How do we achieve greater accountability?

Participants mentioned a number of specific ideas including:

### Townhalls/community meetings

- Providing spaces on an ongoing basis like this one and the housing element update 2022 year-round.
- We'd love to have a townhall
- We can have townhalls for everyone, but we will lose engagement if people don't feel heard
- We need a combination of all of those, meetings, reports, plans, etc and that in a couple of years there are outcomes; all along the way you have all those steps and regular meetings and report backs
- The metrics lean very heavily on outreach/engagement, but less so on outcomes. Is the idea that this outreach and engagement will help the department focus on the right outcomes, and how do we effectively measure them? We could make that an explicit goal of the outreach and engagement.
- Be careful of the pantomime of public participation. Quantity of outreach does not equate to quality of engagement
- Can you do it by district and activate the Supervisors offices to facilitate?
- It would be more effective and helpful to develop individual fact sheets in specific communities and take those to the communities (displacement and homelessness); taking that individualized update to communities and sharing them. This would be more effective than a large scale public meetings.
- We should be leaning on the cultural districts because the boards already have representation
- Maybe codifying the Cultural Districts work should be a policy? Or putting more teeth into their work?

### Financial support for CBOs

- assign 1% (more/less?) of TOT to identified community groups
- Partnership is figuring out who your partners are and funding them
- I really struggle with this idea that public institutions invest in community organizing so that those CBOs can have the resources, bandwidth, but I know that the alternative is that small grass roots orgs don't have that capacity

### Strengthening Internal City Structures

- Does the Planning Commission have any members that provide input on equity?
- We need a Planning Department equity ombudsperson who is nominated by the mayor and confirmed by BOS so they are politically insulated and can call out inequitable practices and projects; have them submit a staff report for land use-related decisions before decision-making bodies

- We need Equity commissioners to join the Planning Commission to better represent the diverse needs of marginalized and/or injured communities, such as a person with a disability, a person experiencing homelessness or who is formerly homeless, a representative of local Indigenous people, etc.
- Creating new bodies and enhancing the bodies that already exist; if the people creating the harm continue to appoint those people, then we will reproduce systems
- We can continue to create advisory boards but I'm not sure how they will make a difference if they do not have authority on upholding accountability or power in decision making
- If community members want to hold the city accountable, they need to be explicit about which departments have responsibility and what those outcomes look like
- There is a tendency for SF Planning to treat the General Plan as a plan for the department not the whole city; it cannot be a loose connection of tasks
- How about a housing department, with a housing commission, combining the MOHCD, Housing Authority, and OCII?

#### Stronger Metrics

- As far as metrics: one thought is that if you break it down over time you don't have this big target floating out there; pick out pieces of the HE that we are going to be accountable right away; responsible over time instead of having some far out goal.
- There is dashboard that is supposed to provide every quarter; RHNA track every quarter by income level; allows policy makers to see; it doesn't have a racial analysis; transparency on production; department hasn't done it in two years
- Health - we could measure progress towards a healthy community strategy, and evaluate how well we're doing at health hazards in housing - mold, asbestos, lead, ventilation/indoor air quality.
- Resiliency - we should measure how we're doing in making our housing, particularly rent-stabilized and affordable, earthquake safe, and ready for flood and heat waves.
- DPH has identified census tracts with health disparities. We could measure progress towards reducing the housing-related elements of health disparity.

#### Timelines/Deadlines

- I would suggest adding dates or deadlines; helpful in terms of accountability and helping the community hold the department accountable



## APPENDIX E.

# Community Conversation List of Participants

Community Group	Type	
Latino Task Force	Community conversation	Latin@/x community coalition responding to the COVID-19 pandemic
Housing Rights Committee (HRC)	Community conversation	Tenant rights advocacy organization
Open Door Legal	Community conversation	Legal aid nonprofit serving Bayview, Excelsior, and Western Addition
San Francisco Youth Commission	Community conversation	Advisory board to the Board of Supervisors and Mayor
Senior Disability Action (SDA)	Community conversation	Advocacy organization and service provider for seniors and people with disabilities
Larkin Street Youth Services	Community conversation	Advocacy organization and service provider for youth
North Beach Neighbors	Community conversation	North Beach neighborhood association
Planning Association for the Richmond (PAR)	Community conversation	Richmond neighborhood association
OMI Community Collaborative (OMI-CC)	Community conversation	Oceanview-Merced-Ingleside neighborhood association
MegaBlack	Community conversation	Coalition of Black San Franciscan residents and stakeholders
SPUR	Community conversation; Letter	Nonprofit public policy organization focusing on planning, housing, and other urban issues
BMAGIC	Community conversation	Coalition of nonprofits and service providers serving the Bayview-Hunters Point
Golden Gate Valley Neighborhood Association	Community conversation; Letter	
Duboce Triangle Neighborhood Association	Community conversation	
Mid-Sunset Neighborhood Association	Community conversation	
Coalition for San Francisco Neighborhoods	Community conversation	Coalition of SF neighborhood organizations
Tenderloin People's Congress	Community conversation	Coalition of Tenderloin-based organizations
San Francisco League of Conservation Voters	Community conversation; Letter	Environmental advocacy organization
Cayuga Neighborhood Improvement Association	Community conversation	Outer Mission neighborhood association
Mo'MAGIC	Community conversation	Coalition of service providers and nonprofits serving the Western Addition
San Francisco Building and Construction Trades Council's Public Policy Committee	Community conversation	Association of San Francisco construction unions
Bayview-Hunters Point community conversation	Community conversation	Community meeting with residents of the Bayview-Hunters Point
San Francisco YIMBY Action	Community conversation	Housing advocacy organization
Homeless Emergency Services Provider Association (HESPA)	Community conversation	Coalition of homelessness service providers and advocates
Miraloma Park Improvement Club	Letter	Miraloma Park neighborhood association
Race and Equity in all Planning Coalition (REP)	Letter	Coalition of nonprofits, service providers, and advocacy organizations organizing in response to Housing Element Update 2022
San Francisco Land Use Coalition	Letter	Coalition advocating on land use issues
Blaze Forward Fellows – San Francisco Department of Children, Youth and Their Families	Survey	Training program for transitional age youth

## APPENDIX F.

### Community Conversations Coding Categories

Subject Identity	Topics	Sub-topics
High-Opportunity Neighborhoods	Cultural Heritage and Preservation	<ul style="list-style-type: none"> <li>Architectural &amp; aesthetic preservation</li> <li>Cultural Heritage (intangible, and small business)</li> <li>Other cultural preservation and heritage considerations</li> </ul>
Priority Neighborhoods	Environmental Justice	<ul style="list-style-type: none"> <li>Site contamination/remediation</li> <li>Other environmental justice considerations</li> </ul>
American Indian Community	Homelessness elimination and prevention	<ul style="list-style-type: none"> <li>Shelters and navigation centers</li> <li>Supportive housing and services</li> <li>Other forms of homelessness interventions (rental subsidy, transitional housing, rapid rehousing)</li> </ul>
Asian Community	Homeownership and economic mobility	<ul style="list-style-type: none"> <li>BMR homeownership access and challenges</li> <li>Low-income homeowners (challenges and needs)</li> <li>Down payment and mortgage assistance</li> <li>Economic mobility</li> <li>Other affordable homeownership considerations</li> </ul>
Black Community	Diversity of housing types	<ul style="list-style-type: none"> <li>Families with children</li> <li>ADUs/in-law units</li> <li>Small and mid-size multi-family housing</li> <li>Group housing</li> <li>Senior housing</li> <li>Other housing types</li> </ul>
Latino/x Community	Housing Production	<ul style="list-style-type: none"> <li>Development review &amp; approval process (streamlining, CBAs, etc.)</li> <li>Rehabilitation &amp; adaptive reuse</li> <li>Zoning change (increase height and density)</li> <li>Construction or labor costs</li> <li>Transit-oriented development</li> <li>Other housing production considerations</li> </ul>
Seniors and people with disabilities	Equitably resourced, vibrant, and walkable neighborhoods	<ul style="list-style-type: none"> <li>Public safety</li> <li>Work &amp; employment opportunities</li> <li>Parking</li> <li>Community gathering &amp; public spaces</li> <li>Transit improvements</li> <li>Commercial amenities</li> <li>Other neighborhood resources</li> </ul>
Transitional-aged youth and students	Equity-Centered Processes and Community Engagement	<ul style="list-style-type: none"> <li>Engagement fatigue &amp; retraumatization</li> <li>CBOs and community partners</li> <li>Language access &amp; cultural competency</li> <li>Accountability</li> <li>Direct outreach to residents</li> <li>Other community engagement considerations</li> </ul>
LGBTQ+	Equitable access to affordable housing resources	<ul style="list-style-type: none"> <li>Income requirements</li> <li>Lottery and application process</li> <li>Priority and preferences</li> <li>Other affordable housing access considerations</li> </ul>
Unhoused community	Permanently affordable housing production and investment	<ul style="list-style-type: none"> <li>100% affordable housing</li> <li>Mixed-income affordable housing</li> <li>Other affordable housing production/investment considerations</li> </ul>
Extremely and very low-income households	Preservation of affordability and Improving Conditions of Existing Housing	<ul style="list-style-type: none"> <li>Small sites for rent control</li> <li>Single-room occupancy residential hotels (SROs) or hotel conversions</li> <li>Existing deed restricted affordable housing</li> <li>Other preservation of affordability considerations</li> </ul>
Low-income households	Community stability and tenant protections	<ul style="list-style-type: none"> <li>Tenant rights and eviction protection</li> <li>Housing vouchers &amp; rent subsidies</li> <li>Other community stability considerations</li> </ul>
Tenants of subsidized housing or SROs	Reparations	
Mentally-ill, formerly incarcerated, victims of abuse	Interagency Coordination & Citywide Policy	
Moderate and middle income households		
Families with children		
Immigrant Communities		
High-income households		
D1		
D2		
D3		
D4		
D5		
D6		
D7		
D8		
D9		
D10		
D11		

## APPENDIX G.

### Written Comments and Responses



September 2, 2021

Kimia Haddadan  
Housing Element Project Manager  
Planning Department  
49 South Van Ness Ave., Suite 1400  
San Francisco, CA 94103  
kimia.haddadan@sfgov.org

Dear Ms. Haddadan:

The San Francisco League of Conservation Voters (SFLCV) strongly supports the draft Housing Element's emphasis on how housing policies must play a crucial role in establishing racial, social, and economic justice and equity in San Francisco. As explained in more detail below, we:

- Support the draft Element's emphasis on overcoming inequitable housing policies and practices;
- Support its call for providing more housing, especially affordable housing, in High Opportunity Neighborhoods and along major transit corridors;
- Urge more explicit discussion about how the Element's policies further the City's and the State's climate change goals;
- Recommend clarification about how proposed policy language limiting rezonings in Priority Geographies will interact with proposed policy language calling for additional housing near transit nodes and along major transit corridors;
- Call for the Element to identify a sufficient supply of potential housing sites to meet updated RHNA targets;
- Support providing ample opportunities for historically excluded communities to participate meaningfully in the adoption and implementation of the Element; and
- Stress the need for expeditious action to complete and carry out the policies of the Element.

For far too long, housing policies, investments, and practices have denied social and economic opportunity on the basis of race, ethnicity, religion, class, and wealth. Those policies, investments, and practices have also had serious environmental consequences: destruction of environmentally sensitive habitat for the sake of sprawl development, excessive consumption of natural resources, wasteful use of energy, and mounting greenhouse gas emissions that are fundamentally transforming the earth's climate.

The high cost of housing in San Francisco is prohibitive for most middle- and lower-income households, driving up the City's deplorable rates of homelessness, forcing many long-time residents to move to the exurban fringes of the Bay Area or beyond, and tearing apart the fabric of many lower-income communities of color. Many who work in San Francisco have no hope of ever living here and must endure long commutes, too often by automobile.

Any plan for addressing the social and economic injustices and the environmental harm that the current housing crisis in San Francisco causes must dramatically increase the supply of housing for all income levels - and most especially the supply of affordable housing. In the past two decades, the City's planning efforts have focused on a subset of neighborhoods mostly located in the eastern half of the City and many of which house(d) lower-income communities of color. Those plans have provided for sometimes dramatic and controversial changes in neighborhoods that are also experiencing displacement and gentrification, but have not been sufficient to alleviate the City's shortage of housing or its exorbitant cost. It is long past time for the many neighborhoods throughout the City that have not provided a significant amount of new housing in recent decades and that do not face the same risks of gentrification and displacement to contribute their fair share.

SFLCV therefore strongly supports the provisions of the draft Housing Element that call for dramatically increasing the amount of new housing for all income levels in "High Opportunity Neighborhoods." SFLCV endorses the measures that call for allowing larger multi-family structures at major transit nodes and near Muni's Rapid lines. It also supports allowing smaller-scale multi-family housing such as four-plexes in neighborhoods located further away from major transit routes and that currently have lower density zoning.

One surprising omission from the draft Element is its silence about how San Francisco's housing policies must advance the City's and the State's goals for addressing the climate crisis. (See Resolution Declaring Climate Emergency (SFBOS Resolution No. 160-19); San Francisco Climate Action Strategy (Update 2013); California Air Resources Board, California's 2017 Climate Action Scoping Plan.) California's Scoping Plan in particular stresses that the State will not be able to meet its longer-term climate goals unless local governments allow more efficient land uses that reduce greenhouse gas emissions, especially through reductions in vehicle miles traveled. (See *e.g.* Climate Action Scoping Plan, pp. 99-100.)

Because San Franciscans on average drive substantially less than residents of the rest of the Bay Area, because many people who commute to San Francisco live in much more automobile-dependent communities, because its relatively compact urban form consumes less natural resources than more sprawled-out locations, and because San Francisco's mild climate reduces energy demand for heating and cooling, providing more housing in San Francisco provides substantial climate and other environmental benefits. The Housing Element should expressly acknowledge those climate and environmental benefits and identify increased housing, especially affordable housing, as a core component of the City's climate strategy. Similarly, the provisions of the Element that call for higher-density housing near transit nodes

and major transit lanes are necessary for complying with the City Charter's Transit First mandate. The Element should stress that its call for increased investments in transit, including additional dedicated funding for transit operations, and bicycle and pedestrian facilities, are crucial to the City's climate strategy. Given that transportation is the largest source of greenhouse gas emissions, both statewide and citywide, it is vital to dramatically increase the share of trips by foot, bicycle, and transit.

Complementary to this, the Element should expressly provide for more multi-family housing, especially affordable housing, close to neighborhood commercial districts and major employment centers and trip generators located outside the downtown core - e.g., UCSF Parnassus Heights, San Francisco State/Stonestown, City College, the University of San Francisco, the Geary & Divisadero medical facilities, and Laguna Honda.

SFLCV notes that the draft Element's call to "limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color" raises questions about how provisions calling for additional housing near transit will be implemented in "priority geographies." The Element should clarify what it means by limiting zoning in those areas to the "specific needs" of communities of color. Communities of color, like all communities, will include many people with a range of perspectives about their community's specific needs. SFLCV absolutely supports the need for carefully considering and addressing the potential ways in which new housing - whether market rate or affordable - can affect existing communities. SFLCV also understands that the Eastern Neighborhoods planning process relatively recently rezoned neighborhoods with many communities of color and that those neighborhoods should not be prioritized for another round of rezoning. Other priority geographies, however, have not gone through a neighborhood planning process in recent decades despite being adjacent to major transit nodes or major transit routes. These include the areas adjacent to the Balboa Park BART station that were not included in the Balboa Park Better Neighborhoods Plan and the southern stretch of Mission Street through the Excelsior and the Outer Mission.

The draft Housing Element acknowledges that it must identify potential housing sites that are sufficient to satisfy the new, higher "Regional Housing Needs Allocation" (RHNA) targets. The Element should expressly evaluate how rezoning and other implementation provisions will provide a sufficient supply of new housing opportunities for all income ranges, taking into account the wide variety of factors that limit production of new housing even when it is legally allowed. The Element should err on the side of allowing more than is required to meet the minimum RHNA targets. San Francisco cannot afford to repeat its past housing failures. And San Franciscans definitely cannot afford for the City to continue to fail to rectify its housing shortage.

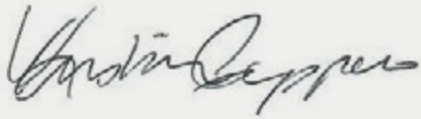
SFLCV strongly agrees that the City must provide ample opportunities for all communities - especially historically excluded lower income communities and communities of color - to participate in meaningful and substantial ways in formulating the Element and its implementation measures. The housing crisis and the climate crisis, however, require urgent action, so planning processes must also reach a timely conclusion. Once the Housing Element

and related implementation measures are adopted, the emphasis should be on rapid implementation.

In carrying out its environmental review of the Housing Element, the Planning Department should provide as complete of an environmental analysis as possible of the full range of potential measures to implement the Element. The public and decision makers are entitled to understand the environmental pros and cons of the Element and how it may be implemented. And providing that analysis up front should allow for more rapid tiered environmental review of specific implementation measures as they are adopted.

Thank you for your consideration of our comments.

Sincerely,

A handwritten signature in dark ink, appearing to read "Kristina Pappas", written in a cursive style.

Kristina Pappas  
SFLCV President

cc: Shelley Caltagirone, [shelley.caltagirone@sfgov.org](mailto:shelley.caltagirone@sfgov.org)





*Dolores Heights\* Haight Ashbury\* Midtown Terrace\* Miraloma Park\* Noe Valley\* Richmond District \*Russian Hill\* Sunset District\* Van Ness Corridor*

Date: July 16, 2021

To: Kimia Haddadan, Project manager  
 Shelley Caltagirone, Senior Planner  
 Malena Leon-Farrera, Policy Analyst and Outreach Coordinator  
 Elizabeth White  
 San Francisco Planning Department

Subject: Housing Element Comments

---

SFLUC has reviewed much of the proposed Housing Element Survey, a somewhat exhaustive and complex survey. We have also looked over the responses from the Race and Equity in all Planning Coalition (REP) and agree with many of their conclusions. Our particular issues are as follows:

- We are concerned with the survey assumptions about applying different concepts to various parts of San Francisco. 'High Opportunity Neighborhoods,' 'Priority Development Areas,' and 'Geographic Areas' are being designated without local-based community input and information on the impact of the proposed policies on those areas. This kind of input requires more than just conceptual terms; it requires maps and specific illustrations of the impacts on each neighborhood and input from the residents as to those impacts.
- Although singling out support for people to live within "Priority Geographies" sounds beneficial, that concept also appears to make decisions for people about where they should live, instead of leaving it up to the people to decide.
- Evictions and displacement should be addressed all over San Francisco, not just one or two specific areas.
- RHNA goals have been imposed on San Francisco with no regards to community input and the risks of displacement and gentrification. Building even more market rate housing works against racial and social equity. Many of the proposals will promote incentives for market rate development and that will not solve the affordable housing problems in San Francisco. Market rate developments typically increase housing prices, speculation, displacement, and gentrification.
- For all new housing that is to be built, affordable units with deep affordability should be prioritized. We oppose relaxing inclusionary requirements or streamlining the approval process for market rate developments. In addition, streamlining approvals means taking the power of self-determination away from the very communities that many of the policies state they are trying to help.
- In publicly-owned sites and large privately-owned sites, the City needs to do away with top-down planning processes and replace with bottom-up processes which put an emphasis on gathering and implementing public input.
- In particular, public land should have only housing that is 100% affordable.

- We support community infrastructure improvements to transit, parks, streetscape, and neighborhood amenities, but agree that this must be first signed off on by the local residents and also be carefully developed so as not to lead to increased land and housing speculation and displacement of low-income residents.
- Many of the proposals will require extensive funding. The manner of raising the funding and the extent of funding should be worked out with the affected communities and reflect community input into the funding uses and allocations.

In summary, many of the proposal leave out the voices of the community and should be rewritten to include extensive outreach and a serious commitment to real participation and decision-making at the community-level.

Sincerely,

*Ozzie Rohm*

Ozzie Rohm for SFLUC

cc: Rich Hillis  
SF Board of Supervisors  
SF Planning Commission

To: SF Planning Commission  
 From: G. Schuttish  
 Date: October 10, 2019  
 Re: General Public Comments Today

Good morning, President Melgar, Vice President Koppel, Commissioner Moore, Commissioner Fung, Commissioner Johnson, Commissioner Richards and Mr. Ionin.

I hope you will have a few moments to read this before the meeting today, but I will try to amplify it in the three minutes during General Public Comment.

According to the Commission's Staff in the past two years (2017 thru mid-2019) there have been about 35 complaints related to illegal demolitions Citywide. Thirteen (13) were confirmed as demolitions. This is 38%.

Based on the sample of five Noe Valley projects requested by Commissioner Richards in December 2015, Staff said 40% should have been classified as demolitions even though they were reviewed and approved as alterations.

This is interesting that the percentages are fundamentally the same.

These percentages, 38% and 40%, are a fact under the existing Demo Calculations in Section 317 of the Planning Code in subsections (b) (2) (B) and (b) (2) (C).

Now to shift gears a little bit.

The first sentence explaining the position of Planning Director of the City and County of San Francisco's HR website reads:

*"San Francisco Planning Department's mission is to shape the future of San Francisco and the region by: Generating an extraordinary vision for the General Plan..... "*

On page C.6 of the "2014 Housing Element of the General Plan, Objective 2, Conserve and Improve Existing Stock" it says:

*"Planning shall continue to implement the recently adopted Planning Code Section 317, which codifies review criteria for allowing housing demolitions, conversion and mergers, amend it when necessary..."*

However, the Commission has never, ever adjusted the Demo Calcs as written in Section 317 (b) (2) (D) which was:

*"...necessary to implement the intent of this Section 317 to conserve existing sound housing and preserve affordable housing".*

Or in other words: *"policy efficacy"*.

But at the same time the value in RH-1 has been adjusted at least five times since 2013 to reflect both the market and the concept of “naturally unaffordable” and allow the administrative approval of demolitions.

In fact the 2014 Housing Element recognized this issue on page I.34 writing:

*“With the global recession, prices dropped between 2005 and 2011. Since 2011, the price of housing in San Francisco continues to grow and based on the trend since 2000, the price of housing is projected to surpass the high prices seen in 2005.”*

In fact these high prices in the years prior to the adoption of Section 317 and the increase in demolitions was a reason Section 317 was created in order to preserve sound affordable housing while allowing for reasonable alterations in the RH-2 and RH-3 and in those RH-1 neighborhoods that were still affordable.

The 2014 Housing Element Policy 2.2 reads:

*“Discourage the demolition of sound existing housing, unless the demolition results in a net increase in affordable housing.”*

And the 2014 Housing Element Policy 3.4 reads:

“Preserve” naturally affordable” housing types, such as smaller and older ownership units.”

And in further detail it goes on to say:

*“A review of current sales prices reveals that new homes are generally priced higher than existing, older housing stock. This is particularly true of smaller units, such as the mid-century construction in certain lower density residential neighborhoods. These housing units provide a unique homeownership opportunity for new and smaller households. While higher density housing generally results in more shared costs among each unit, the pre-existing investment in lower density housing generally outweighs the benefits of higher density in terms of housing affordability. To the extent that lower density older housing units respond to this specific housing need, without requiring public subsidy they should be preserved. Strategies detailed under Object 2 to retain existing housing units, and promote their life-long stability should be used to support this housing stock.”*

During General Public Comment over the past 5 years the Commission has seen examples of projects, primarily in Noe Valley that have led to an average increase in sales price of \$3.5 to \$5 million dollars after the completion of the work allowed under the alteration permit. Granted this is a snapshot of about 50 projects...none of which came before the Commission in a DR and with a few exceptions were all spec projects.

Based on the two percentages in the first paragraph of this memo at least one-third should have been reviewed by the Commission and Staff as demolitions.....and that is under the Demo Calcs that are the same values as approved in 2007 and have never, ever been adjusted since Section 317 was added to the Planning Code.

Many projects have “squishy” Demo Calcs that are close to triggering Tantamount to Demolition. Many projects have Demo Calcs that have needed to be adjusted mid-construction and that are still “squishy”.

Many projects cannot be assessed because your Enforcement Staff has limited tools for penalties or for the ability to access a project. Enforcement should be upgraded with increased penalty fees but the Commission needs to work with the Supervisors and the Mayor to improve and upgrade Section 176.

However the Commission has the ability to use their own power, at any time to adjust the Demo Calcs per the Planning Code and to better comply with the General Plan so that when a project comes into the Department it can be fully analyzed as to whether it is a demo or not.

Following along with the adjustments made in the RH-1 value, and the policies as written in the 2014 Housing Element of the General Plan it seems reasonable to wish that the Demo Calcs had been adjusted if not four times at least once these past five years. This seems even more necessary now that the proposed Demo legislation, like the RET previously has apparently been discarded.



P.O. Box 29086  
 Presidio Station  
 San Francisco, CA 94129

July 16, 2021

Re: Housing Element 2022 Update EIR

Honorable Commissioners:

Despite coinciding with the Independence Day holiday weekend and the "post-pandemic" reopening as well as providing only a 10-day commentary period, the EIR for the 2022 Housing Element did not quite slip by the eyes of all San Franciscans.

The board of directors of Golden Gate Valley Neighborhood Association (GGVNA), founded 1976, read it, discussed it, and wondered why there wasn't more outcry over proposals that, carried to their logical conclusion, would alter San Francisco beyond recognition.

Please, before you toss this down with an epithet, realize that despite its location in Cow Hollow, at the time GGVNA was founded, it was considered more or less of a "stepsister" of its far more affluent neighboring associations. That property values rose may, perhaps, be somewhat credited to residents' middle class values, but mostly to outside forces. GGVNA doesn't expect younger folks to know this history or realize we're not just one big enclave of conservatives, but rather for the most part accidental, if fortunate, heirs to demographic changes over the past few decades.



The 2022 Housing Element EIR sounds more like groundwork for a coup than the previous ones we've perused since the '90s.

One doesn't have to be reactionary to wish SF, like most great cities that continue to deserve that modifier, would keep its variety of architectural styles, from grand to petite Victorians, Queen Annes, and Edwardians forward to today's expressions.

**Retenementing**, however, will recreate some of the country's worst living conditions while modifying or eliminating private property as it has been defined here--especially in light of as yet unexamined claims of thousands of available spaces "out there." It will also set the stage to demolish historic residential zoning such as height limits, backyards, spacing, privacy, and even the "peaceful enjoyment" our city's documents so often mention.

Using vague terms like "transit corridors," planning documents may not cause folks to take out their city maps and therefore many may not notice that in SF these convenient corridors could easily cover almost the entire city.

Many of us have been environmentalists for decades. We never defined our beliefs and support as using a hatchet where a carving knife might be more appropriate.

We wonder how many artists, nonconformists, or tourists would continue to flock to San Francisco should it become a crowded, airless, gardenless, architectureless, charmless, mostly viewless location, still dotted with those unfortunates who cannot tolerate the minimal confinement or rules of affordable housing and prefer the perceived freedom of the streets.

Until the entire Bay Area, working with mental health practitioners, can begin to find ways to help addicts become content former addicts, sociopaths and psychopaths a way or place to fit in, there will remain street people, the preponderance where the weather is temperate. It will certainly take cooperation with the federal government to try to help victims of the above-mentioned diseases and the realization of all Americans that these are their family members who fled because of discrimination or bad weather to congregate in massive numbers where acceptance is greater and weather is kinder. (Yes, we know about surveys saying SF's homeless are from SF, but we wonder how many of those are (a) verified or (b) asked for how long.)

Sincerely yours,

Phil Faroudja, GGVNA President

Serena Bardell, GGVNA Vice President

6/21/2021

Mail - Caltagirone, Shelley (CPC) - Outlook

**FW: Upzone more of District 2 for Housing Element**

CPC.HousingElementUpdateEIR &lt;CPC.HousingElementUpdateEIR@sfgov.org&gt;

Mon 6/21/2021 7:50 AM

To: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>; Caltagirone, Shelley (CPC) <shelley.caltagirone@sfgov.org>; Leon-Farrera, Malena (CPC) <malena.leon-farrera@sfgov.org>

Hi Kimia, Shelley, and Malena,

Below is an email from Scot Conner commenting on the Housing Element NOP. The comments seem to be more about the Housing Element plans and policies so I'm forwarding this email.

Thank you,  
Liz

---

**From:** Scot Conner <scot.conner@berkeley.edu>

**Sent:** Saturday, June 19, 2021 7:23 AM

**To:** CPC.HousingElementUpdateEIR <CPC.HousingElementUpdateEIR@sfgov.org>

**Subject:** Upzone more of District 2 for Housing Element

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Elizabeth White,

Thank you for the opportunity to provide written comment on SF's 2022 Housing Element Update. I'm a renter and a resident of District 2. I will not be able to attend the live feedback meeting, so I'm writing to provide my comments on SF's Housing Element Plan.

Overall, I'm so excited by this plan. SF must build far more homes in the North and West sides of the City because those areas are the highest resource and therefore, at the least risk of displacement and gentrification. However, I do not think this plan goes far enough in upzoning transit corridors in District 2 (specifically Pacific Heights, the Marina, Cow Hollow and Presidio Heights).

Those D2 neighborhoods are wealthier and more highly resourced than the West side, but only Lombard St is identified as a transit corridor subject to modest mid rise up-zoning in the preliminary maps provided. SF should include Union and Chestnut streets west of Van Ness as transit corridors because of the ample bus service provided on those streets by the 30 and 45 Muni lines. SF Planning should also include California St (west of Van Ness) as a transit corridor since it is well served by the 1-California and runs through the very wealthy areas of Pac Heights and Presidio Heights. All of these areas are extremely walkable with some of the best access to parks and the waterfront in the City (e.g. Ft Mason, Crissy Field, Presidio, Lafayette Park, Atla Plaza, etc.). We need to concentrate more development in the Marina, Cow Hollow and Pac Heights.

Moreover, these D2 transit corridors should be upzoned to a higher level than the general midrise heights proposed for transit corridors (and certainly higher than the embarrassing current 40 ft height limits). SF should zone for Parisian style 10-12 story buildings along these corridors because these areas are wealthier than the west side transit corridors and have closer proximity to downtown. Design standards tailored to the character of each area can be implemented. We can have good design and density that respects the feel of neighborhoods, the only sacrifice is height which should no longer be a legitimate policy goal of SF since we know that the most effective way to reduce greenhouse gas emissions and mitigate climate change is to build urban infill housing (i.e. make it easy for people to decarbonize their lifestyles). Every time SF limits the height of buildings, we force people to live

6/21/2021

Mail - Caltagirone, Shelley (CPC) - Outlook

in suburbs or exurbs or areas at risk of wildfire and drive cars in their commutes and daily lives that further worsen climate change.

10-12 story heights actually fit with the historical character of these neighborhoods. If you walk around the area just north and a bit west of Lafayette Park you will find dozens of beautiful 8-10 story buildings of dense apartments. It's pretty crazy those buildings were legal to build 100 years ago, but today are illegal to build (with the 40 ft height limits and strict density controls).

It cannot be a legitimate or equitable policy goal of the SF Planning Department to protect the views of rich people's Pacific Heights mansions. Let's make D2 more like Paris or Barcelona and zone for 10-12 story residential buildings that will make these neighborhoods incredibly lively, walkable, encourage low carbon lifestyles and ease displacement pressures on communities of color in the Mission and SOMA.

Also, there should be a higher upzoning for the Van Ness corridor to maximize the city's investment in time, money, and years of construction for Van Ness BRT. SF Planning should extend the "Hub" style zoning from Market St to the Bay along the new BRT corridor and allow 400 ft buildings to be built there. We need to fully take advantage of SF's most advanced transit corridor after Market St and zone for 40 story buildings here rather than the current zoning which at most allows for 130 ft in some places. If we want to decarbonize SF we need to maximize housing along robust transit corridors like Van Ness and allowing a massive abundance of new homes to flood the market by building 400 ft tall buildings on this corridor will help stabilize housing costs throughout the City.

Finally, SF should remove building height restrictions for residential buildings downtown. There are so many lots downtown that are either parking lots or parking garages that will become obsolete in a future decarbonized SF. Also, as widespread remote work changes commuting patterns, downtown needs to build more tall residential towers to add enough daytime and non-commuting population that can support the businesses that rely on commuters who live in other parts of the Bay Area. Removing the height limits on parking lots and garages would not only encourage decarbonized lifestyles but would also better incentivize proposals to maximize housing in transit rich and walkable areas that will help keep downtown lively as remote work decreases the daily commuting population.

SF needs to be building far more housing of all kinds (market rate and affordable). Due to our inclusionary zoning requirements, allowing more market rate housing will build more affordable housing at no public cost. We will most effectively affirmatively further fair housing by upzoning SF's richest neighborhoods in District 2 - Pacific Heights, the Marina, Cow Hollow and Presidio Heights.

Thank you,

Scot Conner



September 27<sup>th</sup>, 2021

Kimia Haddadan  
 Shelley Caltagirone  
 Malena Leon-Farrera  
 San Francisco Planning Department  
 49 South Van Ness Ave, Suite 1400  
 San Francisco, CA  
 94103

Dear Housing Element Team,

Thank you for the opportunity to comment on the Draft Housing Element 2022 Update. We are pleased to see this important document take shape. SPUR's mission is to create an equitable, sustainable and prosperous region. Our comments are intended to further these objectives. While we are supportive of the direction that the Department is taking in this draft, we have several comments, questions and concerns, which we outline below:

**1. We support the manner in which the draft centers racial equity.**

As the draft makes clear, the scarcity of housing is an economic problem, but one which disproportionately impacts American Indian, Black and other Communities of Color. By centering the experiences of these communities, the housing element can focus on policies that achieve more equitable outcomes.

**2. We appreciate the ways in which the Planning Department is engaging a wider range of stakeholders through direct outreach and through new ways of presenting materials.**

The Department is committed to doing extensive outreach to American Indian, Black and other Communities of Color, as well as other groups it has not reached as well in prior Housing Element cycles. Moreover, the Department has provided materials in a more user-friendly manner, through videos, digital storytelling and other mechanisms that make the Housing Element more accessible to a broader group of people than in past cycles.

**3. We support the goal of planning for half the city's growth in High Opportunity Neighborhoods as a means to affirmatively further fair housing, but we have questions about how that goal will be achieved.**

In order to further racial equity and housing affordability goals, the Department is committing to plan for roughly half of the 83,000 units San Francisco needs to accommodate in the next RHNA cycle to be built in High Opportunity Neighborhoods (policy III.5). There are many benefits to this approach. It provides more equitable

outcomes by creating housing opportunities in higher wealth neighborhoods, it allows for infill development in communities that have previously not accepted much growth.

However, such planning must be realistic, and take into account the likelihood of site redevelopment given 1) the limited number of multi-unit redevelopment sites, 2) the political challenges housing sponsors will face, and 3) the high cost of land. Specifically, we are concerned that there may be insufficient site inventory to realistically allow for the development of 40,000+ units on the west side, particularly sites that provide enough scale for feasible redevelopment and sites that are underdeveloped enough to support alternative use at feasible land valuation. In order to support multifamily affordable housing, sites should support 40 units at a minimum, and preferably more; and in order to support multifamily mixed income housing, sites should support 20 units at a minimum, and preferably more. We also are concerned about challenges that affordable housing developments may face securing entitlements on the west side, which has been less friendly to growth. Additionally, it will be important to ensure that affordable housing developments in high opportunity areas will close enough to transit to compete well for state funding. We look forward to reviewing the site inventory analysis as it relates to this policy recommendation.

**4. We are concerned that if rezoning is limited in Priority Geographies that it will be challenging to meet the need for the other 50% of housing units that are not accommodated in high opportunity areas.**

Policy III.5 includes a policy to limit rezoning within Priority Geographies to the specific needs of American Indian, Black and other Communities of Color. Policy III.1 seeks to target affordable housing funding to support the creation of 50% of the affordable housing RHNA allocation within Priority Geographies.

At minimum it would be helpful to clarify A. if the rezoning contemplated within Priority Geographies under policy III.5 are those that would predominantly support the creation of affordable housing and if so, B. where the Department will be zoning for the market rate and mixed income housing that is not accommodated either in Areas of Opportunity or in Priority Geographies. The challenge for 100% affordable housing developments is primarily fiscal, and limiting mixed income housing will not address the fiscal challenge.

It will also be helpful to clarify what is meant by the policy to limit rezoning to the specific needs of American Indian, Black and other Communities of Color. Limiting housing production in San Francisco has negative disproportionate impacts on low income people of color because it drives up the cost of available housing by limiting supply. It may be better to concentrate on policies that stabilize American Indian, Black and other Communities of Color in existing housing, while also seeking to add more housing (which, per the city's inclusionary requirement, includes affordable units or pays



an in lieu fee). Policy III.3 to prioritize the City’s acquisition and rehabilitation program in priority geographies is perhaps a better policy to achieve this policy goal.

Lastly, Policy III.1 recommends increasing inclusionary requirements in priority geographies. It is very important that inclusionary requirements not be increased beyond levels of financial feasibility. Some of the area plans on the east side already have high inclusionary housing requirements, increasing them still further without increasing density further could have a potential chilling impact on housing development in these areas.

**5. We encourage the department to find ways to elevate environmental sustainability in the draft, particularly by encouraging new housing construction near transit.**

Policy III.6 describes how new housing should be placed near transit in high opportunity areas, which we support. We would recommend finding ways to place new housing near transit in other city neighborhoods as well.

**6. We are concerned that new housing is sometimes referred to in the draft as a “burden” rather than an asset to San Francisco.**

Policy III.5 refers to “reducing the burden of new housing” to advocate for limiting new housing construction in priority geographies. While we understand that new housing construction does result in more people living in a community and therefore a greater demand for services, it is also a net asset for the city as a whole, enabling the city to address the chronic housing shortage. It also can be an asset to these neighborhoods as well. It would be helpful to ensure that new housing is not characterized in a negative light when it is necessary for achieving so many of the city’s goals.

**7. We are pleased to see the department include policies and actions that reduce the cost of producing new housing and therefore increase the likelihood that new housing will be built and would like to see that language strengthened.**

Policy IV.3 seeks to reduce development constraints such as high construction cost and lengthy City-permitting timelines to increase housing choices and improve affordability. Given the challenges of producing housing in San Francisco, we are pleased to see this goal included in the housing element.

Policy V.4, however, includes language that limits permit streamlining to projects that maximize the number of below market rate units under state density bonus law. We believe that streamlining should be a goal for all housing projects, particularly since significant impact fees are already exacted through the inclusionary requirement, the TSF, as well as child-care, school fees, and infrastructure impact fees. While the housing element draft includes a policy focused on ensuring the feasibility of the inclusionary housing requirement, it would be helpful if the city examines the impact on housing production associated with the full fee stack imposed on a unit.

**8. The housing element should emphasize a more aggressive approach to using surplus public sites for housing.**

Policy III.1 supports using publicly-owned underutilized sites for housing needs and policy IV.5 also discusses how public sites should be used to support new housing production. The Housing Element should emphasize an even more aggressive approach to using surplus public sites for housing. For example, the city should examine the huge amount of land dedicated to suburban type roadways on the West Side, including Sunset Boulevard (an entire block wide running from Golden Gate Park to Sloat that contains six underutilized lanes of traffic). Those blocks could be redeveloped with mid-rise housing with a high percentage of affordable housing with infrastructure already in place.

**9. We encourage the department to review draft goals, policies and actions with an eye towards feasibility of implementation.**

This draft of the housing element puts forward many policies with laudable goals but high costs. We do feel it will be important to prioritize policies for inclusion in the final document, taking into account that some policies are very expensive to implement and therefore are unlikely to occur without additional subsidy. Otherwise we are concerned that it will be challenging to actually implement the housing element and may leave some stakeholders feeling like they were promised certain policies that are unlikely to actually be implemented.

**10. We encourage the city to analyze the capacity of sites under current zoning by taking into account the historic housing yield on existing sites.**

While a site analysis has not been yet released to the public, we are very interested to see how the city will assess the capacity of sites under current zoning. We hope that the city will look at how many sites contemplated under the last housing element were actually developed. As you may know, Los Angeles has been pioneering a new model for assessing site capacity<sup>1</sup>, which may be beneficial for San Francisco to review.

Thank you for considering our comments. If you have any questions, please feel free to contact me at [skarlinsky@spur.org](mailto:skarlinsky@spur.org)

Sincerely,

Sarah Karlinsky  
Senior Advisor

---

<sup>1</sup> <https://turnercenter.berkeley.edu/research-and-policy/stronger-housing-element-los-angeles/>

**25 May 2021**

Planning Commission President, Joel Koppel  
 Planning Commissioners Kathrin Moore (Vice-President), Deland Chan, Sue Diamond, Frank Fung, Theresa Imperial, Rachael Tanner

**Re: The following items from the April 22, 2021 Planning Commission hearing  
 Housing Element (Item # 2019-016230CWP)  
 Housing Balance and Housing Inventory (Item # 2018-004047CWP-02)**

Dear Planning Commission President Koppel and Planning Commissioners Moore, Chan, Diamond, Fung, Imperial, and Tanner:

Please accept these comments from the Race and Equity in all Planning Coalition on the three housing policy items referenced above that the Planning Commission heard on April 22, 2021. The comments on the Housing Element are a summary of our main points. We are submitting a more complete set of comments through the [online portal](#) that Planning staff has created for receiving comments. Since the online portal does not accept complete comments to the Housing Element, we will also be submitting a full set of our comments to the Housing Element draft strategies in a separate letter.

#### **General Comments to the Process**

1. This Housing Element is being billed as the first in San Francisco's history to center racial and social equity; however the substantive policies and strategies that Planning has presented replicate the same housing systems and structures that continue to overproduce luxury housing, which is largely inaccessible to working class, low income and marginalized communities and communities of color, and underproduce housing that is affordable to these communities.
2. The Housing Inventory, Housing Balance Reports 11 and 12, and Update on Monitoring Reports memo to Planning Commission is dated April 16, only 6 days prior to the April 22 hearing date. This is a 154 page document. There is no realistic way for the public to review, digest, and comment in such a short amount of time.
3. Not providing the public with information with sufficient time to review and comment leaves impacted communities out of these conversations, and perpetuates structural inequities and abuses on vulnerable communities.
4. The Housing Inventory reports are chronically late. For example, Report #11 is 6 months late. This decreases the ability of the public to have access to current data - and to be able to respond to it in a timely way.

#### **Housing Inventory**

1. Counting all accessory dwelling units as "affordable" units is not supportable since landlords can charge whatever they please for these units. They will in certain circumstances be subject to San Francisco's rent stabilization program, but when initially

rented, and when tenancies change, landlords are able to charge whatever rents they want - unhindered by any price controls that would ensure affordability.

2. Why are rehabilitated units counted as "new affordable units built" when reporting in this way is both false and misleading? If rehabilitated affordable units are counted as "new", then the same should be true of market rate units, and the housing balance should then be recalculated to reflect criteria applied consistently to both sides of the "balance" equation.
3. Please take note of the remark in the Housing Inventory that "the majority of new housing development in 2020 occurred in the South of Market and Mission Planning Districts". The Inventory also notes that these are two of the areas of the city facing the greatest escalation of housing costs and displacement of existing residents. This is precisely the reason why communities are fighting back against efforts to expedite more market rate housing. It causes gentrification and displacement of BIPOC and low income communities.
4. The Housing Inventory does not include any mention of the voters' overwhelming support for new social housing, a strategy that will assist the City to implement the goal of race and social equity. It also does not identify any land use strategies for making new social housing possible. There is also no discussion about the unmet need for affordable housing and the urgency to prioritize policies and land use strategies for meeting this desperate need.
5. The RHNA report on p. 15 shows clearly that "above moderate" housing production is far in excess of the goals- but this is only reported as 100% rather than showing the true number which should be 148%. This is an example of Planning's obfuscation of the impacts of its policies to prejudice in favor of market rate housing production and hinders community ability to provide input by providing incomplete or inaccurate information.
6. The number of units "demolished" is extremely high. And, the column "units gained or lost from alteration" is confusing. What does this mean? How do you add both "gained" and "lost" together into one number? Is a positive number indicating more units gained or lost?
7. We don't see any discussion of the number of units entitled by Planning that have not been built- and the number of units entitled by Planning that have not even applied for building permits.
8. There is a list of entitled projects that are to be pursued on a phased basis, but Parkmerced is not listed as one of those projects. What is the status of Parkmerced which received its entitlements a decade ago? What is the schedule for rescission of those entitlements, and re-application required?
9. The [Intermediate Length Occupancy](#) (ILO) restrictions legislation passed at the Board of Supervisors in 2020- but this legislation is not mentioned in the report. There also is no report about the impact of ILOs on SF's housing stock - or efforts to implement the enforcement provisions.
10. There is also no mention in the Inventory about Short Term Rentals (STR), permitting or enforcement that happened in 2020, geographic distribution and pricing of these units, and the impact STRs are having on San Francisco's housing market.

11. Similarly there is no mention of the use of "Shelter In Place Hotels" during 2020, or of a land use plan for ensuring permanent housing for those who are currently un-housed. A complete Housing Inventory would make mention of the resources secured by Proposition C that passed, and discuss a land use plan for implementation. These are concrete strategies that will assist the City to achieve the goal of racial and social equity.

### **Housing Balance Report Nos 11 & 12**

1. Report 11 is six months late. We hope that Planning will commit to timely updates to the Housing Balance so the Board of Supervisors and the public have this essential information when making important policy and land use decisions.
2. Since the ballot measure was approved by the voters, Planning has never produced a complete and accurate Housing Balance report. The full intent of the underlying ordinance reads "More than 50% of this housing would be affordable for middle class households with at least 33% affordable for low and moderate income households, and the City is expected to develop strategies to achieve that goal."
3. Where is the part of the report showing progress toward the 50% that are supposed to be affordable for middle class households?" (see p. 3)
4. Where is the part of the report that details the "strategies to achieve that goal"?
5. This report should include an interdepartmental strategy for getting every one of the Housing Balance numbers (for every District) up to +50%. This is required by the ordinance. Those strategies should be created by vulnerable communities, and there should be a detailed report as to how the City is implementing those strategies and ensuring that the City's housing balance achieves +50% in every part of the City. This should at least include a prohibition on demolitions, and a focused land use and resource strategy for affordable housing. Again, these are concrete strategies that will assist the City to achieve the goal of racial and social equity.

### **Housing Element**

As requested by Planning, REP is submitting our full and detailed comments to the Housing Element "draft goals, policies and actions" through Planning's ["Online Participation Platform"](#). and in complete form in a separate letter since the online platform only allows for summary comments. This is a summary of our comments.

Unfortunately we have to refer back to the flawed way that the Housing Element process started. Planning spent the first two years of its Housing Element process exploring what it identified as the fundamental question it sought to answer:

- *"What would it take to achieve the City's targets of 5,000 units per year with at least 1/3 affordable and increased community stability over the next 30 years?"*

From the outset, Planning was setting this entire multi-year process on a course for 67% market rate and 33% affordable housing after decades of the market producing at least this imbalance of market rate to affordable housing which has resulted in the displacement of communities of color and low income people from San Francisco.

This fundamental question comes from Planning's [Housing Affordability Strategies \(HAS\) report](#). This HAS report is entirely about building 150,000 new housing units and a trickle down model of relying on market rate, for-profit housing creating affordability. As Equity Director Miriam Chion says in her April, 2020 presentation of the HAS, "This report provides the analysis for our city's housing recovery efforts as well as our long term housing plan and strategies." Planner James Pappas presents a slide that says that this "Analysis and outreach will inform [the] 2022 Housing Element, Housing policy implementation, Neighborhood level planning."

If the focus of the city's housing policies was truly "Racial and Social Equity" then the Housing Element process should be answering questions from the communities that have been most impacted by Planning's previous policies. Unfortunately, the process for updating policies starts instead with questions about how Planning can take care of developers. If the starting point for this process had come from impacted communities, the questions asked would have been rooted in how the [REP Coalition has defined Equity](#).

We are also extremely concerned that the online system for collecting community feedback on the draft policies and strategies includes strict character limits and utilizes binary "voting" with thumbs up or down. Moreover, most of the policies and strategies are so confusing that the votes become meaningless and the comments truncated to the point of being only marginally useful or open to wide interpretation. The entire process feels rigged and directed toward Planning's justification of streamlining for-profit development while sprinkling the process with empty apologies and references to guilt for past practices.

1. The format for gathering input does not appear to elicit meaningful feedback. First, you have to give a "thumb up" or "thumb down" to what seems like an endless list of recommendations; some of which read like policy recommendations; some which read like value statements; some which read like aspirational or motivational statements. How, for instance are you supposed to give a thumb "up" or "down" to a statement that reads "Support affordable housing by providing small-scale landlords with subsidy for unpaid rent during rent increase and eviction moratoriums"? REP Coalition organizations support affordable housing- but we are not familiar with any small-scale landlords that provide affordable housing. We are also not familiar with tenants who would want to provide their landlord with a subsidy if that tenant isn't able to pay their rent. Most tenants want to have sufficient income to pay their rent, which is why supplemental or emergency income programs are so important in times of emergency. So, how is someone supposed to rate this- with a thumb up for supporting affordable housing? Or a thumb down for giving landlords money to protect their profits while tenants are left vulnerable and scared?
2. If you're able to get past this strange rating system for the policy statements, you then click through to a comment form where you then have to rate the sum total of all these policy statements under the title of the policy itself. After you've grappled with each of these confusinglyworded policy statements, it's difficult to figure out if you "strongly agree" or "strongly disagree" with the overriding policy proposition? Some might look ok- others might seem strange or confusing. So, for each one, do you just put "neutral"?



3. Ultimately, Planning will have compiled a collection of thumbs and "agree" or "disagree" markings. It is unclear what the outcome of these ratings will be. If something gets a bunch of thumbs up, will it move on to the next round? Or a few "strongly disagree" marks will get dropped out? How does this process reconcile any contradictions or inconsistencies as described above? Will any of the feedback or comments provided be incorporated into new policy recommendations not already contemplated in the current proposal?

*The most essential question the REP Coalition is faced with is, how do the voices of vulnerable communities- that have been impacted by the decades of housing elements and housing policies- and will be disproportionately impacted by this new Housing Element- come to the forefront and lead the creation and implementation of these policies?*

This is the overview of our critique and comments to the Housing Element along with the totality of our comments to the Housing Inventory and Housing Balance reports. We are still in the process of uploading all of our detailed comments to the Housing Element into Planning's very lengthy online form. We will also submit a separate and rather long letter with all of our detailed critiques to the Housing Element policy statements. Unfortunately Planning's form character limits do not allow for all of our comments to be uploaded. We also want to be sure Planning is able to track the REP Coalition comments as separate and distinct so we can continue our dialog with Planning on these very important policy proposals.

We look forward to hearing back from you with responses to the questions and concerns we have described in this letter.

Respectfully,

The Race & Equity in all Planning Coalition

cc: Rich Hillis, Director, Planning Department  
Miriam Chion, Equity Director, Planning Department  
SF Board of Supervisors

8 June 2021

Miriam Chion, Community Equity Director  
San Francisco Planning Department

Dear Miriam,

Please accept this letter from the Race & Equity in all Planning Coalition which details all of our comments and feedback to the [Draft Goals of the Housing Element 2022 update](#).

Compiling these comments has taken a large scale coordinated effort among the REP Coalition organizations. Since Planning's online form squeezes comment and feedback into a set of binary indications of thumbs either up or down; categorically simplified rankings from "Strongly Agree" to "Neutral" and "Strongly Disagree"; and narrative feedback strictly constrained by character limits which disallows the comments to address nuance or complexity, we felt that it was important to provide our comprehensive feedback in this format.

Thank you for considering the community's full equity perspective as expressed in this letter. We look forward to continuing our dialog with Planning on these very important policy proposals relating to the Housing Element 2022 update.

Respectfully,

The Race & Equity in all Planning Coalition

cc: Rich Hillis, Planning Director  
Planning Commission  
Board of Supervisors

**Clickable Table of Contents**

[Policy #1](#)

[Policy #2](#)

[Policy #3](#)

[Policy #4](#)

[Policy #5](#)

[Policy #6](#)

# **1. POLICY #1: Recognize the right to housing as a foundation for health, and social and economic stability**

## **Policy 1.1 Expand permanently supportive housing and services for individuals and families experiencing homelessness**

1. The notion that private developers will satisfy their inclusionary requirements by providing permanent supportive housing is misguided. Developers don't like providing BMR units to begin with- and when they do, they push the AMI levels as high as possible.
2. There needs to be a land use plan that ensures that Planning is working collaboratively with other city departments to identify sites- both publicly and privately owned- for new permanent supportive housing that will be developed, owned and managed by San Francisco-based, nonprofit supportive housing providers.

## **Policy 1.2 Increase shelters and temporary housing in proportion to permanent solutions, including necessary services for unhoused populations**

1. Need to prioritize land and funding resources for permanent, supportive housing. Navigation centers are not a permanent solution, nor are Safe Parking sites. While Navigation centers and Safe Parking sites might be important short term resources, these should not be priorities especially for a long term land use and housing plan

## **Policy 1.3 Affirmatively address the racial and social disparities among people experiencing homelessness by ensuring equitable access to shelter or housing...**

1. The "priority geographies" are unclear and have not been vetted- how were they arrived at (in 2016)- what criteria were used? REP Coalition organizations are unfamiliar with these "priority geographies," so we are not ready to accept these as a criterion for prioritization of resources.

## **Policy 1.4 Prevent homelessness for people at risk of becoming unhoused...**

1. The "priority geographies" are unclear and have not been vetted- how were they arrived at (in 2016)- what criteria were used?
2. Why are the criteria not updated per COVID and the vulnerabilities presented from COVID health issues and loss of income?
3. Where does the number 5,000 come from - "develop a regional homelessness prevention approach to prevent 5,000 households from becoming homeless in San Francisco"? This seems incredibly low.
4. What is this "regional" approach to homelessness prevention? Is there any additional information about this so we can evaluate it further, or have input?

## **Policy 1.5 Prevent eviction of residents of subsidized housing or SROs**

1. Expanding case management services and removing barriers to housing stability such as assigned counselors regardless of where the resident lives are positive steps that need to be taken. However, many of the case managers and other support services are not provided with adequate funding or training and have unsustainably high caseloads all of which cause high turnover for these positions. These systemic deficiencies cause instability for residents regardless of the program design.

2. The housing retention requirements for non-profit providers are already fairly high on paper. The issue is enforcing and implementing them in a meaningful way so tenancies are actually maintained.

**Policy 1.6 Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.**

1. Rental assistance is great but should not be a "primary strategy" for housing stability or for reducing rent burden. Rental assistance is primarily a way to subsidize landlords' profits.
2. This section doesn't seem to acknowledge COVID. The economic impacts on tenants - obligations for past and current rent obligations- will be with us for some time. Seems like this should be a priority.
3. What are the funding strategies for expanding these rental assistance programs?
4. Is this strategy really sustainable? It seems like this just supports the market. We need real, affordable housing where tenants are not vulnerable to eviction and speculation.

**Policy 1.7 Preserve affordability of existing subsidized housing, gov't or coop owned housing where affordability req's are expiring.**

1. Unclear what "use RAD models" means here. What about that model would help to preserve affordability? Bring in Low Income Housing Tax Credits (LIHTCs)? That seems unacceptable as it represents a privatization of public housing, the inclusion of private equity, and all the affordability and management problems that LIHTCs present.
2. We should instead be encouraging the increased public investment in affordable housing.
3. We should be investing in expansion of limited equity cooperative housing models.
4. We need a clear strategy for how the city will affirmatively seek to create additional subsidized, gov't, and coop housing when affordability requirements are expiring.

**Policy 1.8 Preserve remaining affordable SROs**

1. Increasing fines for illegal conversions seems weak. We need to further define what illegal conversions are- for instance expand the definition of Intermediate Length Occupancies (ILOs) and tighten up the definition of Short Term Rentals (STRs), put a tighter cap on both, and expand our enforcement of both with real investment and proactive enforcement.
2. We should also not be prioritizing master leasing. It's a much better investment to purchase SROs to be owned by nonprofits rather than paying master leases to for-profit owners that have no long term commitment to affordable, stable housing for low income tenants.

**Policy 1.9 Minimize evictions for no-fault and at-fault**

1. Require a public "change of use" hearing at Planning Commission for all Ellis Act filings so public comment can be heard. No action can be taken because of State preemption, but at least there would be a public disclosure of who is being evicted and why.
2. Fully fund the tenant right to counsel program and prioritize ALL tenants, not just "Vulnerable Groups".

3. Ellis Act reform should be a priority, but the minimum holding period of five years should not be what we're striving for. If a landlord wants to go out of business, they should sell the apartment building to someone who wants to continue that building in operation as an apartment building. It doesn't make sense that tenants should be kicked out of a building so a landlord can make more money by selling off the units as TIC's. If they want to pursue a different business model, they should sell the apartment building and go pursue a different business model at a different location.
4. Costa-Hawkins reform should be a priority, but why extend rent control to 25 years old buildings? Why not 15? It should be extended to the most recent allowable under law (ref AB1482).

**Policy 1.10                    Eliminate discrimination and advance equal housing access based on race, ethnicity...**

1. There needs to be a commitment to increased resources for enforcement of equitable housing access.

**Policy 1.11 Improve access to BMR units**

1. Housing counseling and readiness will not significantly increase the number of BIPOC who are accepted to BMR units. There aren't very many units, and the rents and purchase prices are too high. Price and availability are the most significant barriers. BMR units are important as a strategy to compel for-profit developers to provide a community benefit, but BMR units are not in any way a significant component of an affordable housing strategy or an equity strategy.
2. One critical strategy that's missing from this section is to figure out a legislative strategy for decreasing HOA fees. We know that this is an issue at the State level, but this means that Planning should work with the Board of Supervisors, the Mayor's office and the City Attorney on a political and legal strategy for decreasing HOA fees, otherwise BMR ownership units will continue to be a farce.
3. Planning staff needs to encourage developers to provide BMR units on-site and not fee-out or defer to off-site units.
4. Increasing neighborhood preference doesn't necessarily make sense given that the trigger for BMR's is a market rate development of at least 10 units. Because the threshold is so high, and much of the development in lower density neighborhoods and zoning areas is less than 10 units, residents in these parts of the city who need BMR housing would never have a chance of getting in.
5. There shouldn't be an expansion of the Senior Operating Subsidy to provide public subsidies to developers. These units should be priced at lower levels so extremely low and very low income seniors can actually afford them.
6. Planning should work with the Board of Supervisors to increase the inclusionary requirements for projects that take either the State or Local density bonus, and make sure that these BMR units which should be on-site are targeted to low and very low income households. AMI levels for BMR units should also be significantly lowered to meet the primary demand and need for these units.
7. There needs to be a stronger standard to ensure that the future residents reflect the demographics of the surrounding area. There are countless examples of how the cities' lottery process fails local working class communities and communities of

color, those most in need, and yet often last in line, to benefit from these new developments. Therefore, the Housing Element should establish a racial equity metric in the lottery process.

**Policy 1.12 During emergencies, allow for emergent policies that address housing insecurity and economic hardship**

1. The goal "Support affordable housing by providing small-scale landlords with subsidy for unpaid rent" is confusing. Providing small landlords with financial support in order to address their economic insecurity caused by decreased rent revenues is important- **in exchange for rent relief and an eviction moratorium**- but it's very important to note that this is NOT affordable housing.
2. Instead of focusing resources on emergency shelter, we need to be providing permanent, supportive housing for all.
3. There should also be a delay on any substantial rehab requests that would cause tenants to be relocated for any significant duration.
4. There should be immediately available affordable housing for tenants that are displaced as a result of habitability violations and fires to no fault of their own. Landlords should be held accountable to address violations and habitability issues so tenants can be housed in a stable and healthy manner.
5. No need to continue to prioritize permits for new market rate housing. All prioritization should be on land use strategies that create greater stability and affordability.

**[RETURN TO THE TOP](#)**

**2. POLICY #2: Repair the harms of historic racial, ethnic, social discrimination for American Indian, Black and other People of Color.**

**Policy II.1: Reframe the narrative of housing challenges to acknowledge and understand the discrimination against Communities of Color as a root cause for disparate outcomes.**

1. This all sounds good but the level of confidence in this reframed narrative cannot be very high when the new narrative originates from the creators of the old. This perspective must come from those communities that have been harmed by governmental abuse.

**Policy II.2: Embrace the guidance of community leaders representing American Indian, Black, and other People of Color throughout the planning and implementation of housing solutions.**

1. What does this actually mean? Who gets to decide who community leaders are? This is meaningless unless this is a commitment to a process that allows communities to be empowered to determine who their 'leaders' are. The guidance that is provided must be a legitimate representation of the interests of that community. We have seen too many instances of the City making the determination of who represents a community, and what results is a coincidental alignment with plans that serve developer (not community) interests.



2. Budget allocations to city departments and agencies that support implementation of an equity framework will be suspect unless coming from the city's general fund and not from fees derived from developers. The fact that Planning's staff capacity is funded from fees paid by developers creates an inherent conflict of interest that drives the creation of profit incentives to facilitate revenue generation.
3. We question the legitimacy of appointed advisory bodies that have not been subject to vetting by the community. REP organizations have deep roots in our respective communities and are authentic voices among others to represent the city's underserved populations.

**Policy II.3: Amplify and prioritize voices of American Indian, Black, and other People of Color in the City's engagement processes**

1. Who gets to determine the voices that are heard? Our voices are not empowered if our communities do not get to determine who speaks for us, and how our input will be used. We have seen how surveys and focus groups and funded partnerships have been utilized by Planning to make it seem as though they are listening to the community. We have seen how only select people are allowed entry into these discussions and how voices may be listened to but not actually heard.
2. The REP coalition has gone to great lengths to include all our various communities and all the stakeholders that are concerned with equity in planning and we are uniquely positioned to represent our own interests. Having a parallel process of seeking representative voices that is carried out by Planning raises serious questions about whether Planning is truly interested in equity or more concerned with a process that they can control.

**Policy II.4: Measure racial and social equity in each step of the planning process for housing to assess and pursue ways to achieve beneficial outcomes for American Indian, Black, and other People of Color.**

1. This should be a given but it does relate to oversight of the planning process. This oversight is not defined here but should be the primary means of ensuring accountability to this endeavor, and therefore, the most important aspect of a race and equity policy. If the task of determining milestones and assessing performance is at the discretion of Planning then we are not changing any of the practices that have historically harmed our communities. If Planning's measuring stick is incremented by microns while ours is incremented by meters, then we have incompatibly different perspectives on outcomes.

**Policy II.5: Bring back People of Color displaced from the city by strengthening racial and cultural anchors and increasing housing opportunities in support of building wealth.**

1. The REP coalition supports these policy statements, but the measures of achievement must be subject to scrutiny by our collective communities. We should be able to assess whether these policies are being carried out in a way that sufficiently redresses the historic harm that has been done.

**Policy II.6: Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.**

1. Culturally competent outreach is important, but there also must be a process where impacted communities have the ability to determine how remediation is conducted, and enforcement that is accountable and responsive to impacted communities.

[RETURN TO THE TOP](#)

**3. POLICY #3: Foster racially and socially inclusive neighborhoods through distinct community strategies**

**Policy III.1: Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.**

- **“Dedicate a minimum budget for permanently affordable housing in priority geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in [priority geographies](#).”**
  - Comments:
    - The term Priority Geographies is a term that is “imposed” and has not been thoroughly vetted. It assumes that it includes all and is agreed upon by vulnerable communities.
  - Specific Questions:
    - Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? How will vulnerable pockets of people outside of priority geographies be protected? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Where geographic lines are drawn, it must be a transparent process that centers equity with vulnerable communities at the decision-making table
    - Avoid policies that concentrate/focus on upzoning, permit streamlining and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures.
    - Prioritize protections against displacement, 100% affordable, public, and nonprofit housing for development incentives like increased density and accelerated permitting in vulnerable communities.
    - The budget for permanently affordable housing should be as large as possible (maximum instead of “minimum”) in the 10-year Capital Planning.

- **Develop and implement community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area.**
  - Comments:
    - This should not just be about attracting residents but about protecting existing residents and existing small businesses
  - Specific Questions:
    - What or who does this keep out? What or who does it keep in?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Price points that are affordable to local residents and local families
    - People of color businesses that come from within the community
- **“Support non-profit developers of new permanently affordable housing developments in Priority Geographies through dedicated funding from GO BONDS or other eligible funding resources to include affordable neighborhood serving uses such as grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, social services as part of their ground floor use programming.”**
  - Comments:
    - Agreed.
  - Specific Questions:
    - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - At affordable price points.
- **“Support the development of businesses owned by American Indian, Black, and other People of Color in affordable housing buildings.”**
  - Comments:
    - All non profit developers approach this work differently. There is a need to uphold a common goal and standard.
  - Specific Questions:
    - What specific policies above and beyond what currently exists will help achieve this goal?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - These people of color-owned businesses should be locally rooted by people who have authentic relationships to their local communities.
    - Support development of worker-owned businesses.
    - Price points that are affordable to local residents and local families

- **“Continue and expand efforts to target education and housing readiness counseling programs, including in-language trainings, to support the neighborhood preference program.”**
  - Comments:
    - These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.
  - Specific Questions:
    - What are the metrics that ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income communities?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Apply and implement metrics to ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income neighborhoods.
    - Strong community collaborations and partnerships with community based organizations
- **“Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.”**
  - Comments:
    - These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.
  - Specific Questions:
    - What are the metrics that ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income communities?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Ensure that there is equitable investment and 100% affordable housing development in all districts, so that certain communities are not at a disadvantage because their neighborhoods don't get a lot of 100% affordable housing built.
    - Apply and implement metrics to ensure that demographics of residents who move into affordable housing units reflect demographics of surrounding low income neighborhoods.
    - Strong community collaborations and partnerships with community based organizations

- **“Increase housing affordable to extremely low and very low-income households in Priority Geographies through modifications in inclusionary requirements and prioritizing approval for development projects that serve these income groups.”**
  - Comments:
    - We don’t agree with relaxing inclusionary requirements or streamlining the approval process for these market rate developments
  - Specific Questions:
    - How can we increase affordability and target lower AMI levels in BMR units, while strengthening processes for community input and participation to ensure that all development is responsive to the needs of BIPOC and low income communities?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Market rate developers need to provide as many BMR units targeted to as low incomes as possible.
    - For-profit developers must be held accountable by Planning to proactively engage BIPOC and low income communities early on in their development process, and shape their developments to be responsive to the needs of BIPOC and low income communities.
- **“Identify and support development of opportunity sites including publicly-owned underutilized sites and large privately-owned sites to respond to both housing needs and community infrastructure especially within Priority Geographies.”**
  - Comments:
    - Need to do away with top down planning processes at these private and public sites and replace with bottom up processes
  - Specific Questions:
    - How can REP and Planning work together to create processes that honor the voices and vision of BIPOC and low income communities to determine how these sites are developed?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Publicly owned sites, regardless of location, must be 100% affordable.
    - Area Median Incomes (AMI) in these projects should reflect local neighborhood incomes not regional MOHCD thresholds
- **“Continue to support and expedite delivery of the permanently affordable housing projects in Redevelopment Areas led by the Office of Community Investment and Infrastructure (OCII).”**
  - Comments:
    - None
  - Specific Questions:
    - None
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Ensure strong standards of environmental health and safety

- **“Continue to support implementation of HOPE SF projects without displacement of the current residents.”**
  - Comments:
    - None
  - Specific Questions:
    - None
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Publicly owned sites, regardless of location, must be 100% affordable.
    - Any increases in density on these publicly owned sites should be 100% affordable

**Policy III.2: Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.**

- **“Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.”**
  - Comments:
    - The Housing Element shouldn’t just say that metrics will be developed but actually spell them out following an authentic community vetting process.
  - Specific Questions:
    - How will Planning work with REP to create this community-led process?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Equity metrics need to be vetted through authentic community organizations and coalitions
- **“Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.”**
  - Comments:
    - Improving infrastructure typically leads to increased land and housing speculation, leading to displacement of BIPOC and low income residents.
  - Specific Questions:
    - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
    - How will we ensure stability and affordability for existing BIPOC and low income residents so they can be the beneficiaries of these community improvements?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Public investments must be accompanied by strong anti-displacement protections, in order to prevent speculation and gentrification.



- **“Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.”**
  - Comments:
    - We believe a reparations framework is necessary here.
    - This area should also include community development organizations and organizations doing community planning work.
  - Specific Questions:
    - Where will this funding come from? Will Planning work with REP, the Board of Supervisors and the Mayor to identify a revenue generating strategy, or a strategy for allocating existing funds for these purposes?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **“Support and expand indigenous community leadership navigation of services and systems to provide tenants’ rights education, similar to the existing Code Enforcement Outreach Program that is offered within the Department of Building Inspection; consider expanding this culturally competent program to other People of Color (American Indian, Black, and other People of Color).”**
  - Comments:
    - This program is already accessible to BIPOC and low income tenants throughout San Francisco, through the network of community based organizations, all of which are in REP.
    - The impediments for holding landlords to standards of habitability are the City's bureaucratic and legal processes.
  - Specific Questions:
    - Can Planning work with DBI and other city departments and the Anti-Displacement Coalition and other organizations that participate in CEOP to create greater accountability for landlords?
    - Maybe we can also consider a landlord licensing program as exists in many other cities?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Landlords should be held at least to the California State standards of habitability for all properties they own.

**Policy III.3: Prioritize the City’s acquisition rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.**

- Esta lucha es bastante grande
- Que bajos recursos sean verdaderos, la burocracia es cruel y humillante - muchas veces se excluyen la gente que incluyen a las formas/proceso de creación
- Muchos requisitos debido a la burocracia
- Also discussed that this can divide communities/orgs given there might be a protagonist

- complex of who can purchase/make impact - should be a multi org effort
- Also discussion about who is eligible (people below extremely low, undocumented, wage-earners?)
- **“Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.”**
  - Comments:
    - The small sites acquisition program is not expansive enough to meet this need.
    - Debe ver algo más claro sobre las organizaciones que pueden comprar edificios - clausuras sobre él % y que requisitos existen para que la gente pueda moverse - no más barreras para tener vivienda
    - We need to be prioritizing land acquisitions as well, to ensure that we have a pipeline of sites ready to be developed for 100% affordable housing.
  - Specific Questions:
    - How can Planning and REP work together to convene strategic meetings with MOHCD to create an aggressive land banking and small sites acquisition program to meet the city's goals for increasing stability and affordability?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Implement a robust land banking program with significant dedicated funding, scaled around a list of priority sites identified by .
- **“Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.”**
  - Comments:
    - These organizations should be supported to build capacity in many areas, including organizing, community planning, community development, tenants rights, eviction defense, etc.
    - Toda las comunidades y organización tiene que estar en la misma página - todas trabajando juntas, no separadas
  - Specific Questions:
    - What is Planning's role with respect to this capacity building work? For instance, the request from Westside organizations to continue funding for this capacity building work into 2021-22 was not included in the Mayor's budget.
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **“Provide incentives for private owners to sell to non-profits affordable housing developers similar to the exemption for the Real Estate Transfer Tax passed in 2020 (Prop I) when selling properties to non-profits.”**
  - Comments:
    - Buena idea de apoyar el comprar en la comunidad pero más cambios y cuidado en cómo participar.
  - Specific Questions:

- How can these programs provide opportunities for tenants to purchase these buildings they reside in?
- Specific standards that we believe will enable the city to achieve racial and social equity:
  - Enable tenants, not just non profits, to be able to purchase these buildings through a limited equity, nonprofit, cooperative model.

**Policy III.4: Increase homeownership opportunities for American Indian, Black, and other People of Color especially within Priority Geographies to allow for wealth building and reversing historic inequities within these communities.**

- **Target increased investment in the Down Payment Assistance Loan Program to households who live in Priority Geographies.**
  - Comments: Ownership is absolutely essential, for short and long term stability. However, the concept of wealth creation through real estate is one of the causes of growing inequality and displacement. Using the DALP and other assistance for BIPOC and low income San Franciscans to be able to purchase homes will lead to greater long term stability, but we should be prioritizing long term affordability as well- not just for the initial purchaser, but for subsequent owners as well. Then, providing services to help these homeowners build their wealth through means other than through their homes will provide a greater long term benefit for both the homeowners and the community at large.
  - Specific Questions:
    - Has the community signed off on these priority geographies? What communities and neighborhoods are missing?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and People of Color.**
  - Comments:
    - None
  - Specific Questions:
    - None
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments
- **Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.**
  - Comments:
    - We do not understand this strategy which is focused solely on homeownership for "the Black community" and "mixed-use buildings".

- Specific Questions:
  - What is meant by "mixed-use buildings"? and why is this mentioned as a specific strategy only for the Black community?
- Specific standards that we believe will enable the city to achieve racial and social equity:
  - There should be a specific standard for increase in funding, for example, increase funding x10 for these investments

**Policy III.5: Ensure equitable geographic distribution of new multi-family housing throughout the city to reverse the impacts of exclusionary zoning practices and reduce the burden of concentrating new housing within Priority Geographies.**

- **Establish a goal of building 50 percent of the regional housing targets at each income-level, increasing over the long-term, to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.**
  - Comments:
    - REP rejects both the notion that market rate housing will solve our issues of segregation, un-affordability, gentrification and displacement. Our only experience with market rate housing is that it makes each of these destabilizing factors worse.
    - Streamlining approvals means taking power and agency away from communities, especially BIPOC and low income communities, and therefore, work directly against racial and social equity.
  - Specific Questions:
    - Has the community signed off on these "High Opportunity Neighborhoods"? What communities and neighborhoods are missing?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Use typology in [Urban Displacement Project](#)
      - In geographies susceptible to displacement, at risk of displacement, ongoing displacement, ongoing gentrification
        - Market rate housing works against racial and social equity.
        - 100% affordable with deep affordability should be prioritized
      - In geographies that are characterized as stable moderate/mixed income
        - Market rate housing works against racial and social equity.
        - All AMIs below market rate should be addressed
- **Engage with communities in the new expanded [Priority Development Areas](#) in Sunset Corridors, Forest Hill/West Portal, Balboa Park & Southwest Corridors, Richmond Corridors, Lombard Street, 19th Avenue, Central City Neighborhoods to ensure community stability and increased housing choice within these areas.**
  - Comments:

- Priority Development Areas and priority geographies are not competent equity mapping.
- Priority Development Areas haven't been vetted by vulnerable communities
- Priority Development Areas contradict sensitive communities
- Specific Questions:
  - What does increased housing choice actually mean?
  - What strategies do you propose for community stability?
- Specific standards that we believe will enable the city to achieve racial and social equity:
  - Focus resources, land use planning, and interdepartmental coordination to identify, purchase and develop sites in all neighborhoods for 100% affordable housing.
- **Limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, and other Communities of Color.**
  - Comments:
    - It is unclear whether American Indian, Black and other Communities of Color led the process to define and select these "Priority Geographies."
    - The process for engaging American Indian, Black and other Communities of Color in defining these zoning changes limitations is crucial. These identified communities need to lead these conversations and be the decision makers.
  - Specific Questions:
    - It's unclear what zoning changes are being proposed and what limitations are being proposed for these zoning changes.
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Need to incorporate lenses around economic class in addition to race/ethnicity lens so that low income and working class communities are also centered in these planning processes.
    - No market rate housing in sensitive communities.
    - Truly inclusive, community-led, community based planning processes should determine development priorities.
    - Priority Development areas and Priority Geographies are not competent equity mapping.

**Policy III.6: Increase housing choice along Rapid bus and rail corridors and near major transit stops in High Opportunity Neighborhoods through zoning changes and streamlining approvals.**

- **Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taraval Street, West Portal Ave, and Van Ness Ave.**

- Comments:
  - Unlike new, wealthier residents, the existing residents vulnerable to displacement through this gentrification rely on these transit corridors for actual transit – and they should be prioritized for their use.
  - We are concerned that "increasing housing choice" means that Planning intends to prioritize new market rate housing. Since BIPOC and low income residents rely on these transit corridors and infrastructure, all new housing near this infrastructure needs to be 100% affordable, otherwise BIPOC and low income communities will be forced out and priced out by the new market rate housing and accompanying speculation.
- Specific Questions:
  - From the Needs Assessment: the majority of the 85,000 households that came to San Francisco between 1990-2018 are over 200% of AMI. Why are we prioritizing market-rate housing for these wealthier newcomers who will not be taking many of these Rapid Network routes such as the 14R bus.
  - What is the equity lens that will prevent these wealthy new residents from gentrifying and displacing low-income BIPOC residents who live along many of these routes?
- Specific standards that we believe will enable the city to achieve racial and social equity:
  - "High Opportunity" is not a competent measure of safety - "Highest Resource" coupled with exempting current UC Berkeley Urban Displacement Project "Sensitive Communities" is an at least improved level of safety to build MR housing.
- **Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.**
- Comments:
  - No streamlined approval of new market rate housing. No pre-identification of "community benefits". These should be part and parcel of a project- and not a condition leading to streamlined approval.
- Specific Questions:
  - Has the community signed off on these high opportunity geographies? What communities and neighborhoods are missing?
- Specific standards that we believe will enable the city to achieve racial and social equity:
  - Streamlining project approvals does not advance racial or social equity.



- **Explore the possibility of high-rise towers at major transit nodes along Rapid bus and rail corridors within High Opportunity Neighborhood parallel with needed infrastructure improvements.**
  - Comments:
    - Unlike new, wealthier residents, the existing residents vulnerable to displacement through this gentrification rely on these transit corridors for actual transit – and they should be prioritized for their use.
    - We are concerned that Planning intends for these high-rise towers to be market rate housing. Since BIPOC and low income residents rely on these transit corridors and infrastructure, all new housing near this infrastructure needs to be 100% affordable, otherwise BIPOC and low income communities will be forced out and priced out by the new market rate housing and accompanying speculation.
  - Specific Questions:
    - From the Needs Assessment: the majority of the 85,000 households that came to San Francisco between 1990-2018 are over 200% of AMI. Why are we prioritizing market-rate housing for these wealthier newcomers who will not be taking many of these Rapid Network routes such as the 14R bus.
    - What is the equity lens that will prevent these wealthy new residents from gentrifying and displacing low-income BIPOC residents who live along many of these routes?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - “High Opportunity” is not a competent measure of safety - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.

**Policy III.7: Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.**

- **Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods.**
  - Comments:
    - This entire section seeks to find incentives for market rate development which will never solve the affordable housing problems that communities across San Francisco face. For-profit developers will always seek to maximize profits- they will never have equity or affordability as their goals or as features of their business plans.
  - Specific Questions:
    - How would this change impact the incentives to build family-sized units?

- Specific standards that we believe will enable the city to achieve racial and social equity:
  - “High Opportunity” is not a competent equity measure - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.
- **Identify community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.**
  - Comments:
    - No streamlined approval of new market rate housing. Community benefits should be part and parcel of a project- and not a pre-identified list that allows for streamlined approvals.
  - Specific Questions:
    - Has the community signed off on these high opportunity geographies? What communities and neighborhoods are missing?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - “High Opportunity” is not a competent equity measure - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build market rate housing.
    - Streamlining project approvals do not advance racial equity.
- **Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers**
  - Comments:
    - It's unclear why Planning feels that the role of our Planning department should be to help for-profit developers with implementing their market rate housing developments. These developments only increase housing priced, speculation, displacement and gentrification. We need to focus our city resources on solving the challenge of increasing housing that is affordable for BIPOC and low income people.
  - Specific Questions:
    - How do you define small multi-family buildings?
    - What kinds of incentives do you mean?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - We need to focus our city resources on creating opportunities for affordable housing, and providing resources to stabilize and develop affordable housing at all scales.

**Policy III.8: Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.**

- **Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects.**
  - Comments:
    - Affordable housing should be increased in all neighborhoods.
  - Specific Questions:
    - Why is affordable housing only focused on "High Opportunity Neighborhoods"? Were these neighborhoods defined by American Indian, Black and other People of Color?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Prioritize 100% affordable housing throughout San Francisco to achieve desegregation, affordability and stability.
- **Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in High Opportunity neighborhoods, such as church sites and partnership with interfaith council.**
  - Comments:
    - This strategy will need to be coordinated with MOHCD as they have fought against land banking efforts for many years.
  - Specific Questions:
    - Why is this strategy only confined to "High Opportunity Neighborhoods"? and why is this strategy only targeted at sites that can accommodate 50+ units?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Publicly owned sites, or sites acquired with public monies, regardless of location, must be 100% affordable.
- **Expand ministerial review to smaller sized residentially zoned parcels to improve feasibility of developing permanently affordable housing on these sites.**
  - Comments:
    - Ministerial review should only be available for 100% affordable housing.
  - Specific Questions:
    - What is the definition of "affordable housing" as proposed in this section?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Community process to decide how to prioritize affordable housing investments in local communities

- **Pursue public private partnerships on public sites to deliver a maximum number of permanently affordable units on those sites by leveraging private investments in market-rate units with public funding permanently affordable.**
  - Comments:
    - Public sites must be developed as 100% affordable housing.
  - Specific Questions:
    - How is the city defining "public private partnerships"? How will these partnerships ensure that we develop public sites with 100% affordable housing?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - Publicly owned sites, regardless of location, must be 100% affordable.
    - No sell-off of public land
- **Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.**
  - Comments:
    - See standard below
  - Specific Questions:
    - Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?
  - Specific standards that we believe will enable the city to achieve racial and social equity:
    - "High Opportunity" is not a competent measure.
    - 100% affordable with deep affordability should be prioritized
- **Create and expand funding for programs that offer case management, financial literacy education, and housing readiness to low-income American Indian, Black and other People of Color households who seek housing choices in High Opportunity Areas, along with providing incentives and counseling to landlords to offer their unit.**
  - Comments:
    - These programs should be directed by these vulnerable communities.
  - Specific Questions:
    - What will the process be for creating and expanding this funding - and for selecting the programs that will be supported?
  - Specific standards that we believe will enable the city to achieve racial and social equity:

[RETURN TO THE TOP](#)

**4. POLICY #4: Increase housing production to improve affordability for the city's current and future residents**

- Issue #1: The assumption that increasing housing production increases affordability. There is no evidence that this strategy has ever worked.
- Issue #2: This current policy is not designed to support the city's current population. Rather, it intends to replace current residents with those who are increasingly affluent.
- Issue #3: There is no clear definition of "affordable housing" so the concern is that affordable housing will become out of reach for those who need it most.
- Issue #4: No strategy identified for increasing local sources of funding for housing that's affordable for extremely low income households.

**IV.1 Create a dedicated and consistent local funding stream and advocate for State and Federal funding to support building permanently affordable housing for very low-, low-, and moderate-income households that meets the [Regional Housing Needs Allocation](#) targets.**

- **Identify local bonds and consistent sources of funding for permanently affordable housing in the City's [Capital Planning](#) process.**  
Comment: Bonds require  $\frac{2}{3}$  vote to pass as do other dedicated sources of new revenue. They are worthwhile pursuing, but can be challenging to pass. Designing these revenue measures and prioritizing their uses need to be led by BIPOC and low income communities.
- **Develop and deploy public financing tools to leverage the City's co-investments such as an [Infrastructure Finance District](#) or expanded tax programs for affordable homeownership and workforce housing (e.g., financing products that lower direct City subsidy for affordable housing).**  
Comment: Sources of revenue for affordable housing should not be dependent on increasing property values or other speculative schemes. Funding affordable housing through land speculation will perpetuate the problems that have already been created.
- **Create an implementation plan for the annual funding through the new [gross receipt tax](#) to increase supportive housing and take advantage of the State-wide streamlining opportunities for this type of housing.**  
Comment: Communities are not in favor of removing community engagement through state pre-emptions.
- **Develop and support alternative and philanthropic funding sources to deliver permanently affordable housing faster and at a cheaper per unit cost through tools such as the [Housing Accelerator Fund](#) or creating a Land Equity Fund.**  
Comment: Support the Bay Area Housing Financing Authority to propose a regional progressive tax as a permanently affordable housing funding source.
- **Advocate for federal legislation to increase [Low-Income Housing Tax Credits](#) and Private Activity Bonds, or advocate for voter approvals to reduce the minimum thresholds for tax exempt bond financing (currently at 50 percent) and to help unlock more [Low-Income Housing Tax Credits](#).**

Comment: The Low Income Housing Tax Credit program has been devastating for tenants, and has extraordinarily high fixed costs leading to developments needing to be at least 75 units in size before they are financially feasible. This excludes most sites in the city from affordable housing development. In order to expand the possibilities for developing new affordable housing in every neighborhood, we need to generate significant sources of local revenue, and use the LIHTC only on larger sites that yield sufficient units.

- **Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent.**

Comment: None

- **Advocate for State legislation to expand non-competitive permanently affordable housing funding sources.**

Comment: None

- **Advocate for voter approval paths to create new sources of funding such as Proposition 13 reform for commercial property tax, to support local jurisdictions in delivering their permanently affordable housing targets.**

Comment: None

#### **IV.2 Maintain sufficient development capacity to respond to the increasing housing need and the scarcity of housing supply within San Francisco and the region.**

**Continue to maintain sufficient development capacity that accommodates the San Francisco's [Regional Housing Needs Allocations](#) determined by the State and regional agencies as well as long term housing need projections.**

Comment: We need to define "sufficient" and "development capacity". For instance, does this refer to zoning capacity? Or does it refer to our nonprofit affordable housing developer network? Another concern is that we don't know what affordable housing development capacity we need, because this city has never been able to keep up with its RHNA goals for affordable housing. We, however, have far too much capacity constantly over-producing market rate housing.

**Pursue zoning changes to increase development capacity that accommodates equitable distribution of growth throughout the city particularly in High Opportunity Neighborhoods and new Priority Development Areas**

Comment: Since SF has over-produced market rate housing through the prior RHNA period, the only equity approach would be to focus housing production on 100% affordable strategies. Market rate housing increases housing and land speculation and yields only upward pressure on housing prices.



**Collaborate with regional agencies and other jurisdictions within the region to coordinate on strategic policies that respond to the relationship between commute patterns and types of housing needed**

Comment: Yes, but we should be clear that our Bay Area neighbors need to pull their weight in producing and maintaining affordable housing.

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

Comment: These are extremely vaguely phrased. What are "development constraints" and how will they be "reduced"? How is the city going to reduce construction costs? Require that construction workers be paid less? Somehow reduce the price of lumber? What housing choices do not exist that the city feels it needs to create? How will any of these ill-defined strategies lead to improved affordability?

**Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.**

Comment: Typically, if developers cut their development costs, they don't pass those savings on in the form of reduced rents or sales prices. Rather, they pocket the difference as profit. If Planning is going to expend city resources to enable cost efficiencies in the development industry, it must demand long term price concessions in return.

**Support a more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.**

Comment: Questionable policy. We need to abandon the notion that creating an oversupply of market rate housing units will generate sufficient housing to address the long term housing needs of vulnerable communities and communities of color.

**Expand Impact Fee exemption to a broader range of permanently affordable housing projects including those with units affordable up to 120% of AMI on projects that rely on philanthropic subsidies.**

Comment: it's unclear what "permanently affordable housing projects" are charged impact fees. Where does this apply? And what affordable housing projects target up to 120% of AMI? It's unclear what problem this strategy is trying to solve.

**Reduce the per unit cost of publicly funded permanently affordable housing through streamlining the implementation of associated development approvals such as the PG&E requirements in accommodating Public Utilities Commission (PUC) provided low-cost electric service, or the multi-agency review of disability access.**

Comment: This seems very specific and technical, and therefore, needs further explanation so people can understand what the problem is and how this proposed solution addresses that problem.

**Expand the construction workforce through training programs in partnership with non-City apprenticeship programs and expand the Local Hire program to allow more projects to participate.**

Comment: None

**Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.**

Comment: Absolutely do not eliminate Planning commission hearings for State Density Bonus project applications. This is a developer giveaway. The public has to have the opportunity to weigh in on projects that potentially impact them and affect their communities. The fact that these projects inflict even greater physical and economic impacts on communities than non-density bonus projects means that there should be increased public participation and input rather than less.

**Streamline permitting review and approval process for large master planned projects to accelerate construction timelines of infrastructure improvements.**

Comment: Given the fact that there are tens of thousands of units that Planning has already approved that have not started their building permit process, it is unclear what problem this is trying to solve. Planning has already been incredibly efficient with reviewing and approving new development projects, including large master planned projects like Parkmerced and Balboa Reservoir. The impacts of these large master planned developments are so large that public input and participation are vitally necessary especially in order to have any hope of equitable outcomes.

**Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.**

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

**Continue to implement the Mayoral Executive Directives to accelerate creating new housing (Mayor Breed's Executive Directive 18-01 and Mayor Lee's Executive Directive 17-02).**

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

**Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods adheres to key urban design principles.**

Comment: All neighborhoods must benefit from high quality design. As stated above, however, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

**Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.**

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

**Prioritize Planning Department staff resources on review of Discretionary Review applications that contain tenant protection issues and those within [Priority Geographies](#) over applications in High Opportunity Neighborhoods that do not involve tenant considerations.**

Comment: As stated above, the REP Coalition does not understand these references to Priority Geographies and High Opportunity Neighborhoods- why should tenant protections only be focused on these areas?

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

Comment: The REP Coalition does not understand this strategy. Market rate developers have demonstrated that they want to provide the minimum number of BMR units and at as high AMI levels as they are able.

**Through the Inclusionary Technical Analysis Committee, review the inclusionary rates on a regular basis to ensure development projects maintain financial feasibility in all neighborhoods in order to maximize total number of below- market rate units delivered without public subsidy.**

Comment: Whenever politicians re-open the discussion of feasibility of inclusionary units, developers cry poor, and we end up with a reduction of the number of units required and an increase in the AMI targeting. Therefore, it seems like this strategy will only increase market rate housing and decrease the number of affordable units, and make the BMR units less affordable.

**Prioritize maximum permanently affordable housing as a major benefit of new development agreements alongside other benefits such as community facilities or transit investments.**

Comment: Other strategies advocate for reduction in community benefits and "streamlining" which reduce leverage for increasing community benefits and affordable housing. Rather than requiring development agreements, Planning should put BIPOC and low income communities in leadership roles for determining how their communities should develop, requiring public facilities and transit investments which would then be explicitly required of developers rather than being negotiated without the community having any leverage.

**Support and streamline the approval process for development projects that maximize the total number of below-market rate units via State Density Bonus or other density bonus programs, or other Code complying regulatory paths.**

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.

**Expand density bonus programs to allow additional below market rate unit in exchange for Planning Code modifications or exemptions.**

Comment: As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes. Density bonus projects only serve to accelerate displacement, speculation and gentrification.

**IV.5 Maximize the use of publicly-owned sites for permanently affordable housing in balance with community infrastructure and facilities needed that can be accommodated on those sites.**

**Support maximum number of permanently affordable housing units as well as improved transit facilities on SFMTA owned sites slated for development such as the Presidio Bus Yard, and the Potrero Bus Yard, through leveraging private investment in market-rate units with public funding.**

Comment: All publicly owned sites must be developed as 100% affordable housing. For every public site we sell to a for profit developer for market rate housing, we will need to purchase new sites at market rate for affordable housing. This is an incredibly inefficient use of public resources. If the concern is not having enough money to develop all those affordable housing units, then consider those developments on large public sites as being phased developments.

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

Comment: All publicly owned sites must be developed as 100% affordable housing.

**IV.6 Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by job growth.**

**Evaluate feasibility of utilizing a portion of existing or future growth in fees and taxes generated by large employers to fund affordable housing on an ongoing- basis, in order to complement the one-time jobs housing linkage fees assessed on developers of commercial space.**

Comment: None

**Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee.**

Comment: Tying an affordable housing requirement to commercial developments is encouraged. REP has not determined whether it is acceptable to allow a land dedication in lieu of paying a jobs housing linkage fee.

**Provide paths for large employers to contribute funding in partnership with non- profit developers to provide homeownership opportunities.**

Comment: REP does NOT support this proposal which then creates a quid pro quo for nonprofit developers to support these employers' expansions and development ambitions. Employers should pay fees to the city, and nonprofit developers should then apply for those funds.

**Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study on a regular basis.**

Comment: This seems like a good idea, as long as the updates happen on a regular basis, and the process is transparent and not influenced by lobbying by the businesses that pay, or might have to pay the fee.

**Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees.**

Comment. Yes. And expand the jobs housing linkage fees to large employers that might have multiple locations - each of which has just a few employees, but in the aggregate have hundreds or thousands of employees in San Francisco such as certain formula beverage and food service and retail businesses.

**Pursue partnerships such as institutional master plans where large employer institutions that are not subject to job housing linkage fees (hospitals and educational institutions) to plan for the housing demand of their employees (such as the 2021 Memorandum of Understanding with the University of California, San Francisco).**

Comment: We do not understand the rationale for excluding large employer institutions from jobs housing linkage fees. Why have an MOU with these institutions? Why not require them to pay a jobs housing linkage fee?

**IV.7 Address the impediments to constructing approved housing that is already approved, especially large master plans and development agreements such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, Schlage Lock.**

Comment: It is not up to the Planning Department to facilitate construction of market rate housing. Equitable outcomes necessitate the government doing

everything it can, mobilizing all resources, to facilitate construction of 100% affordable housing. If developers have received entitlements, and are not able to move those projects forward into construction, the city should have a program for purchasing those sites so they can be developed as 100% affordable housing.

**Explore public-private partnership solutions for front-ending the necessary funding for infrastructure investments, such as direct City investment in infrastructure, allocation of public financing for infrastructure improvements, or issuance of other public debt to fund infrastructure improvements.**

Comment: Public private partnerships always favor the private, for-profit entity. These lead to outcomes that work directly against equity. The infrastructure is required to add value to private, for-profit enterprise rather than providing equitable outcomes where people with low incomes benefit from the new infrastructure investment. No private (for-profit) entity is interested in equitable outcomes- they will only pursue a public-private partnership where they stand to profit from the actions of government.

**Advocate for regional and State funds through the existing infrastructure bank or other paths to help finance the infrastructure needs of large urban infill and redevelopment projects.**

Comment: We do not understand this strategy. What is an "existing infrastructure bank"? What "other paths to help finance..." are there? Please clarify so we can evaluate what this strategy is proposing.

#### **IV.8 Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.**

---

**Explore legislating a vacancy tax for residential units that stay empty for long periods of a year or used as secondary or vacation homes.**

Comment: A tax requires a ballot measure while a fee can be implemented legislatively. It would be best to explore both possible strategies.

**Explore regulatory paths, including a tax or other regulatory structures, for speculative resale of residential units, particularly those which seek to extract value out of evicting tenants, or rapid reselling to more lucrative markets.**

Comment: This proposal is confusing. A tax is not a "regulatory path"- so it does not make sense to "explore regulatory paths, including a path or other regulatory structures". It would be better to have a taxation strategy, and another strategy that looks at regulatory paths and structures- and to be clear about what those regulatory paths and strategies might be so we can evaluate their equity impacts. On a conceptual level, however, diminishing or disincentivizing speculative, extractive activities seems to make sense.



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

Comment: This makes sense, but Planning still has not implemented the Intermediate Length Occupancy program. ILOs are causing a larger impact on gentrification, speculation and displacement than STRs at this point because there is no enforcement of the caps and restrictions.

**IV.9 Preserve the affordability of unauthorized dwelling units while improving safety and habitability.**

**Provide more paths for legalizations through financial support such as low- interest or forgivable loans for property owners.**

Comment: Yes. And include outreach to homeowners so they are aware of the program.

**Update the Conditional Use findings requirements for removal of unauthorized dwelling units to account for tenancy, and to identify alternative findings to the current financial hardship analysis to measure the cost burden of legalization.**

Comment: None

**Provide more paths for legalization by removing requirements that are not critical for health or safety (such as minimum ceiling heights) and would help reduce the costs of legalization.**

Comment: No. Minimum ceiling heights should remain required.

**IV.10 Encourage provision of the maximum number of units when existing housing stock is proposed for major expansions or demolition. NO**

**Continue to apply the requirements of State Law to replace any affordable or rent-controlled units demolished with permanently affordable units at equivalent affordability rates of the unit prior to demolition (SB330).**

Comment: We do not support codifying SB 330 into the Housing Element 2022. SB 330 expires in 2025. This would be terrible for tenants who will be displaced without adequate protections, or provisions including relocation compensation, or somewhere to move to.

Equivalent affordability rates does not mean at the same affordable (rent controlled rent).

**Pursue code and policy changes to encourage new housing projects and major expansion projects build to maximum allowable unit density and discourage major expansions of existing single-family homes where additional units are otherwise permitted.**

Comment: This is the antithesis of good planning- and also works against equity goals. Pursuing the proliferation of market rate units and tenant displacement works directly against equity. Increasing market rate housing production only does one

thing- it increases the stock of unaffordable housing. It does nothing to improve affordability or equity.

### [RETURN TO THE TOP](#)

## **5. POLICY #5: Increase housing choices for the city's diverse cultures, lifestyles, abilities, family structures, and income levels.**

### **V.1: Promote and facilitate aging in place for seniors and multi-generational living.**

- **Create or support financing programs that help low and moderate income homeowners upgrade their homes for age-related disability issues or build ADUs to age in the same building.**  
Comment: None
- **Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors.**  
Comment: None
- **Identify and address the challenges faced by residential care facilities to prevent their loss, such as increasing flexibility in how the use is defined under the Planning Code.**  
Comment: None
- **Support and explore expanding the Home Match Program to match seniors with people looking for housing that can provide in-home care support in exchange for affordable rent.**  
Comment: This program needs to be carefully managed in order to safeguard seniors against elder abuse- financial and/ or physical.

### **V.2: Prevent the outmigration of families with children and support the needs of families to grow.**

- **Encourage provision of child-friendly amenities within new buildings through tools such as a design review checklist.**  
Comment: Development of any design review checklist(s) must be led by BIPOC and low-income residents.
- **Allow flexibility in the development of ground floor rooms in Single Family Homes to accommodate changing family needs such as additional bedrooms, full bathroom, or laundry.**  
Comment: None
- **Continue the multi-bedroom unit mix requirements**  
Comment: It's unclear what these requirements are since there is no reference. Therefore, we are unable to evaluate this strategy.
- **Support and incentivize housing, especially permanently affordable housing with multiple bedrooms for families, near existing high-rated public schools.**

Comment: There should be no incentivizing of market rate housing. The market can take care of itself. Permanently affordable family housing near public schools is critical, but we shouldn't be prioritizing "high-rated" schools. We should encourage equitable investment in all our schools, and support our families' children attending them and succeeding.

- **Collaborate with the SFUSD to identify priority in the school assignment process for low-income families and those living in permanently affordable housing.**

Comment: These decisions should be led by BIPOC and low income residents.

**V.3: Retain and increase the moderate and middle-income households through building permanently affordable workforce housing.**

- **Continue to support educator housing programs and seek to expand its application to other public-sector essential workers such as transit operators and hospital workers.**

Comment: We should prioritize permanently affordable housing accessible to a range of incomes rather than creating enclaves by employment sectors. The market will not provide affordable housing. We need a land use plan that recognizes this and plans strategically for affordable housing - price restricted housing.

- **Pursue new partnership models to allow non-City financing of moderate and middle income homeownership through parallel development of smaller sized lots that are scattered (such as Habitat for Humanity models).**

Comment: It's unclear what a "new partnership" model is that's being referenced. The Habitat model is clear- that's for homeowners who both are physically able to provide much of their own construction labor, and are also able to pay the mortgage for their new home. But we cannot comment on this strategy because the partnership concept is not clear.

- **Pursue partnership models to purchase privately-owned entitled sites where construction may be stalling.**

Comment: Same as the prior strategy- it is not clear what a "partnership model" is and how that addresses feasibility issues for projects that have stalled.

- **Continue funding to the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program.**

Comment: None

**V.4: Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle income households.**

- **Identify and promote construction types, financing and design that would make small multi-family buildings feasible.**

Comment: Why would Planning expend resources to help developers build more market rate housing? If our housing policies and strategies are truly centering equity, all resources would be focused on developing strategies for producing affordable housing.

- **Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.**

Comment: Why would Planning expend resources to help developers build more market rate housing? If our housing policies and strategies are truly centering equity, all resources would be focused on developing strategies for producing affordable housing. As noted above, streamlining and fee exemptions are disempowering to communities and lead to perpetuation of inequitable outcomes.

- **Transition to using building form and scale (eg Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in the low-density zoned residential districts in High Opportunity Neighborhoods.**

Comment: We are not understanding how "unit minimums" would be applied. Is this a strategy to make sure that developers don't develop 9 units to avoid inclusionary requirements? We are also not clear which parts of the city are targeted by the language "low-density zoned residential districts in High Opportunity Neighborhoods", so it is impossible for us to evaluate this strategy.

- **Identify certain community benefits that would allow streamlined approval of small multi-family buildings in High Opportunity Areas such as units serving middle-income households, affordable housing fees, or ground floor space for neighborhood serving community facilities or businesses.**

Comment: Market rate housing will never be affordable, or at least not permanently affordable. Market rate, for-profit developers operating without any price restrictions will always charge as much as they can. There should be no streamlining or relaxation of fees or BMR obligations. This strategy shifts even more power away from BIPOC and low income San Franciscans and gives more power and profit to for-profit developers which is unacceptable.

#### **V.5: Promote group housing as an entry-level housing option for moderate income households, particularly single-person households.**

- **Allow conversion of existing single-family homes to group housing units.**

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income community led conversation about what group housing actually is, and its impacts on our communities.

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

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income community led conversation about what group housing actually is, and its impacts on our communities.

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

Comment: The REP Coalition rejects strategies that encourage new group housing or conversions to group housing until there is an inclusive, BIPOC and low income

community led conversation about what group housing actually is, and its impacts on our communities.

**V.6: Continue to support and expand the Accessory Dwelling Unit (ADU) program.**

- **Continue to streamline the permit process through interagency coordination (eg Roundtable Review) implement an integrated online permitting system to support permit streamlining and government transparency.**

Comment: It is not clear what a "roundtable review" is, who it involves, who it empowers, but streamlined permitting seems to cancel the voices of BIPOC and low income communities and works against equity and transparency.

- **Provide advanced notice to existing tenants when adding an ADU in a building, minimize the conversion of existing shared spaces and amenities such as in-building laundry, and ensure the Rent Ordinance provides protections if such removals take place.**

Comment: It's unclear whether this strategy is recommending changes to the Rent Ordinance or if it is just asking that the Rent Board process reduction in services or unlawful eviction complaints (which they already do). This strategy is confusing and unclear, but it seems to want to protect tenants from having their parking or storage or other common area uses taken away?

- **Create an affordable ADU program to serve low-income households.**

Comment: As long as these ADUs are permanently affordable, price restricted, this seems like a great strategy.

- **Encourage Junior ADUs as an effective and low-cost way of adding habitable space within existing single-family homes...**

Comment: It's unclear how small JADUs are. These units should meet habitability standards. They should also be restricted as permanently affordable, price restricted units, otherwise, over time, landlords will increase the prices of these units to the point where they are no longer "affordable" for low income households.

- **Advocate for State legislation to provide more flexibility for detached ADUs in denser cities with smaller lots.**

Comment: What is a "denser city"? Isn't this the plan for San Francisco? Or are other cities incorporated into this strategy? And what's a "smaller lot"? Smaller than what? Please clarify this strategy so we can understand it and comment on it.

- **Continue to expand public outreach for the ADU program including virtually accessible information and in-language materials.**

Comment: None

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

- **Evaluate opportunities for greater wealth building within the City's existing homeownership programs.**

Comment: Wealth building through property is one of the reasons we've gotten to this point of BIPOC and low income communities being displaced by for-profit development and speculation. We need to start looking at homes as providing stability and anchoring communities. Wealth creation then happens through being

paid a decent wage, and not having that wage siphoned off by extraordinary housing costs.

- **Advocate for State Legislation that would allow for scaled Homeowners Association fees for BMR homeowners in mixed income buildings in order to ensure equal access to shared building services and amenities at equitable prices.**

Comment: This is an extremely important strategy, to advocate for State legislation that allows for scaled HOA fees for BMR homeowners. But, to be clear, the reason this is important is not so low income homeowners can go to the gym. The reason this is important is that the HOA fees make the monthly payments so high that low income purchasers of BMR units cannot afford BMR ownership units. BMR ownership units are typically a farce, because the sales prices are set to comply with the BMR program, but the HOA fees are so high that qualifying households are still unable to purchase the units. It's not about being able to go to the gym for a lower monthly fee; it's about being able to have an affordable home.

- **Include scaled fees for any building services or amenities in rental or homeownership projects with Below Market Rate households.**

Comment: None

- **Continue to provide legal representation and other support services that are culturally competent for BMR unit owners and residents to avoid foreclosures and/or address discrimination.**

Comment: None

- **Create an exception to the requirement for first-time homebuyers of BMR units allow households to purchase another BMR unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing housing needs.**

Comment: None

## [RETURN TO THE TOP](#)

### **6. POLICY #6: Promote neighborhoods that are well connected, healthy and rich with community culture.**

**Policy VI.1: Facilitate neighborhoods where proximity to daily needs promote social connections, support the City's sustainability goals, and advance a healthy environment.**

- **"Incentivize and support new housing developments that include affordable and essential neighborhood serving uses such as grocery stores, childcare centers, healthcare clinics on the ground floor through programs such as streamlined approval for community benefits, or rental subsidies."**

Comment: We cannot rely on private development to provide the necessary components of complete and healthy neighborhoods. Private development at a minimum should already be required to provide community serving uses, there should be no additional incentives or streamlining for community benefits or rental subsidies. And "community benefits" should not be predetermined, but should be



responsive to the needs of BIPOC and low income communities. The network of cultural districts should also be empowered to lead on these decisions.

- **Support mixed-use buildings during regulatory review process and encourage commercial space or other compatible uses on the ground floor.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish what ground floor uses should be encouraged and should lead the "regulatory review process".

- **Incentivize new permanently affordable housing developments to include below market rate commercial leases for community-based organizations serving the neighborhood community.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish prioritization of commercial and services uses.

- **Plan for and dedicate funding for pedestrian and bicycle infrastructure and safety improvements to encourage walking and biking when accessing to daily needs.**

Comment: None

- **Create and fund an interagency working group to plan and design for walkable neighborhoods and proximity to daily needs.**

Comment: This must also be led by advocates for seniors, people with disabilities, youth and families.

- **Expand and allow neighborhood serving uses, such as retail, restaurants, and hair salons within areas that are primarily residential especially on corner parcels.**

Comment: BIPOC and low income communities, and especially the network of cultural districts should be empowered to establish prioritization of commercial and services uses. As we have seen very clearly during the pandemic, we need to encourage public health clinics that are physically and culturally/ linguistically accessible especially in BIPOC and low income areas across the city.

- **"Improve flexibility on allowing home-based businesses and activities and work from home."**

Comment: This should be more thoroughly discussed - what does this look like in the context of planning, development, and approvals? How will this be sensitive to and inclusive of non traditional, culturally distinct, or informal work and the associated permission required to conduct business at home?

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

General Comments to this Policy:

- a. Upzoning and removing density controls do not provide more "housing choices." These tactics create more unaffordable luxury market-rate housing that does not meet the needs of current residents, especially the needs of BIPOC and low income residents.

b. With the increase in ride-sharing, especially during COVID when there has been a significant dip in transit ridership, the city must study the transit patterns of wealthy residents. Are occupants of new market-rate housing going to be waiting for a crowded bus, or use ride-sharing services? 100% affordable housing near transit infrastructure must be prioritized.

c. There is no current transit infrastructure that can support the type of "transit oriented development" that is being proposed. There is not even a plan in place to increase transit capacity to meet even current levels of demand. Increasing the burden on transit and other city infrastructure without the capacity to meet it is bad city planning.

- **Increase housing choice through changes to height limits, removal of density controls and other zoning changes to improve feasibility of multi-family buildings along SFMTA Rapid Lines.**

Comment: Removing density controls works against the goal of increased family housing along transit lines as stated elsewhere. We are already seeing how removing density controls leads to proliferation of micro-units and group housing which are tiny, unaffordable units that are not family friendly. It is confusing that this strategy refers both to removing density controls and "multi-family" buildings. These are two entirely different typologies.

- **Establish a goal of building 50% of the regional housing targets at each income level to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals and encouraging use of state and local density programs.**

Comment: As stated above, REP is against any streamlining, or other strategies that disempower BIPOC and low income communities while empowering for-profit developers who will use whatever advantage conferred to them to build more unaffordable housing.

- **Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice.**

Comment: What is an area that is "slated for increased housing choice"? This isn't defined anywhere, but seems to be a euphemism for areas that will be zoned for greater density of market rate housing. In order to build a more equitable city, development along and proximate to transportation infrastructure must be all permanently affordable.

- **Plan and dedicate funding for improved transit services by enhancing operating revenues for the SFMTA.**

Comment: None

- **Prioritize transit service improvements, such as increasing frequency of service, in Priority Geographies and Environmental Justice Communities to support equitable mobility.**

Comment: We question the methodology that has targeted this strategy to Priority Geographies.

- **Pursue interagency coordination to plan for improvements to transit, pedestrian and bike infrastructure and service, and providing those improvements before housing projects are completed.**

**Policy VI.3: Advance equitable access to high-quality amenities, and resources as part of a healthy and equitable environment and in parallel with planning for increased housing.**

- **Plan for community facilities citywide, such as parks, rec centers, schools, libraries in a manner that secures equitable resources in Priority Geographies, Environmental Justice Communities, and areas slated for growth, building on processes such as the Community Facilities Framework, Interagency Plan Implementation Committee.**

Comments:

- a. Access to public parks, rec centers, and schools is essential to a healthy and complete neighborhood. However, this objective is directly countered by the proposed upzonings, removal of density controls, and deregulation of planning's processes. This is seen for example in the South of Market where housing production is greatly increased, yet there is no concurrent increase in parks, rec centers, school and other necessary amenities. Privately Owned Public Open Spaces (POPOS) don't count as providing "equitable access to high-quality amenities" as BIPOC and low income residents are not in control of how these spaces are designed or used, and either feel excluded or are excluded in practice by the office or luxury housing developments they're associated with.
- b. Private development should not be allowed to shadow existing parks, rec center open spaces, or schoolyards.
- c. Allocating resources for vulnerable communities to pursue and leverage cooperative approaches to entrepreneurship.
- d. How will "high-quality amenities" be defined? If they are truly "equitable" it would seem that BIPOC and low income communities and the network of cultural districts would define what "high-quality amenities" means.

- **Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.**

Comments: No additional comments

**Policy VI.4: Advance equitable access to a healthy environment through improved air quality, and resilience to natural hazards and climate change impacts, particularly in Environmental Justice Communities.**

Comments: These proposed design standards must incorporate input from BIPOC and low income communities and the network of cultural districts.

**Policy VI.5: Apply urban design principles to ensure that new housing enables neighborhood culture, safety, and experience, connects naturally to other neighborhoods, and encourages social engagement and vitality.**

Comments:

- David: is making me think about how gentrification works visually, Question about the phrase “The private development process must be opened up and led by communities on the ground. ” and what “open up means”. Who has the power to shape those decisions and how do we broaden up that process, how do we make it as much grass roots as possible
- Hernan: If we think about the Mission, a lot of people have moved out and the current residents are not the same residents who used to be here 5 years ago, they are not the same as the natives. When saying safety is a double edge sword and is usually at the expense of one community. Ex: article on the undocumented community and how if you were undocumented you were worthy of being tortured/suffering, the idea that someone “looks” stereotypically undocumented deems them of mistreatment, so when they say safety what does that mean
- Francisco: how are we structuring ourselves to get our members to be active participants in this process.
- Also discussed - how is “safety” defined and for who when creating urban landscape, who can participate in what spaces given society stereotypes
  - a. Urban design should be culturally relevant and responsive to the existing community and cultures.
  - b. All aspects of development, including design, should be led by residents and community members. The private development process must be opened up and led by communities on the ground.

**Policy VI.6: Sustain the dynamic and unique cultural heritage of San Francisco’s neighborhoods through the conservation of their historic architecture and cultural uses.**

Comments:

- a. Cultural districts must be incorporated and supported, including the implementation of the Cultural Heritage, Housing, and Economic Sustainability Strategies (CHHESS).
- b. The city must evaluate policies, plans, developments, and projects against the goals of historic cultural communities, and cultural districts, to ensure that no harm is being inflicted on existing communities.
- c. Intangible cultural heritage and history must also be incorporated as part of the Planning review process.

[RETURN TO THE TOP](#)

From: Kimia Haddadan, Housing Element 2022 Update Project Manager

To: The Race & Equity in All Planning Coalition

Date: September 17, 2021

Thank you for your detailed comments on the Draft Housing Element Goals, Policies, and actions, June 8, 2021, and for the chance for an honest and genuine conversation on Tuesday, Sep 14. Our team has thoroughly reviewed your comments and wanted to share our brief reflections on four themes we identified. Please note that your detailed comments will be incorporated into our analysis and synthesis of all public input we have received as part of 22 focus groups, 20+ community conversations, 5-7 housing policy group discussions, and other letters and written comments. Staff will be spending most of September and October analyzing all the detailed input. This process will involve coding the input to identify themes of topics, as well as challenges and needs broken down by various communities of color and vulnerable groups engaged. The input summary report will also include how each theme of input will be incorporated into updates of policies and actions.

We look forward to continuing our conversation with your group, and a genuine collaboration to ensure that we adopt a housing plan truly centered in racial and social equity in 2023.

#### 1. Key priorities for collaboration

- **Equitable distribution of 100% affordable housing**
  - *“Ensure that there is equitable investment and 100% affordable housing development in all districts, so that certain communities are not at a disadvantage because their neighborhoods don’t get a lot of 100% affordable housing built.”*
  - *“How can Planning and REP work together to convene strategic meetings with MOHCD to create an aggressive land banking and small sites acquisition program to meet the city’s goals for increasing stability and affordability?”*
- **Expand local sources of funding**
  - *“The Low Income Housing Tax Credit program has been devastating for tenants, and has extraordinarily high fixed costs leading to developments needing to be at least 75 units in size before they are financially feasible. This excludes most sites in the city from affordable housing development. In order to expand the possibilities for developing new affordable housing in every neighborhood, we need to generate significant sources of local revenue, and use the LIHTC only on larger sites that yield sufficient units.”*
  - *“Bonds require  $\frac{2}{3}$  vote to pass as do other dedicated sources of new revenue. They are worthwhile pursuing, but can be challenging to pass. Designing these revenue measures and prioritizing their uses need to be led by BIPOC and low income communities.”*
  - *“The budget for permanently affordable housing should be as large as possible (maximum instead of “minimum”) in the 10-year Capital Planning.”*
- **Targeting infrastructure improvements**
  - *“Improving infrastructure typically leads to increased land and housing speculation, leading to displacement of BIPOC and low income residents. How will we ensure stability and affordability for existing BIPOC and low income residents so they can be the*

*beneficiaries of these community improvements? Public investments must be accompanied by strong anti-displacement protections, in order to prevent speculation and gentrification.”*

- **Increase funding for CBOs serving people of color**
  - *“We believe a reparations framework is necessary here. This area should also include community development organizations and organizations doing community planning work. Where will this funding come from? Will Planning work with REP, the Board of Supervisors and the Mayor to identify a revenue generating strategy, or a strategy for allocating existing funds for these purposes? There should be a specific standard for increase in funding, for example, increase funding x10 for these investments”*
- **Priority Geographies/High Opportunity areas**
  - *“Avoid policies that concentrate/focus on upzoning, permit streamlining and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures.”*
  - *“The term Priority Geographies is a term that is “imposed” and has not been thoroughly vetted. It assumes that it includes all and is agreed upon by vulnerable communities.”*
  - *“Has the community signed off on these priority geographies? What communities and neighborhoods are missing? Why is eliminating displacement limited to priority geographies? How will vulnerable pockets of people outside of priority geographies be protected? Example: Half of the Latino Cultural District is not even covered. Chinatown? Westside?”*
  - *“Priority Development Areas contradict sensitive communities”*
  - *“No market rate housing in sensitive communities.”*
  - *“High Opportunity” is not a competent measure of safety - “Highest Resource” coupled with exempting current UC Berkeley Urban Displacement Project “Sensitive Communities” is an at least improved level of safety to build MR housing.”*

### Reflection

We agree with many of the comments in the REP letter. We welcome specific and concrete suggestions to be incorporated into the actions to further advance these general comments.

In our meeting on Tuesday (Sep 14) we discussed your concerns about priority geographies and high opportunity areas in depth. Some highlights of our conversations are:

- We agree with the shortcomings of the terminology used for “High Opportunity Areas”. Many of the neighborhoods outside of these areas (and within priority geographies) have valuable community assets and opportunities. We welcome your input on better terminology.
- The purpose of defining these geographies is to advance equity to prioritize investment and resources to communities who have been the target of discrimination for decades. Without prioritizing, equitable outcomes are not easily achievable.
- With the limitations of Fair Housing Law, identifying geographies are the most effective way for advancing equity for communities of color. If we prioritize very large areas, it’s the same as not prioritizing.
- Priority geographies is one of the many geographies we are using. Some policies rely on the Cultural Districts. The draft also recognizes that there are vulnerabilities within high opportunity



areas. For this purpose, the draft includes actions recommending increased investment in anti-displacement programs in areas undergoing displacement (referring to the UDP displacement and gentrification map).

- The High Opportunity Areas is a geography defined by the State, with input from equity research leaders such as the Othering and Belonging institute. This is not to say that it is an homogenous area, yet still clearly distinct from from SoMa or Bayview or Mission. These areas match the areas of the city where new housing has not been built, including minimal Affordable Housing, and generally align well with historically redlined areas of the city.
- It will not be helpful to polarize our communities. We need to recognize the resources, the visions and the possibilities in each area.
- The draft includes actions to continue the production of affordable housing in priority geographies, with an emphasis on deeper affordability (See the last bullet for these policies and actions). AT THE SAME TIME, The HE recommends targeting units and investments within High Opportunity Areas for two main reasons, first to reduce the burden of change resulting from concentration of new development in priority geographies (areas with higher concentration of low-income households and low-income communities of color), and second to provide housing choices for low-income households and people of color to live in neighborhoods with high quality amenities (parks, schools, grocery stores, etc).
- Racial and social equity impact analysis: We are starting to scope an analysis of racial and social equity impacts of the Housing Element proposed policies and actions. This analysis can look at other geographies such as sensitive communities or areas, areas undergoing displacement and gentrification, or areas of segregation and exclusion.
- As part of the meetings next step, we agreed to highlight policies and actions that aim to prioritize investment to priority geographies, open up housing choices for low-income households in High Opportunity Areas, and also recognize the pockets of high displacement risks. You can see some of those listed below. We recognize that major policy shifts and directions are sometimes buried under many policies and actions and may not be quite clear. We aim to bring more clarity to the language in the next draft so that these policy directions are identified more clearly and strongly.
  - *Policy III.1 Eliminate community displacement of American Indian, Black, and other People of Color in Priority Geographies.*
    - *Action a- Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.*
  - *Policy III.2: Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.*
    - *Action c- Increase funding for community-based organizations serving American Indian, Black, and other People of Color, and Priority Geographies for anti-displacement services, such as legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance.*
  - *Policy III.3: Prioritize the City's acquisition and rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.*

- *Action a- Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.*
- *Action b- Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.*
- *Policy III.8: Enable low and moderate-income households particularly American Indian, Black, and other People of Color to live and prosper in High Opportunity Neighborhoods through increasing units that are permanently affordable.*
  - *Action e- Establish a goal of dedicating 50 percent of the City's permanently affordable housing budget within 10-year capital planning cycles for High Opportunity Neighborhoods while dedicating a minimum budget to support funding for planned affordable housing in Priority Geographies.*
- *Policy I.6: Elevate direct rental assistance as a primary strategy to secure housing stability and reduce rent burden.*
  - *Action d- Target this assistance to Vulnerable Groups and those who live in Priority Geographies, and areas with higher rates of displacement.*

## **2. Inclusive process, accountability, and representation of American-Indian, Black, and other Communities of Color**

- *“The Housing Element shouldn’t just say that metrics will be developed but actually spell them out following an authentic community vetting process. How will Planning work with REP to create this community-led process?”*
- *“Who gets to decide who community leaders are? [ policy II.2]”*
- *“We question the legitimacy of appointed advisory bodies that have not been subject to vetting by the community. REP organizations have deep roots in our respective communities and are authentic voices among others to represent the city’s underserved populations. [ policy II.2]”*
- *“The REP coalition has gone to great lengths to include all our various communities and all the stakeholders that are concerned with equity in planning and we are uniquely positioned to represent our own interests. Having a parallel process of seeking representative voices that is carried out by Planning raises serious questions about whether Planning is truly interested in equity or more concerned with a process that they can control. [ Policy II.3] “*
- *“This should be a given but it does relate to oversight of the planning process. This oversight is not defined here but should be the primary means of ensuring accountability to this endeavor, and therefore, the most important aspect of a race and equity policy. If the task of determining milestones and assessing performance is at the discretion of Planning then we are not changing any of the practices that have historically harmed our communities. If Planning’s measuring stick is incremented by microns while ours is incremented by meters, then we have incompatibly different perspectives on outcomes. [policy II.4 measure racial and social equity in planning processes] “*

- *“How can REP and Planning work together to create processes that honor the voices and vision of BIPOC and low income communities to determine how these sites are developed?” [ with regards to public sites]*

### Reflection

We were truly touched hearing your intentions for genuine collaboration as stakes are too high to work against each other. As discussed more in depth at our meeting on Tuesday (Sep 14), we appreciate REP’s bringing many community voices together and look forward to working more collaboratively.

**Embracing community voices to influence our democratic institutions:** We recognize that a limitation of our democracy is that the popular will is not adequately responsive to the needs of marginalized communities including America-Indian, Black, and other communities of color. In order to truly advance racial and social equity, we respond to this limitation by investing in engagement, leadership development, capacity building and partnerships with community organizations in order to amplify the voices of people who might not otherwise be heard - so the City can make better and more just decisions. The goal is to augment the structure to achieve true racial and social equity, rather than replace democratic decision making with an alternative.

**Paths to increase accountability-** The draft Housing Element would benefit from a much clearer set of proposals for concrete and practical ways that representatives of historically marginalized communities can exert ongoing and meaningful control over Planning Department decisions that will impact their communities. We are seeking new paths or tools to improve accountability for the policies and actions of the Housing Element. This could include more frequent priority setting and monitoring of implementation. We invite REP coalition to engage and shape paths to improve the City’s accountability towards racial and social equity.

### **3. Addressing private investments**

- *“Since SF has over-produced market rate housing through the prior RHNA period, the only equity approach would be to focus housing production on 100% affordable strategies. Market rate housing increases housing and land speculation and yields only upward pressure on housing prices.”*
- *“It is not up to the Planning Department to facilitate construction of market rate housing. Equitable outcomes necessitate the government doing everything it can, mobilizing all resources, to facilitate construction of 100% affordable housing.”*
- *“#1: The assumption that increasing housing production increases affordability. There is no evidence that this strategy has ever worked. This current policy is not designed to support the city’s current population. Rather, it intends to replace current residents with those who are increasingly affluent.”*
- *“Comment: Typically, if developers cut their development costs, they don't pass those savings on in the form of reduced rents or sales prices. Rather, they pocket the difference as profit. If Planning is going to expend city resources to enable cost efficiencies in the development industry, it must demand long term price concessions in return.”*
- *“As stated above, there should be no "streamlined" approval for market rate housing. This strategy works against equity goals and outcomes.”*

- *“Streamlining approvals means taking power and agency away from communities, especially BIPOC and low income communities, and therefore, work directly against racial and social equity.”*
- *“No streamlined approval of new market rate housing. No pre-identification of “community benefits”. These should be part and parcel of a project- and not a condition leading to streamlined approval.”*
- *“Ministerial review should only be available for 100% affordable housing.” AND “Communities are not in favor of removing community engagement through state pre-emptions.”*
- *“Publicly owned sites, regardless of location, must be 100% affordable.” “All publicly owned sites must be developed as 100% affordable housing. For every public site we sell to a for profit developer for market rate housing, we will need to purchase new sites at market rate for affordable housing. This is an incredibly inefficient use of public resources. If the concern is not having enough money to develop all those affordable housing units, then consider those developments on large public sites as being phased developments.”*
- *“Why is affordable housing only focused on “High Opportunity Neighborhoods”? Were these neighborhoods defined by American Indian, Black and other People of Color? Prioritize 100% affordable housing throughout San Francisco to achieve desegregation, affordability and stability.”*

### Reflection

We discussed more in depth at our meeting on Tuesday (Sep 14), the role of market-based solutions in the current draft. We are getting many concerns from private developers and City staff about the limited number of policies focused on private development compared to previous elements. Out of approximately 50 policies, and 250 actions, the majority focus on affordable housing, supportive housing, or publicly funded housing programs (tenant protections, supportive services, reparations, etc). Only 1/3 of policies and actions focus on market-based strategies. Of which, many aim to make market rate housing affordable to middle-income households. And many of them would also increase affordable units or reduce their cost of construction. Still, we need to guide private development, how those investments occur, and who they serve. Other points we wanted to further highlight include:

**Legal Requirements-** Local jurisdictions are required to comply with RHNA for all income levels. Housing Element law requires cities to find adequate sites for development for each of those income categories (including above-moderate) and to remove development constraints for those sites.

**Legal consequences for lack of compliance-** Failure to have a compliant Housing Element goals and policies will result in loss of San Francisco’s eligibility for affordable housing funds. Not meeting the targets under each of the income categories under RHNA to a certain threshold would allow projects to use SB 35 for ministerial approval. If San Francisco does not accommodate above moderate-income housing, those projects may become eligible for SB 35 approval.

**Preidentified community benefits-** We understand the value of community organizing in identifying community benefits on a project by project basis. We also recognize the costs associated with extended period of deliberation for each development project. We recognize that the draft policies and actions do not provide a clear direction on the process. We look forward to your input on how community

organizing, and specifically American-Indian, Black, and other communities of color, can lead processes to define these community benefits. We are seeking new paths or tools to improve accountability for the policies and actions, as well as metrics to evaluate the racial and social equity impacts, for which the discussion of pre-identified community benefits could also be a part of.

**Affordability to Middle-income households-** The draft policies and actions aim to direct privately built housing to serve middle-income or even moderate-income households instead of only targeting high and very high-income households. The draft is considering many ways that this level of affordability could be possible without requiring substantial local funds be spent on maintaining and building back the middle class in San Francisco. Without available State funds for moderate and middle-income households, deed restricted units affordable to moderate and middle-income are quite expensive for the city and could take away funds from building housing for the more vulnerable, low, very-low, and extremely-low income households. The draft Housing Element is seeking strategies to reduce costs of construction, through streamlined approval amongst other ways, while at the same time monitoring to ensure middle-income households are in fact served and/or other identified community benefits are met.

#### 4. Affordable housing programs, services, and wealth building.

- *“ [DALP] Ownership is absolutely essential, for short- and long-term stability. However, the concept of wealth creation through real estate is one of the causes of growing inequality and displacement. Using the DALP and other assistance for BIPOC and low-income San Franciscans to be able to purchase homes will lead to greater long term stability, but we should be prioritizing long term affordability as well- not just for the initial purchaser, but for subsequent owners as well. Then, providing services to help these homeowners build their wealth through means other than through their homes will provide a greater long term benefit for both the homeowners and the community at large.”*
- *“We do not understand this strategy which is focused solely on homeownership for “the Black community” and “mixed-use buildings”.*
- *“Wealth building through property is one of the reasons we’ve gotten to this point of BIPOC and low income communities being displaced by for-profit development and speculation. We need to start looking at homes as providing stability and anchoring communities. Wealth creation then happens through being paid a decent wage, and not having that wage siphoned off by extraordinary housing costs.*
- *[supportive housing streamlining, IV.1]“Comment: Communities are not in favor of removing community engagement through state pre-emptions.”*
- *What about that model [RAD] would help to preserve affordability? Bring in Low Income Housing Tax Credits (LIHTCs)? That seems unacceptable as it represents a privatization of public housing, the inclusion of private equity, and all the affordability and management problems that LIHTCs Present.”*
- *[ HOPE SF] “Any increases in density on these publicly owned sites should be 100% Affordable”*

- *“These neighborhood preference programs have not lived up to their promise. Too few neighborhood residents are able to benefit from new affordable housing units.”*
- *“We should also not be prioritizing master leasing [SROs]. It's a much better investment to purchase SROs to be owned by nonprofits rather than paying master leases to for-profit owners that have no long-term commitment to affordable, stable housing for low income tenants.”*
- *“There shouldn't be an expansion of the Senior Operating Subsidy to provide public subsidies to developers. These units should be priced at lower levels so extremely low and very low income seniors can actually afford them.”*
- *“Instead of focusing resources on emergency shelter, we need to be providing permanent, supportive housing for all.”*
- *“Rental assistance is great but should not be a “primary strategy” for housing stability or for reducing rent burden. Rental assistance is primarily a way to subsidize landlords' profits.”*

#### Reflection:

- Community partners representing American Indian, Black, and other communities of color have requested to prioritize many of these programs. For example, homeownership has been strongly emphasized in discussions with American-Indian and Black communities especially as forms of reparations.
- Some of the strategies are necessary as short and mid-term solutions (ex. rental assistance, senior operating subsidy, temporary shelter, master leasing). In the next update, the actions will be tagged in terms of the timeframe so that the longer-term (and often more costly) solutions can be more easily identified.



**From:** [Nancy Wuerfel](#)  
**To:** [Haddadan, Kimia \(CPC\)](#); [Tong, Reanna \(CPC\)](#)  
**Cc:** [aeboken@gmail.com](mailto:aeboken@gmail.com)  
**Subject:** Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations  
**Date:** Thursday, July 8, 2021 6:16:45 PM

---

Hi Kimia,

Since the CGJ report was released in 2019, there have been several BOS meetings supporting the CGJ recommendations that I have submitted comments for, along with comments on the long range expansion plans of UCSF at Parnassus Heights (my public comments on the MOU were submitted to and coordinated by Planning staff), along with numerous comments to the SFPUC commissioners, and published articles. So I have tried my best to make my concerns known in writing.

The issue of connecting pipelines and hydrants and UNLIMITED water to actually allow major fires to be suppressed everywhere in the city and to protect all the new building in the city is never discussed as a topic. There is no overview of how the entire firefighting infrastructure is put together and how it all works: We have 1) the potable water for the little white low pressure hydrants on every block, 2) the non-potable and seawater auxiliary water supply system (AWSS) for the big fat high pressure hydrants - but only in the NE and E Central parts of the city, 3) the developer's infrastructure for auxiliary water delivery, but without adding new water sources to feed into the existing AWSS, 4) developers installing great sprinkler systems without considering where the sprinkler water will come from after an earthquake breaks the supply lines, 5) Parkmerced project is planning on using Lake Merced water for fire fighting -- while the SFPUC and Fire department have declared that all of Lake Merced is to be the primary source of firefighting water for the entire westside (D4,D1, D7) and is planning now on designing the pipeline, 6) Stonestown redevelopment may be looking at Lake Merced too, 7) etc.

I realize this is a large topic involving multiple city departments, but I believe Citywide Planning is the place where this discussion should be held and the updated Housing Element is the vehicle to integrate policies that will be woven together to preserve the city's housing. The Planning Department is structured for multilateral, long range planning and decision making on how to expand (and pay for) our complex infrastructure requirements, not the SFPUC or DPW or the Fire Department. It is old fashioned to task any

single city department with this important responsibility to coordinate our assets to save our future.

Thanks for the links. Let me know if you have other questions.

Best,  
Nancy Wuerfel

-----Original Message-----

From: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>  
To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>; Nancy Wuerfel <nancenum1@aol.com>  
Cc: aeboken@gmail.com <aeboken@gmail.com>  
Sent: Thu, Jul 8, 2021 4:56 pm  
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy, my apologies I forgot to include the links, here's what's under Goal

VI: <https://www.sfhousingelement.org/goal-6>

And here's the link for the entire plan: <https://www.sfhousingelement.org/first-draft-plan>

Let me know if you have any other questions. I'll circle back with you once I connect with the SFPUC staff. Have you connected with them directly on this topic?

---

**From:** Nancy Wuerfel <nancenum1@aol.com>  
**Sent:** Wednesday, July 7, 2021 4:34 PM  
**To:** Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>; Tong, Reanna (CPC) <reanna.tong@sfgov.org>  
**Cc:** aeboken@gmail.com <aeboken@gmail.com>  
**Subject:** Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Kimia,

Thanks for your reply. I cannot find the draft plan you refer to anywhere online. Can you please send it to me so that I can review your suggestions?

Next, I attach a copy of the 2019 Civil Grand Jury report that describes the issues around the fires that follow earthquakes. For your convenience, I have copied below some excerpts from the initial pages of the report. The SFPUC is working on some of the CGJ recommendations, but the new Housing Element can play a major role in protecting the city's existing and



future housing by requiring new developments to build access to unlimited seawater sources for firefighting and delivered through expansion of the independent Auxiliary Water Supply System that will not contaminate drinking water mains. As the city grows, so does the need to grow the firefighting infrastructure AND to access the inexhaustable surrounding seawater to protect all of San Francisco. Our potable water stored locally should be reserved for human uses and sanitation.

2018-2019 Civil Grand Jury Report - ACT NOW BEFORE IT IS TOO LATE:  
AGGRESSIVELY EXPAND AND ENHANCE OUR HIGH-PRESSURE EMERGENCY  
FIREFIGHTING WATER SYSTEM

### EXECUTIVE SUMMARY excerpts

San Francisco is one of the most vulnerable cities in the world, and certainly in the United States, to the risk of fire following an earthquake. In 1906, the City suffered tremendous destruction and devastation from the fires that followed a major earthquake. Over 3,000 people died and approximately 28,000 buildings were destroyed. In 1995, the 6.9-magnitude Kobe, Japan earthquake ignited over 100 fires, with several large conflagrations and major fire damage. We know the question is when, not if, another major earthquake will strike San Francisco and ignite numerous fires.

The Civil Grand Jury believes it is essential that we take prompt and aggressive action to expand and enhance our defenses against the inevitable fires following an earthquake before it is too late. All parts of the City – north and south, east and west, rich and poor, downtown and residential neighborhoods – deserve to be well protected against this catastrophic risk.

Today, the City has a seismically safe high-pressure Auxiliary Water Supply System (AWSS) -- separate and distinct from the low-pressure municipal water supply system (MWSS) -  
- that provides excellent firefighting protection to parts of the City. However, large parts of the City, such as the outer Richmond, outer Sunset, and Bayview/Hunters Point, among others, do not have a high-pressure AWSS and are not nearly as well protected.

San Francisco is by far the most densely populated large city in California and is the second most densely populated large city in the country.<sup>8</sup> With mostly wood construction in many areas, this dense City remains at significant risk.

### B. AWSS BACKGROUND AND CURRENT STATUS excerpts

After the 1906 earthquake and its devastating fires, the City built an independent emergency water supply for firefighting, known as the AWSS. The AWSS is a separate, non-potable

emergency firefighting water supply system that at present consists of approximately 135 miles of high-pressure (HP) pipelines, 230 cisterns, two above-ground storage tanks, a reservoir, and two salt-water pumping stations.

### C. PROBLEM STATEMENT excerpts

Certain parts of the City, such as the northeast quadrant, are well protected against the risk of fires following an earthquake. These well-protected areas have a multi-sourced, redundant, Emergency Firefighting Water System (EFWS), including the HP AWSS. Unfortunately, other parts of the City are protected only by the low-pressure MWSS and by cisterns, which are not. The problem addressed in this report is how to ensure that all parts of the City – north and south, east and west, rich and poor, downtown and residential neighborhoods – are well protected from fires following earthquakes before it is too late.

The Civil Grand Jury makes the following recommendations, among others which are more fully discussed herein:

- The City should be prepared to fight fires in all parts of the City in the event of a repeat of a 1906 size earthquake;
- The City should aggressively develop a high-pressure, multi-sourced, seismically safe emergency water supply for those parts of the City that don't currently have one, with a target completion date of no later than 2034.

Please let me know if I can provide you with more information.

Best,  
Nancy Wuerfel

-----Original Message-----

From: Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>  
To: Tong, Reanna (CPC) <reanna.tong@sfgov.org>; Nancy Wuerfel <nancenum1@aol.com>  
Cc: aeboken@gmail.com <aeboken@gmail.com>  
Sent: Wed, Jul 7, 2021 11:39 am  
Subject: Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy,

Thanks for your comments and insight on high pressure water pipeline. I will check in with our SFPUC colleagues to expand my understanding on this topic and figure out how we can incorporate policy ideas around this in the Housing Element 2022 Update.

In the meantime, Goal VI in the draft plan is where most of the references to infrastructure



improvements are made, particularly Policy VI.4. Policy VI.2 mostly focused on transportation infrastructure. In our next update we can incorporate references to other infrastructure needed to accompany growth as well.

Many thanks and let me know if you'd like to talk on the phone on this topic further.

best,  
Kimia

**Kimia Haddadan, Senior Housing Policy Planner  
Community Equity Division**

San Francisco Planning  
49 South Van Ness Avenue, Suite 1400, San Francisco, CA 94103  
Direct: 628.652.7436 | [www.sfplanning.org](http://www.sfplanning.org)  
[San Francisco Property Information Map](#)

Due to COVID-19, San Francisco Planning is not providing any in-person services, but we are operating remotely. Our staff are [available by e-mail](#), and the Planning and Historic Preservation Commissions are convening remotely. The public is [encouraged to participate](#). Find more information on our services [here](#).

---

**From:** Tong, Reanna (CPC) <reanna.tong@sfgov.org>  
**Sent:** Friday, July 2, 2021 10:38 AM  
**To:** Nancy Wuerfel <nancenum1@aol.com>  
**Cc:** aeboken@gmail.com <aeboken@gmail.com>; Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>  
**Subject:** RE: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Nancy,

My colleague, Kimia (also on this email), would be the best person to respond to your question about Infrastructure in the document. Kimia is out of the office this week and should be able to answer your question or identify other staff on the team to help respond upon her return next week.

Thank you,  
Reanna

---

**From:** Nancy Wuerfel <nancenum1@aol.com>  
**Sent:** Friday, July 2, 2021 10:15 AM  
**To:** Tong, Reanna (CPC) <reanna.tong@sfgov.org>  
**Cc:** aeboken@gmail.com; Haddadan, Kimia (CPC) <kimia.haddadan@sfgov.org>  
**Subject:** Re: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Hi Reanna,

Thank you for this reply. I appreciate your sharing my comments with the team. Can you please tell me now where I can find any reference to INFRASTRUCTURE in the current documents and comments? If you do not have this information, please tell me who I should ask for the INFRASTRUCTURE references.

Many Thanks,

Nancy Wuerfel

-----Original Message-----

From: Tong, Reanna (CPC) <[reanna.tong@sfgov.org](mailto:reanna.tong@sfgov.org)>

To: Nancy Wuerfel <[nancenumber1@aol.com](mailto:nancenumber1@aol.com)>

Cc: [aeboken@gmail.com](mailto:aeboken@gmail.com) <[aeboken@gmail.com](mailto:aeboken@gmail.com)>; Haddadan, Kimia (CPC) <[kimia.haddadan@sfgov.org](mailto:kimia.haddadan@sfgov.org)>

Sent: Fri, Jul 2, 2021 9:52 am

Subject: RE: QUESTION ABOUT Housing Element 2022 Update: Community Conversations

Good morning, Nancy,

I've shared your comments with the rest of the Housing Element team to note down and consider how to incorporate them into the Housing Element Update. We do appreciate you taking the time to share them with us.

Best regards,  
Reanna

---

**From:** Nancy Wuerfel <[nancenumber1@aol.com](mailto:nancenumber1@aol.com)>

**Sent:** Thursday, July 1, 2021 11:23 AM

**To:** Tong, Reanna (CPC) <[reanna.tong@sfgov.org](mailto:reanna.tong@sfgov.org)>

**Cc:** [aeboken@gmail.com](mailto:aeboken@gmail.com)

**Subject:** QUESTION ABOUT Housing Element 2022 Update: Community Conversations

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Ms. Tong,

I am a member of SPEAK. You have asked for input from us. I cannot find ANY reference to the meaning of and plan for "increased resources for INFRASTRUCTURE to advance racial and social equity" in the updated Housing Element. You mention it in your outreach letter, and that is the last I have seen on this topic - see statement below.

Please send me the exact wording anywhere in your documents and the context in which INFRASTRUCTURE is defined and what it means for this



revision.

I will be very clear on why I ask you for these details. The Housing Element MUST include reference to having sufficient INFRASTRUCTURE to deliver water to fight fires to any large development of housing. *NO! The SFPUC is not requiring citywide INFRASTRUCTURE to provide additional underground high pressure pipelines for unlimited non-potable water from seawater to be delivered to these new developments to fight fires.* Without new auxiliary water supply lines being built, all new housing is subject to catastrophic fires following earthquakes and other major ignitions such the recent SOMA fires at 14th Street.

Clearly, the purpose of the Housing Element is to provide housing. Building housing without PRESERVING this housing is a false promise to improve people's housing. We live in earthquake country, surrounded by four major EQ faults, and surrounded by unlimited seawater which is NOT currently protecting the southern and western neighborhoods from major fires. **This means that there is NO racial and social equity in these unprotected neighborhoods without the SAME level of unlimited auxiliary water protection and infrastructure as is in the eastern and northern parts of the city!**

**Please do not pass the buck off to any other city department to protect housing from destruction by fires because the PLANNING HOUSING ELEMENT failed to require equal access to unlimited water for fire protection via underground high pressure pipelines to the entire city . YES! This is the Housing Element is the correct vehicle to ensure that housing built is also housing protected from fires.**

Please add my comments to the official responses from the public. If I can provide you with any additional information, please let me know.

· **Increase resources** within [Priority Geographies](#) for acquisition and rehabilitation, tenant protections, homeownership, community facilities and **infrastructure to advance racial and social equity**."

Sincerely,

Nancy Wuerfel  
SUNSET/PARKSIDE DISTRICT



**From:** [MPIC - Zoning & Planning Committee](#)  
**To:** [Tong, Reanna \(CPC\)](#)  
**Cc:** [Miraloma Park Improvement Club](#); [Joan van Rijn](#)  
**Subject:** 2022 Draft Housing Element\_Response from the Miraloma Park Improvement Club Zoning and Planning Committee  
**Date:** Tuesday, August 17, 2021 11:10:29 AM

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Reanna,  
 On behalf of the Zoning and Planning Committee of the Miraloma Park Improvement Club, I'm submitting our response (pasted below) to the 2022 Draft Housing Element. Please let me know if you have questions and if we can be of help.  
 Best regards,

Karen Breslin, Chair  
 Zoning and Planning Committee  
 Miraloma Park Improvement Club  
 350 O'Shaughnessy Boulevard  
 San Francisco, CA 94127  
[www.miralomapark.org](http://www.miralomapark.org)

**Miraloma Park Improvement Club Zoning and Planning Committee Comment Re: the 2022 Draft Housing Element 6 Policies**

The Zoning and Planning Committee of the Miraloma Park Improvement Club appreciates the considerable effort made by the Planning Department to engage San Franciscans in the 2022 Housing Element development process. In attempting to redress housing inequities in San Francisco, the 6 Policies of the Draft 2022 Housing Element align with current social justice imperatives.





But because the Policies' appropriateness to govern planning decisions depends upon implementation, without understanding the specific ways in which the Policies might result in changes both in the Planning Code and in Planning Department practices, it is difficult to comment meaningfully on them. We note, however, that the comments on the 6 Policies submitted by the Racial Equity in Planning Coalition (REIPC) raise many helpful points and questions regarding implementation and could serve as guideposts for further consideration of the Policies to the benefit of the City as a whole. MPIC concurs especially with the following REIPC responses:












- Draft Housing Element Policies should promote significantly increased construction of affordable, low income, and supportive housing via increased reliance on non-profit housing organizations and decreased reliance on for-profit developers and via engaging in multi-department collaboration to identify suitable sites.
- Low income communities/communities of color should determine who represents their interests and should have a major voice in determining policies affecting their communities.
- Streamlining or other strategies disempower low income communities and communities of color, while empowering for-profit developers. [These strategies have the potential to exclude all communities from planning decisions impacting them.]
- All neighborhoods must benefit from high quality design.

- REIPC opposes policies that promote up-zoning, permit streamlining, and other development incentives disproportionately in communities of color and low income communities at risk of or facing gentrification and displacement pressures. [Such policies can dramatically alter neighborhood environments without allowing meaningful community input.]
- Access to public parks, recreation centers, and schools is essential to a healthy and complete neighborhood. REIPC finds this objective to be directly countered by the proposed up-zonings, removal of density controls, and deregulation of planning's processes.

## APPENDIX H.

### Revised Policy and Action Table

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>1 Minimize all no-fault and at-fault evictions for all tenants, and elevate direct rental assistance as an eviction protection strategy.</b>					<b>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.</b>
a Prioritize the creation of a digital Rental Housing Inventory to collect data that informs the evaluation of anti-displacement programs, including rental rates, rent control status, vacancy, and services provided. (Rent Board; Short)					I.9.b 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.
b Fully fund the Tenant Right-to-Counsel program to match the need for eviction defense. (MOHCD, Mayor/BOS; Medium)					I.9.c Fully fund the tenant right to counsel program and prioritize Vulnerable Groups.
c Expand rental assistance programs, including those designed for emergency response, ongoing tenant-based support, and time-limited assistance (such as Rapid Rehousing), towards a goal of capping rent payments at 30% of household income for extremely and very-low income households. (Mayor/BOS, MOHCD, HSH, I; Medium)					I.6.a Expand rental assistance programs including emergency, ongoing tenant-based, and time-limited assistance (such as Rapid Rehousing).
d Provide a priority in the allocation of Direct Rental Assistance to households that live in areas identified as vulnerable to displacement. (MOHCD, HSH; Short)					I.6.d Target this assistance to Vulnerable Groups and those who live in Priority Geographies, and areas with higher rates of displacement.
e Dedicate sufficient rental assistance funding to cap rent payments at 30 percent of household income for SRO residents. (MOHCD; Medium)					I.6.e Dedicate rental assistance funding to cap rent payments at 30 percent of household income for SRO residents.
f Increase relocation assistance for tenants for both temporary and permanent evictions. (Mayor/BOS, Rent Board; Medium)					I.9.e Increase relocation assistance for tenants for both temporary and permanent evictions.
g Increase the time period during which relocation compensation is required when using temporary evictions from three to six months. (Mayor/BOS, Rent Board; Short)					I.9.f Increase the time period during which relocation compensation is required when using temporary evictions (currently three months).
h Clarify and limit the definition of nuisance or other just cause evictions as needed to limit abuse. (Mayor/BOS, Rent Board; Short)					I.9.g Qualify nuisance or other just cause evictions to limit abuse due to vague definitions.
i Pursue proactive/affirmative enforcement of eviction protections programs, especially for Owner Move-in and Ellis Act evictions, including annual reporting by owners that is enforced by site inspections and confirmation of owner occupancy and funded through owner fees. (Rent Board, MOHCD; Medium)					I.9.a 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.



<sup>1</sup> Significant clarification, deletion, or other alterations that change the purpose, scope, or implementation of an action.


<sup>2</sup> Either no changes or only limited changes to policy language to improve clarity or concreteness without major alterations to purpose, scope, or implementation of an action.

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)


DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
j Proactively enforce eviction protection and avoid predatory practices or tenant harassment by pursuing affirmative litigation models. (MOHCD; Medium)					I.9.h 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.
k Adopt incentives for property owners to rebuild buildings struck by fire within two years to house prior tenants by when the transitional housing program timeline expires (I, DBI, MOHCD, Mayor/BOS; Short)					I.8.d Expand protections for right to return for SRO tenants displaced by fire, flood and earthquake
l Support and expand community-led navigation 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; and consider expanding this culturally competent program to other people of color. (MOHCD; Medium)					III.2.d Support and expand indigenous community leadership navigation of services and systems to provide tenants' rights education, similar to the existing Code Enforcement Outreach Program that is offered within the Department of Building Inspection; consider expanding this culturally competent program to other People of Color (American Indian, Black, and other People of Color).
m Advocate for State legislation to reform the Ellis Act (Government Code Chapter 12.75) to stabilize rental housing by, for example, imposing a minimum holding period of five years before the Act can be used to evict tenants. (Planning, Mayor/BOS; Medium)					I.9.i 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.
n Advocate for State legislation to reform the Costa-Hawkins Housing Law to allow cities to better stabilize tenants by, for example, allowing cities to extend rent control to multifamily housing that is at least 25 years old. (Planning, Mayor/BOS; Medium)					I.9.j 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.
<b>2 Preserve affordability of existing subsidized housing, government-owned or cooperative-owned housing, or SRO hotel rooms where the affordability requirements are at risk or soon to expire.</b>					<b>I.7 Preserve affordability of existing subsidized housing, government, or cooperative owned housing where the affordability requirements are soon to expire</b>  <b>I.8 Preserve the remaining affordable Single Room Occupancy (SRO) units as a housing choice for the extremely and very low-income households.</b>
a Conduct a comprehensive needs assessment of existing housing cooperatives to identify impediments to success and need for support (MOHCD; Short).					
b Expand resources for preservation, rehabilitation, or rebuilding of cooperative buildings, and adopt requirements such as one-to-one replacement of affordability rates, right-to-return, and relocation plans. (MOHCD; Medium)					I.7.b Support the preservation and rehabilitation of privately-owned cooperative models with one-to-one replacement requirements, right-to-return, and relocation plans.
c Expand technical assistance and support to limited equity cooperatives regarding governance, finance, management, and marketing. (MOHCD; Short)					I.7.c Provide technical assistance and support to limited equity cooperatives regarding governance, finance, management and marketing








 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
d Expand resources to 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. (MOHCD; Medium)					I.7.d 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.
e Identify units in affordable projects that can be used as temporary housing for those temporarily displaced by permanently affordable housing rehabilitation or redevelopment. (MOHCD; Medium)					I.7.a Use Rental Assistance Demonstration (RAD) models or government-owned transitional housing for those temporarily displaced by permanently affordable housing rehabilitation or redevelopment.
f Identify SRO residential hotels in advanced states of disrepair where demolition and construction of new permanent supportive housing is more cost-effective than rehabilitation and requiring tenant relocation plans during construction and a right to return for tenants. (DBI, HSH, Planning; Medium)					I.8.b 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.
g Increase fines for illegally converting SROs to new uses or illegally preventing residents to establish tenancy by forcing short-term stays. (DBI; Short)					I.8.c Increase fines for illegal conversions of SROs or prevention of tenancy of their residents.
<b>3 Reform and support the City's acquisition and rehabilitation program to better serve areas and income ranges underserved by affordable housing options and areas vulnerable to displacement.</b>					<b>III.3 Prioritize the City's acquisition and rehabilitation program to serve Priority Geographies and neighborhoods with higher rates of eviction and displacement.</b>
a Prioritize building purchases for the acquisition and rehabilitation program that serve extremely- and very low-income and unhoused populations including purchase of SRO residential hotels. (MOHCD, DBI; Medium)					I.8.a Prioritize purchase of SRO residential hotels for the acquisition and rehabilitation program investments or master lease starting with the existing master-lease portfolio.
					III.3.a Prioritize purchases for the acquisitions and rehabilitation program that serve extremely low income and unhoused populations.
b Increase non-profit capacity-building investments to purchase and operate existing tenant-occupied buildings as permanent affordable housing in western neighborhoods, particularly within areas vulnerable to displacement. (MOHCD; Medium)					III.3.b Increase capacity building investments for non-profits in neighborhoods on the west side of the city with high rates of evictions and displacement.
c Evaluate the feasibility of utilizing the small-sites program to increase shared equity or cooperative ownership opportunities for tenants. This study would also inform expansion of shared equity homeownership models cited in Policy 11 action (I) and Policy 23 action (a). (MOHCD, Planning; Short)					
d Incentivize private owners to sell residential buildings to non-profit affordable housing developers via transfer tax exemptions or other financial measure. (Planning, MOHCD, Mayor/BOS; Medium)					III.3.c 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.
<b>4 Preserve the affordability of unauthorized dwelling units while improving their safety and habitability.</b>					<b>IV.9 Preserve the affordability of unauthorized dwelling units while improving safety and habitability.</b>
















 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)


DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
a Facilitate and encourage more legalizations through financial support such as low-interest or forgivable loans for property owners. (MOHCD, Mayor/BOS, DBI; Medium)					IV.9.a Provide more paths for legalizations through financial support such as low-interest or forgivable loans for property owners.
b Update the Conditional Use findings requirements for removal of unauthorized dwelling units to account for tenancy and to identify alternative findings to financial hardship findings that account for the cost and construction burdens of legalization. (Planning, DBI, Mayor/BOS; Short)					IV.9.b 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.
c Reduce cost of legalization by removing Planning and Building Code requirements that are not critical for health or safety. (Planning, DBI, Mayor/BOS; Medium)					IV.9.c 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.
<b>5 Improve access to the available Below Market Rate units especially for racial and social groups who have been disproportionately underserved.</b>					<b>I.11 Improve access to the available Below Market Rate units especially for Vulnerable Groups.</b>
a Identify racial, ethnic, and social groups who have been disproportionately underserved by available Below Market Rate units and the underlying reasons, these groups include but are not limited to previously identified groups such as American Indian, Black, Latinos, and other people of Color, LGBTQ+, transitional aged youth, people with disabilities, and senior households. This study can inform the housing portal cited in Policy 14 (e). (MOHCD, Planning; Short)					
b Through the Inclusionary Technical Analysis Committee, assess whether affordability levels of rental and ownership units created through the Affordable Inclusionary Housing Program are accessible to groups underserved as studied in Policy 7 (a), update those requirements in balance with ensuring financial feasibility as referenced in Policy 24 (a). (Planning, MOHCD; Mayor/BOS; Short)					I.11.a 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.
					I.11.b 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.
c Evaluate and update existing policies and programs to increase the percentage of Below Market Rate units awarded to underserved groups identified through the study cited in Policy 5 (a) with preferences, strengthening targeted outreach, education, housing readiness counseling, and other services specific to the needs of each group, ensuring accessible accommodations in these services. (MOHCD; Short)					I.11.c Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
					III.1.f Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
d Evaluate and identify strategies to secure housing implement preferences for applicants to the Below Market Rate unit lottery program who have not won the lottery after more than five years of submitting applications. (MOHCD, Mayor/BOS; Short)					

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
e 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 Blow Market Rate units. (MOHCD; Short)					I.11.d 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
f Strengthen monitoring and enforcement of Below Market Rate units to avoid fraud and abuse of units and to unlock more units for those eligible and in need, through active enforcement of existing obligations, lease up of new and turnover units, and completing the build out of DAHLIA partners database. (MOHCD; Medium)					I.11.h 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.
g Amend the Inclusionary Housing Program regulations to allow existing homeowners of Below Market Rate units to purchase another Below Market Rate unit and sell their current unit in cases where household size changes or another reasonable accommodation is required, in order to respond to changing housing needs. (MOHCD; Planning; Short)					V.7.e 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.
<b>6 Advance equal housing access by eliminating discrimination based on race, ethnicity, immigration status, HIV+ status, gender identity, sexual orientation, disabilities, prior incarceration, or mental health.</b>					<b>I.10 Eliminate discrimination and advance equal housing access based on race, ethnicity, immigration status, HIV+, LGBTQ+, and people with disabilities, or prior incarceration.</b>
					<b>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.</b>
a Identify and implement strategies to increase placement in permanent supportive housing through the Coordinated Entry assessment for racial and social groups who are overrepresented in the unhoused population, such as extremely and very-low income American Indian, Black, and Latino/es, or prior involvement in the criminal justice system. (HSH, MOHCD; Short)					I.3.a Prioritize residents of Priority Geographies and Vulnerable Groups for placement in temporary shelters, and permanent supportive housing through the Coordinated Entry assessment.
b Evaluate and Identify common cases of discrimination and violation of fair housing law and groups who continuously face such discrimination, including LGBTQ+, or people with disabilities, and implement solutions to strengthen enforcement of fair housing law in those cases. (HRC; Medium)					
c Amend the City's Fair Chance Ordinance to incorporate best practices to expand housing access for people with criminal records to privately-owned units, Housing Choice Voucher units, and other federally funded units. (HRC, MOHCD, APD; Short)					I.10.a 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.
d 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. (Planning; Medium)					I.11.f 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.








 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
e Study and remove barriers to entry for temporary shelters, transitional and permanent supportive housing for unhoused individuals and families, particularly for individuals with mental health or substance abuse issues, and prior involvement with the criminal justice system. (HSH, DPH, APD; Medium)					I.3.b 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.
f Conduct a Housing Needs Assessment for seniors and people with disability every three years to inform strategies that meet their housing needs, as referenced in action (g) below, as well as in Policy 27. (HSA, Planning; Ongoing)					
g Identify new strategies to address the unique housing and service needs of specific vulnerable populations to improve housing access and security for each group, using the findings from the City's housing Consolidated Plans and through direct engagement of these populations. Studies should address the needs of veterans, seniors, people with disabilities, youth, transgender and LGBTQ+ populations. (MOHCD, HSH, Planning ;Medium)					I.3.c Acknowledge and develop strategies to address the unique housing and services needs of specific Vulnerable Groups, including veterans, youth, and LGBTQ+, especially transgender, populations.
h Continue to provide high-quality and culturally responsive housing counseling to applicants to MOHCD Affordable Rental Opportunities and Affordable Homeownership Opportunities through a network of community-based housing counseling agencies. These programs include financial counseling, market-rate and below market rate rental readiness counseling, and other services that lead to finding and keeping safe and stable housing. (MOHCD; ongoing)					I.10.b 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.
<b>7 Pursue investments in permanently affordable housing that are specific to neighborhoods that serve as entry points to recently arrived residents from certain groups, such as LGBTQ+ refugees or immigrants, or specific to populations such as transitional aged youth or transgender people.</b>					
a Study and identify programs that respond to the needs of LGBTQ+ groups, particularly those who are refugees, lack family connections, or previously incarcerated, to incorporate into permanently affordable housing investments that are concentrated in the neighborhoods where they find community (e.g. in the Castro), building upon research spearheaded by the Castro LGBTQ Cultural District. (MOHCD, Planning; Short)					
b Support implementing Our Trans Home initiative to advance equity in assessment and housing placement for the transgender community. (MOHCD; Medium)					I.10.c Invest in housing, shelter and supportive services provided exclusively by and for transgender people, including emergency housing.

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions		Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions	
		NEW	SC	NMC	RCI		
c	Continue to provide housing affordable to applicants on the Plus Housing List. (MOHCD; Medium)			✓		I.11.i	Continue to provide housing affordable to all applicants on the Plus Housing List.
d	Expand the number of units set aside for transitional aged-youth in permanently affordable housing including supportive programs that address their unique needs as related to past criminal record, substance abuse, or other specific needs. (MOHCD; Medium) (MOHCD; Medium)	✓			✓		
<b>8</b>	<b>Expand permanently supportive housing and services for individuals and families experiencing homelessness as a primary part of a comprehensive strategy to eliminate homelessness.</b>			✓		<b>I.1</b>	<b>Expand permanently supportive housing and services for individuals and families experiencing homelessness.</b>
a	Identify a numerical target for building permanently supportive housing based on the upcoming Point in Time Counts in 2022, to approximately house a third of the total unhoused population in permanent supportive housing and services, and update this target based on the 2022 Strategy completed by the Department of Homelessness and Supportive Housing. (HSH; Short)		✓		✓	I.1.a	Facilitate building permanently supportive housing to house 5,000 unhoused households through annual budget for capital, operating and services funding.
b	Prioritize Housing Choice Vouchers paired with social services for people who are unhoused. (SFHA, HSH; Short)	✓			✓		
c	Use the annual budget for capital, operating and services to funding needed for the actions in this policy including short and long-term rental subsidies using the process referenced in Policy 22, action (a). (Mayor/BOS, HSH, MOHCD; Medium)	✓					
d	Increase the share of non-lottery housing for the unhoused within City-funded permanently affordable housing projects to 30% or greater. (MOHCD; Medium)			✓		I.1.h	Increase the share of non-lottery homeless housing within City-funded permanently affordable housing projects (currently around 20-30 percent).
e	Expand and improve on-site supportive services within housing projects including sustained care for mental health or substance abuse issues, case management, and childcare. (MOHCD, HSH; Medium)			✓		I.1.i	Expand and improve supportive services within housing projects including sustained care for mental health or substance abuse issues, case management, and childcare.
f	Utilize the state-wide streamlining opportunities to expedite and increase the production of permanent supportive housing. (HSH, Planning; Short)			✓		I.1.d	Utilize the State-wide streamlining opportunities to expedite and increase the production of permanent supportive housing.
g	Evaluate the current prioritization system of housing placement and services for unhoused residents focusing on chronic homelessness and adopt additional levels of priorities for other vulnerable applicants to avoid worsening their situation while waiting for housing and services. (HSH,; Medium)	✓			✓		


 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)


DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
h Continue to expand temporary shelter capacity such as navigation centers to eliminate unsheltered homelessness, with a focus on expanding temporary shelter in proportion to permanent supportive housing and homelessness prevention investments. (HSH; Medium)					I.2.a 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.  <b>I.2 Increase shelters and temporary housing, in proportion to permanent solutions, including necessary services for unhoused populations</b>
i Evaluate the needs for and create more types of shelters in the system with amenities and services tailored to their residents, examples could include 'clean and sober' shelters, safe consumption shelters for legal and illegal substances, non-congregate shelter, and off-street safe parking sites for those vehicle dwellers seeking conventional housing. (HSH; Medium)					I.2.d Create more types of shelters in the system, including clean and sober shelters, safe consuming shelters that include amenities and supportive services.  I.2.c 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.
j Remove Planning Code limitations to building homeless shelters and navigation centers throughout the city. (Planning; Short)					I.2.b Remove Planning Code limitations to building homeless shelters and navigation centers throughout the city.
k Secure and advocate for additional State and federal funding for building and operation of permanent supportive housing such as the state's Project Homekey and the federal HOME program. (HSH; Medium)					I.1.b Secure and advocate for additional State and federal funding for permanent supportive housing such as Project Homekey.
l Provide housing navigation services and stability case management to people experiencing homelessness using rental assistance programs (e.g., Housing Choice Vouchers) during the housing search stage and ongoing to ensure tenant retention. (MOHCD, HSH; Short)					
m Create and expand incentives for private landlords to use rental assistance programs (e.g., Housing Choice Vouchers) to rent their units to extremely and very low-income households. Incentives could include covering lease up fees, rent payment during the inspection period, providing tenant support for housing retention, covering unit damage upon separation, as well as establishing a fund to support these incentives. (SFHA, MOHCD, HSH; Short)					I.1.g Create and expand incentives for private landlords to use Housing Choice Vouchers to rent their units to extremely-low income households.





● New Policy or Action (NEW) 
 ● Significant Changes (SC)<sup>1</sup>
● No Major Changes (NMC)<sup>2</sup>
● Changed in Response to Community Input (RCI)














DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
n Strengthen the Housing Ladder strategy to support residents of permanent supportive housing to move to less-supportive settings, freeing up supportive housing units for unhoused people. Actions include revising San Francisco Housing Authority preference system to grant higher preference to these households in using Housing Choice Vouchers or other available subsidies, or creating a new City-supported shallow subsidy for these households. (SFHA, HSH, MOHCD; Medium)			✓		I.1.j 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
<b>9 Prevent homelessness and eviction through comprehensive evidence-based systems, including housing and other services, targeted to serve those at risk of becoming unhoused and the most vulnerable groups.</b>		✓			<b>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.</b>
a Prioritize those at risk of becoming unhoused for homeless prevention investments, such as flexible financial assistance or Step Up to Freedom program and other programs that offer a continuum of care and wrap around services in addition to housing. Highest risk is currently known to apply to: those with prior experience of homelessness, with involvement with the criminal justice system, extremely low and very low-income American Indian, Black, and Latino/es, domestic violence victims, those at imminent risk of losing housing (i.e. an eviction notice, or subject to landlord harassment). (HSH, MOHCD, APD; Short)		✓			I.4.a Prioritize homeless prevention investments, such as rental assistance, to people who live in Priority Geographies and are at risk of becoming unhoused including people with previous experiences of homelessness, living without a lease, families with young children, pregnant, formerly incarcerated, or with adverse childhood experiences.
b Increase the timeframe during which time-limited rental assistance is offered, through programs such as Rapid Rehousing, to enable households to secure stable employment. (HSH, MOHCD; Short)			✓		I.6.c Increase the timeframe during which time-limited rental assistance is offered, through programs such as Rapid Rehousing, to enable households to secure stable employment.
c Ensure adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority. (MOHCD; Medium)			✓		I.9.d Ensure adequate legal services to support eviction prevention including support for rent increase hearings, habitability issues, or tenancy hearings with the Housing Authority.
d Expand 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 and households with fixed incomes, such as seniors and people with disabilities, as also referenced in Policy 1, actions (c), (d), and (e). (HSH, SFHA, MOHCD; Short)			✓		I.1.e 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.
e Expand the timeline during which transitional housing programs are offered for people coming out of jails, prisons, immigration detention centers, and substance use treatment. (APD, HSH, DPH, MOHCD; Short)			✓		I.4.d 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.
f Expand and improve services for mental health and substance use care, social work, and other supportive services for residents of permanent supportive housing, and those at risk of becoming unhoused <sup>13</sup> . (HSH, DPH; Medium)			✓		I.5.a 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.


















 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)


DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
g 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. (MOHCD; Medium)					I.5.b 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.
h Expand housing retention requirements to prevent evictions and support tenants of non-profit housing. (MOHCD, HSH; Short)					I.5.c Continue and expand housing retention requirements to support non-profit housing providers in avoiding evictions of their tenants.
i Continue to provide mobile services for residents in scattered-site supportive housing, for example the new Flexible Housing Subsidy Pool program. (HSH; Medium)					I.5.d Continue to provide mobile services for residents in scattered site supportive housing, for example the new Flexible Housing Subsidy Pool program.
j Adopt Trauma-Informed Systems with robust training resources for all service providers and property managers in the City's affordable housing projects and Homeless Response System. (DPH, HSH, MOHCD, APD; Medium)					I.5.e 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.
k Improve programs intended to transfer people experiencing violent crime and domestic violence to safe housing. (HSH, MOHCD, Department on Status of Women, SFHA; Short)					I.5f Improve safety transfer programs for people experiencing violent crime and domestic violence.
l Strengthen the housing navigation services by assigning a support counselor, with similar lived experience, to an individual regardless of where that person lives instead of being tied to a particular location, so that consistent support continues through residential transitions. (HSH, APD; Short)					I.5g Consider case management models that assign a support counselor to an individual, regardless of where that person lives to continue support with residential transitions.
m As a prevention partner to the regional All Home Plan, help create a regional homeless response system to share data across systems, and administer the increased funds from local, State, and federal agencies. (HSH, MOHCD ; Short)					I.3f Develop a regional homelessness prevention approach to prevent 5,000 households for becoming homeless in San Francisco
<b>10 Acknowledge the truth about discriminatory practices and government actions as told by American Indian, Black, and other communities of color to understand the root causes of the housing disparities in these communities and to inform how to redress the harms.</b>					<b>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.</b>
					II.1.a Acknowledge and identify the historic discriminatory programs and policies, and their disparate impacts on American Indian, Black, and other people of color as part of Phase 2 of the San Francisco Planning Department's Racial Equity Action Plan, building upon the Planning Commission's and the Historic Preservation Commission's resolutions that center planning on racial and social equity.
a Commission an American Indian community-led study to document the discriminatory practices and government actions against American Indian communities including the Indian Relocation Act of 1956 and the cumulative impacts of genocide, exploitation, and dispossession of resources in terms of wealth loss, disparate housing outcomes, and scale of displacement. (Planning; Short)					

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
b Commission a community-led study by affected communities, including American Indian, Black, and other communities of color, to document the history of redlining and racial covenants in San Francisco and their cumulative impacts, particularly on Black households, in terms wealth-loss, disparate housing outcomes, and scale of displacement. (Planning; Short)					
c Commission a community-led study by affected communities, including American Indian, Black, and other communities of color, to document the history of urban renewal in San Francisco and its cumulative impacts, particularly on Black households, in terms wealth-loss, disparate housing outcomes, and scale of displacement. (Planning; Short)					
d Commission a community-led study by affected communities to document the history of public housing replacement in San Francisco and its impacts, particularly on Black households, in terms of wealth loss, disparate housing outcomes, and scale of displacement. (Planning; Short)					
e Commission a community-led study by affected communities to document the history of predatory lending practices in San Francisco and its impacts in terms of wealth loss, disparate housing outcomes, and scale of displacement. (Planning; Short)					
f Incorporate the findings of these studies including the resulting disparities and inequities when applying the racial and social equity assessment tool <sup>16</sup> to applicable projects (Planning; Short).					
<b>11 Establish and sustain homeownership and housing programs designed around a reparations framework for American Indian, Black, Japanese, Filipino, and other communities directly targeted by discriminatory government actions in the past including redlining, Redevelopment and Urban Renewal, the Indian Relocation Act or WWII Japanese incarceration with the goal of stabilizing these communities and bringing back those who have been displaced from the city.</b>					<b>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.</b>
a Establish pilot programs that offer homeownership opportunities targeted to African-American communities harmed through redlining or urban renewal, building on programs such as the Dream Keeper initiative and including features such as silent second loan or grants for down payment assistant. (MOHCD; Medium)					II.5.c Continue efforts to offer affordable homeownership opportunities to communities displaced by past discriminatory government programs. Such government programs include the Redevelopment and Urban Renewal or the Indian Relocation Act.
					III.4.c Create new homeownership programs to enable the Black community to grow and thrive by maintaining and expanding their property ownership including mixed-use buildings.
b Target increased investment in the Down Payment Assistance Loan Program to communities harmed by discriminatory government actions. (MOHCD; Short)					III.4.a Target increased investment in the Down Payment Assistance Loan Program to households who live in Priority Geographies.








 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
c Identify housing opportunities targeted to the American Indian communities to redress the historic dispossession of resources affecting these communities, through Indian Relocation Act, or other historic efforts that broke the cohesion of this community. (Mayor/BOS; Short)					II.5.c Continue efforts to offer affordable homeownership opportunities to communities displaced by past discriminatory government programs. Such government programs include the Redevelopment and Urban Renewal or the Indian Relocation Act.
d Implement the right to return legislation for residents of public housing and explore expanding right to return opportunities to those previously displaced. (MOHCD; Medium)					II.5.b Implement the right to return legislation for residents of public housing and explore expanding right to return opportunities previously displaced
e Pursue expanding and modifying the shared equity homeownership and land trust models, starting with a study that evaluates their effectiveness and scalability, for communities harmed by past discrimination. Use the findings of the study referenced in Policy 5 action (c) to inform expansion of these models. (MOHCD, Planning; Medium)					II.5.a Pursue community ownership, co-housing, limited equity, stewardship, and land trust models, specifically within Priority Geographies and Cultural Districts.
f To support the Certificates of Preference program, conduct a study to engage with Certificate holders and their descendants to identify what they see as their housing needs and goals and recommend strategies for better supporting those families (not limited to the existing preference program). Create a tracking system to better understand who has obtained or passed on opportunities and why. (OCIL, MOHCD; Short)					
<b>12 Cultivate cultural anchors by identifying, preserving, and enhancing spaces of cultural importance for communities impacted by displacement so that they can return to thriving and culturally rich neighborhoods.</b>					<b>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.</b>
a Utilize the Cultural Districts program and related strategies to guide neighborhood investments and housing development that supports cultural activities, uses, traditions, and spaces that strengthen unique racial, social, and cultural aspects of San Francisco communities. (Planning, MOHCD, OEWD; Short)					VI.6.a 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.
b Recognize spaces of cultural importance identified by American Indian and Black communities and other displaced groups in community planning and regulatory review, consult them in decisions affecting those spaces, and direct resources towards their preservation and management. (Planning; Short)					II.5.d Identify, preserve, and expand cultural and community assets and anchors (arts, historic buildings/sites, cultural events, and cultural institutions) for American Indian and Black communities through community-led processes such as the American Indian Cultural District, the African American Arts and Culture District's Cultural History Housing and Economic Sustainability Strategies (CHHESS), or historic context statements.
c Fund the development and implementation of community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area. (OEWD, Planning; Short)					III.1.b Develop and implement community-developed strategies in Cultural Districts to retain and grow culturally associated businesses and services that attract residents back to the area.














 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
d 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). (Planning, MOHCD; Medium)					II.2.c Increase grant funding sources and staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program and support their respective Cultural History Housing and Economic Sustainability Strategies (CHHESS).
e Recognizing the history of dispossession and the symbolic importance of land, identify opportunities to dedicate land for community spaces for the American Indian community. (MOHCD; Short)					II.5.e Identify opportunities to dedicate land to the American Indian Community to redress the historic dispossession of resources affecting these communities, Indian Relocation Act, or other historic efforts that broke the cohesion of this community.
f Explore utilizing the Legacy Business Registry program to direct resources to businesses associated with communities impacted by displacement. (OEWD, OSB; Short)					
<b>13 Amplify and prioritize voices of American Indian, Black, and other people of color and embrace the guidance of their leaders throughout the engagement and planning processes for housing policy, planning, programs, and developments.</b>					<b>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.</b>  <b>II.3 Amplify and prioritize voices of American Indian, Black, and other people of color in the City's engagement processes.</b>
a Develop and implement community engagement strategies that center racial and social equity and cultural competency to be used by Planning Department staff as well as developers or community groups. (Planning; Short)					II.3.c Implement culturally competent outreach relevant to various groups such as youth, seniors, various ethnicities, and cultures, including materials in various languages, simple language, and trauma-informed communications for American Indian, Black, and other people of color, and low-income populations.  II.3.d Share best practices with private developers for meaningful, robust, and culturally competent outreach and engagement.
b Update the Planning Code and Planning Department protocols where necessary to reflect strategies developed in Policy 13a, this includes updating Planning Department requirements for project sponsors to engage with interested Cultural Districts to allow these communities to provide input upon initiation of a project application and to allow the project sponsor adequate time to address the input through dialogue or project revisions. (Planning; Short)					II.3.e Update requirements for project sponsors for certain development projects, such as those subject to Preliminary Project Assessment process, to engage with interested Cultural Districts and other community-based organizations that serve Vulnerable Groups located in proximity to the project; such engagement should occur in timely manner that allows these communities to shape the project prior to formal application submittals.
c Increase resources and funding to partner 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 through focus groups, surveys, and other outreach events (Planning; Medium)					II.2.b Increase Planning Department resources and staff allocation to build capacity and partnerships with Community-based organizations that primarily serve and represent American Indian, Black, other people of color across all department functions, including long-range planning, program implementation, and regulatory review.  II.3.a Fund and coordinate with community-based organizations primarily serving and representing American Indian, Black, other people of color for inclusive outreach and engagement and meaningful participation in planning processes related to housing.


 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
d Develop and implement guidelines, and update municipal codes where needed, to ensure elevated representation of American Indian, Black, and other communities of color in advisory or decision-making bodies such as Community Advisory Councils (CACs). (Planning; Medium)					II.2.a Ensure elevated representation of American Indian, Black, and other Communities of Color in decision making bodies such as Community Advisory Councils (CACs).
e Prioritize and improve consultation with Ramaytush representatives and American Indian residents in policy development and project review while compensating them for their knowledge and efforts. (Planning; Short)					
f 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). (MOHCD, Planning, OEWD, ARTS, DPW; Medium)					II.2.c Increase grant funding sources and staff allocation within MOHCD, OEWD, DPW, ARTS, and Planning to create a more robust, sustained, and effective Cultural Districts program and support their respective Cultural History Housing and Economic Sustainability Strategies (CHHESS).
g 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. (Planning, MOHCD; Medium)					II.2.d Identify and implement priority strategies recommended by advisory bodies primarily serving and representing American Indian, Black, and other people of color such as the African American Reparations Advisory Committee.
<b>14 Establish accountability tools to measure progress towards advancing racial and social equity in housing access.</b>					<b>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.</b>
a Develop and align department-wide metrics that measure progress towards beneficial outcomes for American-Indian, Black, and other people of color resulting from housing policies using methods consistent with the San Francisco Equity Index prepared by the Office of Racial Equity. (Planning; Medium)					II.4.a Develop and align department-wide metrics to evaluate progress on housing policies advancing racial equity based on and consistent with the San Francisco Equity Index prepared by the Office of Racial Equity.
b Identify priority actions in the Housing Element specific to different communities, through collaboration with Cultural Districts or other racial and social equity-focused community bodies such as the Equity Advisory Council, and report back to communities on those priorities and update every two years. (Planning; Medium)					
c Establish an inter-agency Housing Element implementation committee to inform the City's budget and work program on housing equity. The committee would be responsible for reporting progress measured in actions (a) and (b) and for identifying financial or legal challenges to progress. (Planning, MOHCD, HRC; Short)					





 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
d Create a budget tool for housing investments, including permanently affordable housing production, preservation, and housing services, to implement the priorities identified in the Housing Element 2022 Update actions (b) and (c), and inform the Capital Planning process as cited in Policy 22 action (a). The tool would identify existing and consistent sources of funding as well as funding gaps to inform the annual funding and Capital Planning process. (Planning, MOHCD; Short)					
e Develop a housing portal, expanding DAHLIA, to improve data collected on communities being served by various housing services, and to also provide a hub for applicants to all housing programs and services including as rental assistance, affordable housing lotteries, vouchers, and public housing. (MOHCD; Short)					
<b>15 Expand permanently affordable housing investments in Priority Equity Geographies to better serve American Indian, Black, and other people of color within income ranges underserved, including extremely-, very low-, and moderate-income households.</b>					<b>III.2 Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.</b>
a Increase production of housing affordable to extremely and very low-income households. (MOHCD, HSH; Medium)					III.1.g Increase housing affordable to extremely low and very low-income households in Priority Geographies through modifications in inclusionary requirement and prioritizing approval for development projects that serve these income groups.
b Maximize the use of ongoing tenant-based rental assistance to establish income eligibility for extremely and very low-income households who otherwise do not qualify for Below Market Rate units. (MOHCD; Short)					I.6.b 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
c Evaluating increasing neighborhood preference allocation for Below Market Rate units in Priority Equity Geographies to better serve American-Indian, Black, and other communities of color, if possible, per the Federal Fair Housing regulations. (MOHCD; Short)					III.1.f Explore increasing neighborhood preference allocation for Below Market Rate units in Priority Geographies if possible per the Federal Fair Housing regulations.
d 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). (Planning; Medium)					III.1.i 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).
e Continue to rebuild and replace public housing units at HOPE SF sites without displacement of the current residents. (MOHCD; Medium)					III.1.j Continue to support implementation of HOPE SF projects without displacement of the current residents.
<b>16 Improve access to well-paid jobs and business ownership for American-Indian, Black and other communities of color, particularly those who live in Priority Equity Geographies, to build the wealth needed to afford and meet their housing needs.</b>					
















 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)




DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
a Expand and target job training, financial readiness education programs to residents of Priority Equity Geographies including youth from American-Indian, Black and other communities of color. (OEWD, MOHCD, ORE; Medium)		✓		✓	III.4.b Increase targeted outreach and financial readiness education including in-language trainings to American Indian, Black, and people of color.
b Support non-profit developers of new permanently affordable housing developments in Priority Equity 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. (MOHCD, Mayor/BOS/BOS; Medium)			✓		III.1.c Support non-profit developers of new permanently affordable housing developments in Priority Geographies through dedicated funding from GO BONDS or other eligible funding resources to include affordable neighborhood serving uses such as grocery stores, healthcare clinics, or institutional community uses such as child-care facilities, community facilities, job training centers, social services as part of their ground floor use programming.
c Adopt commercial space guidelines to encourage the development of businesses owned by American-Indian, Black and other people of color in permanently affordable housing buildings. (OEWD, MOHCD, ORE; Short)		✓		✓	III.1.d Support the development of businesses owned by American Indian, Black, and other people of color in affordable housing buildings.
d Provide resources for warm-shell buildout and tenant improvements for businesses owned by American Indian, Black, and other people of color in permanently affordable housing buildings. (OEWD, MOHCD, ORE; Medium)	✓			✓	
e Target capacity-building, job training, start-up, and business development resources for Black-owned developers and construction companies with potential to play a larger role in building housing. (OEWD, MOHCD, ORE; Medium)	✓			✓	
<b>17 Expand investments in Priority Equity Geographies to advance equitable access to resources while ensuring community stability.</b>			✓		<b>III.2 Expand investments in Priority Geographies to advance equitable access to resources while ensuring community stability.</b>
a Apply equity metrics identified under Policy 14 (a) in identifying necessary infrastructure improvements for Priority Equity Geographies and to guide all City investment decisions, including but not limited to: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review. (Planning; Short)		✓			III.2.a Develop equity metrics and criteria to identify the necessary infrastructure improvements to guide all investment decisions made through a variety of policies and procedures including: Capital Planning, General Plan Elements, Interagency Plan Implementation Committee or Citizen Advisory Council review.
b Prioritize Priority Equity Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities. (SFMTA, RPD, DPW, Planning; Medium)			✓		III.2.a Prioritize Priority Geographies in investments to improve transit service, as well as other community infrastructure improvements to parks, streetscape, and neighborhood amenities.
c Invest in and implement anti-displacement measures in parallel with infrastructure improvements in areas undergoing displacement, using the results of the study conducted per Policy 21, action (a). (Planning, SFMTA, RPD, DPW; Medium)	✓			✓	
<b>18 Tailor zoning changes within Priority Equity Geographies to serve the specific needs of American Indian, Black, and other communities of color.</b>	✓			✓	











 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
a Identify and adopt zoning changes that implement priorities of American-Indian, Black, and other communities of color identified in Cultural District or other community-led processes. (Planning; Medium)		✓		✓	III.5.c Limit zoning changes within Priority Geographies to the specific needs of American Indian, Black, , and other Communities of Color.
b Consult with related Cultural Districts or other racial equity focused bodies to evaluate the racial and social equity impacts of proposed zoning changes in these areas and, using the framework identified under Policy 21, actions (a) and (b). (Planning; Medium)	✓			✓	
c Allocate resources and create an implementation plan for any applicable anti-displacement measures parallel with the adoption of those zoning changes. (Planning; Medium)	✓			✓	
<b>19 Enable low and moderate-income households particularly American Indian, Black, and other people of color to live and prosper in Well-resourced Neighborhoods by increasing the number of permanently affordable housing units.</b>			✓		<b>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.</b>
a Build between 25% and 50% of the City's new permanently affordable housing within Well-resourced Neighborhoods within the next two RHNA cycles.			✓		III.5.a Establish a goal of building 50 percent of the regional housing targets at each income-level, increasing over the long-term, to be built in High Opportunity Neighborhoods within the next two RHNA cycles (by 2038) through zoning changes, streamlining approvals, and encouraging the use of state and local density programs.
b Increase housing that is affordable to extremely and very low-income households in Well-resourced Neighborhoods through City funded permanently affordable housing projects. (MOHCD; Long)			✓		III.8.a Increase housing affordable to extremely and very low-income households in High Opportunity Areas through City funded permanently affordable housing projects.
c Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in Well-resourced Neighborhoods, such as church sites or other underutilized sites. (MOHCD; Medium)			✓		III.8.b Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site in High Opportunity neighborhoods, such as church sites and partnership with interfaith council.
d Expand ministerial review for permanently affordable housing on smaller sized residentially zoned parcels to improve feasibility. (Planning; Short)			✓		III.8.c Expand ministerial review to smaller sized residentially zoned parcels to improve feasibility of developing permanently affordable housing on these sites.
e Create and expand funding for programs that (1) provide 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 Well-resourced Neighborhoods, and (2) provide incentives and counseling to landlords in Well-resourced Neighborhoods to offer their unit to low-income households. (MOHCD; Medium)			✓		III.8.f Create and expand funding for programs that offer case management, financial literacy education, and housing readiness to low-income American Indian, Black and other people of color households who seek housing choices in High Opportunity Areas, along with providing incentives and counseling to landlords to offer their unit.












 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>20 Increase mid-rise and small multi-family housing types in Well-resourced Neighborhoods near transit, including along SFMTA Rapid Network and other transit, and throughout lower-density areas.</b>					<b>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.</b>  <b>III.7 Increase housing choice by allowing and facilitating small multi-family buildings in low-density areas within High Opportunity Neighborhoods.</b>
a Increase opportunities for mid-rise multi-family buildings through changes to height limits, removal of density controls, and other zoning changes along SFMTA's MUNI Forward Rapid Network and other transit such as California Street, Union Street, Lombard Street, Geary Blvd, Judah Street, Noriega Street, Ocean Ave, Taraval Street, Sloat Blvd, 19th Ave, Park Presidio Blvd, West Portal Ave, Junipero Serra Blvd, Church Street, Divisadero Street, 17th and Market/Castro, and Van Ness Ave. (Planning, Mayor/BOS; Long)					III.6.a Increase capacity for residential development through changes to height limits, removal of density controls, and other zoning changes to improve feasibility of multi-family buildings especially midrise buildings along SFMTA's Rapid networks and major nodes such as Geary Blvd., Judah Street, 19th Ave, Lombard Street, Ocean Ave, Taraval Street, West Portal Ave, and Van Ness Ave.
b Increase the opportunity to create more small multi-family buildings by replacing lot-based unit maximum zoning controls with form-based residential zoning in Well-resourced Neighborhoods near transit. (Planning, Mayor/BOS; Long)					III.7.a Transition to using building form and scale (e.g. Height and bulk requirements) and unit minimums to regulate development instead of lot-based unit maximums in low-density zoned residential districts in High Opportunity Neighborhoods
c Allow a minimum of four units on all residential lots, expanding the State duplex/lot split program (SB 9), and include programs and incentives that target these new homes to moderate- and middle-income households as described in Policy 26. (Planning, Mayor/BOS; Medium)					
d Engage with communities living in Well-resourced Neighborhoods to nurture enhanced openness for all through educational material and community conversations that highlight how locating new housing and permanently affordable housing in every neighborhood can address historic inequity and injustice and build more vibrant neighborhoods that improve everyone's quality of life. (Planning; Short)					
<b>21 Prevent the potential displacement and adverse racial and social equity impacts of zoning changes, planning processes, or public and private investments especially in areas vulnerable to displacement.</b>					
a Based on the Racial and Social Equity Impact Analysis for the Housing Element, identify levels of investments to prevent displacement according to the needs of each community and each neighborhood, including priorities for in areas vulnerable to displacement. (Planning; Short)					II.4.c Develop and implement an impact analysis approach that seeks to identify racial, social, and health inequities related to plans or development projects of certain scope or scale and identify mitigation measures or alternative strategies.
b Create guidelines to avoid displacement and other adverse racial and social equity impacts for future zoning changes, development projects and infrastructure projects according to the scale and location of the proposal. (Planning; Short)					

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
c Invest public funding or direct private investment to implement the anti-displacement investments identified in action (b) for zoning changes, development projects, or infrastructure projects of certain scale or intensity, in parallel with the project timeline. (MOHCD, SFMTA, DPW; Medium)					
d Within areas vulnerable to displacement, increase funding, to support community-based organizations to expand tenant and eviction protection services; such services include legal services, code enforcement outreach, tenant counseling, mediation, and housing-related financial assistance. (MOHCD, Mayor/BOS; Medium)					III.2.a 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.
<b>22 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.</b>					<b>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.</b>
a Using the budget tool from Policy 14, action (d), support new and consistent sources of local funding in the City's Capital Planning process for permanently affordable housing including local bonds or other new funding sources that require voter approval. (MOHCD; Medium)					IV.1.a Identify local bonds and consistent sources of funding for permanently affordable housing in the City's Capital Planning process.
b Dedicate funding within the 10-year Capital Planning process for permanently affordable housing in Priority Equity Geographies with a goal of building planned projects, while reaching the minimum targets in Well-resourced Neighborhoods as referenced in Policy 19, action (a). (Mayor/BOS, MOHCD; Long)					III.1.a Dedicate a minimum budget for permanently affordable housing in Priority Geographies within the 10-year Capital Planning to support funding for planned affordable housing in these areas and with a goal of 50% of RHNA permanently affordable housing targets within the next two cycles (by 2038) in Priority Geographies.
c Explore the development of public financing tools such as Infrastructure Finance Districts to leverage the City's co-investments in order to lower direct City subsidy for permanently affordable housing. (OEWD; Medium)					IV.1.b 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).
d 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. (Planning; Medium)					IV.1.d 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.
e Support the Bay Area Housing Financing Authority's expected efforts to secure voter approval for a regional tax measure to fund permanently affordable housing. (MOHCD, Planning; Medium)					IV.1.e Support the Bay Area Housing Financing Authority to propose a regional tax as a permanently affordable housing funding source.



 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)





DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
f Advocate for federal legislation to increase Low-Income Housing Tax Credits and Private Activity Bonds, for example, by changing federal rules to lower the minimum bond financing needed to access 4% LIHTC (currently 50 percent) to help unlock more LIHTC in San Francisco and statewide. (MOHCD, Planning; Medium)					IV.1.f 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.
g Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent. (Planning, Mayor/BOS; Medium)					IV.1.g Advocate for State legislation to change the voter approval threshold for General Obligation Bonds from two-thirds to 55 percent.
h Advocate for State legislation to expand non-competitive permanently affordable housing funding sources. (Planning, Mayor/BOS; Medium)					IV.1.h Advocate for State legislation to expand non-competitive permanently affordable housing funding sources.
i 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. (Planning, Mayor/BOS; Medium)					IV.1.i 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.
<b>23 Retain and increase the number of moderate- and middle-income households through building permanently affordable workforce housing and reversing the shortage in affordable housing built for these households.</b>					<b>V.3 Retain and increase the moderate- and middle-income households through building permanently affordable workforce housing.</b>
a Study and implement expansion of shared equity models to leverage more non-City financing tools that offer moderate- and middle-income homeownership through development of smaller sized lots (such as Shared Equity, land trusts, or cooperative ownership). Use the studies cited in Policy 5, action (c), and Policy 11, action (e) to inform expansion of these models. (MOHCD, Planning; Short)					V.3.b Pursue new partnership models to allow non-City financing of moderate- and middle-income homeownership through parallel development of smaller sized lots that are scattered (such as Habitat for Humanity models).
b Partner with affordable housing developers to purchase privately-owned entitled sites where construction may be stalling. (MOHCD, OEWD; Short)					V.3.c Pursue partnership models to purchase privately-owned entitled sites where construction may be stalling.
c Study and implement expansions to programs that create workforce housing for educators to serve other public-sector essential workers such as transit operators and hospital workers. (Planning, MOHCD, Mayor/BOS; Short)					V.3.a Continue to support educator housing programs and seek to expand its application to other public-sector essential workers such as transit operators and hospital workers.
d Continue funding to the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program. (MOHCD; Short)					V.3.d Continue funding to the First Responders Down Payment Assistance Loan Program and the SFUSD Educators Down Payment Assistance Loan Program.





 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)






DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>24 Support mixed-income development projects to maximize the number of permanently affordable housing constructed, in balance with delivering other community benefits.</b>					<b>IV.4 Maximize the number of permanently affordable housing units constructed through private development without public subsidy.</b>  <b>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.</b>
a 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, and in balance with the directions of Policy 7, action b. (Planning; MOHCD; Long)					IV.4.a 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.
b Expand density bonus programs to allow additional Below Market Rate units in exchange for Planning Code modifications or exemptions. (Planning; Medium)					IV.4.d Expand density bonus programs to allow additional below market rate unit in exchange for Planning Code modifications or exemptions.
c Explore the possibility of additional height increases at major transit nodes along Rapid bus and rail corridors, in parallel with needed infrastructure improvements and maximize permanently affordable housing units, to maximize the number of permanently affordable housing constructed. (Planning; Medium)					III.6c 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.
d Expand the Public Sites for Housing Program through public-private partnerships and prioritize City resources to support the maximum number of permanently affordable housing units on underutilized publicly owned and surplus sites, balancing the financial needs of enterprise agencies, and ensuring adequate space and resources to address the gaps in community infrastructure, services and amenities. (Planning, OEWD, MOHCD; Long)					III.8.d Pursue public private partnerships on public sites to deliver a maximum number of permanently affordable units on those sites by leveraging private investments in market-rate units with public funding permanently affordable  IV.5.b Identify City-owned surplus sites and other underutilized publicly-owned sites and prioritize city resources to plan for and develop housing on those sites.
e Support the maximum number of permanently affordable housing units as well as improved transit facilities on SFMTA owned sites slated for development through leveraging private investment in market-rate units with public funding. (Planning, SFMTA, MOHCD; Medium)					IV.5.a Support the 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.
f Prioritize maximum permanently affordable housing as a major benefit of new development agreements alongside other benefits such as community facilities or transit investments. (Planning; Medium)					IV.4.b Prioritize maximum permanently affordable housing as a major benefit of new development agreements alongside other benefits such as community facilities or transit investments.
g Incentivize development projects to exceed the required inclusionary percentages to maximize the total number of Below Market Rate units via density bonus programs or regulatory paths through streamlined approval as defined in Policy 25, action b. (Planning; Short)					IV.4.c 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.







 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)


DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
h Explore public-private partnership solutions for front-ending the necessary funding for infrastructure investments to expedite housing for large master plans and development agreements with major up front infrastructure needs, such as Treasure Island, Candlestick Park, Hunters Point Shipyard, Parkmerced, HOPE SF projects, and Schlage Lock, , such as direct City investment in infrastructure, allocation of public financing for infrastructure improvements, or issuance of other public debt to fund infrastructure improvements. (OEWD; Medium)					<b>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.</b>
					IV.7.a 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.
					V.3.c Pursue partnership models to purchase privately-owned entitled sites where construction may be stalling.
i 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. (Planning, OEWD, Mayor/BOS; Medium)					IV.7.b 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.
<b>25 Reduce development constraints such lengthy City-permitting timelines or high construction costs to increase housing choices and improve affordability.</b>					<b>IV.3 Reduce development constraints such as high construction cost and lengthy City-permitting timeline to increase housing choices and improve affordability.</b>
a Establish streamlined and ministerial approval processes for mid-rise and small multi-family buildings, where community benefits such as certain portion of units serving middle-income households without deed restriction, designating commercial space as a Community Benefit Use or with reduced rent for community-serving purposes via a development agreement or deed-restrictions, in coordination with other incentives as referenced in Policy 26, action a. (Planning, Mayor/BOS; Short)					III.6.b Identify community benefits that would allow streamlined approval of midrise multi-family buildings within High Opportunity Areas, such as units serving middle-income households, inclusionary requirements, land dedication for permanently affordable housing, or ground floor space for neighborhood serving community facilities or businesses.
b Establish streamlined and ministerial approval processes for development projects that include higher rates of below market rate units beyond required, using streamlining models from Prop E or SB 35 as informed by racial and social equity and displacement impacts studied under Policy 21, actions (a) and (c). (Planning, Mayor/BOS; Short)					IV.3.h Expand projects types that are eligible for streamlined or ministerial review (relying on Prop E models or SB35) beyond projects with 50-100 percent permanently affordable housing.
c Pursue California Environmental Quality Act (CEQA) streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts within Well-resourced Neighborhoods outside of areas vulnerable to displacement. (Planning, Mayor/BOS; Medium)					IV.3.k Pursue California Environmental Quality Act (CEQA) Streamlining for projects through Community Plan Exemptions or by adopting Housing Sustainability Districts where possible.
d Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them. (Planning; Short)					IV.3.f Reduce approval time and process by eliminating Planning Commission hearings for State Density Bonus project applications that do not otherwise require them.


 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
e Continue to strengthen coordination of interagency permitting review and approval processes for implementation of approved large master planned projects to accelerate construction timelines of infrastructure improvements. (Planning, OEWD; Ongoing)					IV.3.g Streamline permitting review and approval process for large master planned projects to accelerate construction timelines of infrastructure improvements.
f Continue to implement the Mayor Executive Directives to accelerate creating new housing and expand City department's compliance with the directives (Mayor Breed's Executive Directive 18-01 and Mayor Lee's Executive Directive 17-02). (Planning, DBI, OEWD, PW, SFPUC, SFMTA, SF Port, OCII, MOHCD, MOD, SFFD; Ongoing)					IV.3.i 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).
g Prioritize review of Discretionary Review applications that are filed by tenants, those within Priority Equity Geographies, and applications that add density in Well-resourced Neighborhoods. (Planning; Short)					IV.3.l Prioritize Planning Department staff resources on review of Discretionary Review applications that contain tenant protection issues and those within Priority Geographies over applications in High Opportunity Neighborhoods that that do not involve tenant considerations.
h Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods support livability, building durability, access to light and outdoor space, and creative expression. (Planning; Short)					IV.3.j Develop Objective Design Standards that reduce subjective design review of housing projects while ensuring that new development in existing neighborhoods adheres to key urban design principles.
i Expand the use of cost-efficient construction types such as materials cross laminated timber and modular construction where local jobs are supported. (DBI; Medium)					IV.3.a Expand the use of cost-efficient construction types such as modular and materials such as cross laminated timber.
j Support more efficient construction process by increasing flexibility of lot size limits, allowing the development of small lots and reducing Conditional Use Authorizations or other barriers for lot consolidation. (Planning; Short)					IV.3.b Support more efficient construction process by increasing flexibility of lot size limits for allowing lot consolidation.
k 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. (Planning, MOHCD, Mayor/BOS; Short)					IV.3.c 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.
l Strengthen the interagency coordination for the associated approvals for publicly funded affordable housing; examples of associated approvals include the PG&E requirements to accommodate Public Utilities Commission (PUC) low-cost electric service, or the multi-agency review of disability access, in order to reduce per-unit construction costs. (SFPUC, MOHCD; Medium)					IV.3.d 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.
m 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. (OEWD; Medium)					IV.3.e 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.




















 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>26 Facilitate small and mid-rise multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households, including through expansion or demolition of existing housing, or adding Accessory Dwelling Units.</b>					<b>V.4 Facilitate small multi-family buildings as a prominent housing type that private development can deliver to serve middle-income households.</b>
a Identify and promote construction types, financing, and design strategies that would make small multi-family buildings financially feasible. (Planning, OEWD; Short)					III.7.c Improve financial feasibility of small multi-family buildings by promoting appropriate construction types, financing, or incentives to small-scale developers
b Identify and adopt incentives that could make small multi-family buildings possible and accessible to middle-income households without deed restriction, such as exemptions from some fees, modified inclusionary requirement, streamlined approval criteria as defined in Policy 25, action (a). (Planning, Mayor/BOS; Medium)					V.4.a Identify and promote construction types, financing, and design that would make small multi-family buildings feasible.
c Create low-interest construction loan programs for eligible homeowners to expand their existing homes with additional units or demolish and replace their homes with more units up the allowable maximum density. (MOHCD, Mayor/BOS; Medium)					V.4.b Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.
d Create technical assistance programs, as well as outreach and education programs for eligible homeowners to explore redeveloping their property from single- to multi-family housing (through ADUs or demolitions) particularly targeting low-income property owners, households of color, seniors and people with disabilities. (Planning; Short)					
e 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). (Planning; Short)					IV.10.a 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).
f Support projects that maximize density within low-density zoning areas through processes referenced in Policy 25, action (a), and explore new fees on single-family housing applications where more density is permitted. (Planning; Short)					IV.10.b Pursue code and policy changes to encourage new housing projects and major expansion projects build to maximum allowable unit density and discourage major expansions of existing single-family homes where additional units are otherwise permitted.
g Create and adopt new design standards that align with rear yard, height, and other physical code standards and eliminate design guidelines that subjectively and significantly restrict the massing of housing contrary to those regulatory standards. (Planning; Short)					V.4.b Identify and adopt incentives that could make small multi-family buildings possible, such as exemptions from some fees, modified inclusionary requirement, streamlined approval and demolition review.

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
h Reduce the use of discretionary design guidelines for projects that propose replacement of auto parking with housing, especially housing proposals that promote sustainable modes of transportation such as transit use, bicycling, and car sharing. (Planning; Short)					
i Prioritize City permitting staff resources for the review of ADUs that do not displace tenants. (DBI; Planning, Short)					V.6.b 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.
j Continue to strengthen the interagency coordination (e.g. Roundtable Review) for permit processing of ADUs and implement an integrated online permitting system and permitting governance structure to support permit streamlining and government transparency. (Planning; ongoing)					V.6.a 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.
k Create an affordable ADU program that provides financial support for professional services and construction of units that serve low-income households. (Planning, MOHCD; Short)					V.6.c Create an affordable ADU program to serve low-income households.
l 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. (Planning; Short)					V.6.d Encourage Junior ADUs (JADUs) as an effective and low-cost way of adding habitable space within existing single-family homes, as JADUs also expand opportunities for multi-generational living.
<b>27 Promote and facilitate aging in place for seniors and multi-generational living that supports extended families and communal households.</b>					<b>V.1 Promote and facilitate aging in place for seniors and multi-generational living.</b>
a Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors. (MOHCD; Long)					V.1.b Increase permanently affordable senior housing along transit corridors to improve mobility of aging adults and seniors.
b 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. (Planning, MOHCD; Medium)					V.1.a 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.
c 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 (Planning, DPH; Medium)					V.1.c 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
d 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. (MOHCD; Medium)					V.1.d 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.
e Permit uses and eliminate regulatory limitations, such as conditional use authorizations, that discourage innovative, smaller housing types, such as co-housing with assisted living amenities that support seniors and those with disabilities. (Planning; Medium)					


 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)












DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>28 Prevent the outmigration of families with children and support the needs of families to grow.</b>					<b>V.2 Prevent the outmigration of families with children and support the needs of families to grow.</b>
a Identify neighborhoods with a higher concentration of low-income, immigrant, and rent-burdened families with children, such as Tenderloin, Mission, Chinatown, or SoMA, and allocate resources to increase permanently affordable housing that addresses their income and needs in those neighborhoods. (MOHCD; Medium)					
b Develop objective design standards for child-friendly amenities within new buildings particularly for small and mid-rise multi-family buildings. (Planning; Short)					V.2.a Encourage provision of child-friendly amenities within new buildings through tools such as a design review checklist.
c Establish a streamlined approval process and criteria for family-friendly housing including development projects with substantially higher number of two- or three-bedroom units than required; that are affordable to a wide range of low- to middle-income households and meet the child-friendly design standards established in action (b). (Planning; Medium)					V.2.d Support and incentivize housing, especially permanently affordable housing with multiple bedrooms for families, near existing high-rated public schools.
d 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. (Planning, SFUSD, MOHCD; Medium)					V.2.e 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.
e Continue to require multi-bedroom unit mixes. (Planning; Short)					V.2.c Continue the multi-bedroom unit mix requirements.
<b>29 Encourage co-housing to support ways for households to share space, resources, and responsibilities, especially to reinforce supportive relationships within and across communities and generations.</b>					<b>V.5 Promote group housing as an entry-level housing option for moderate income households, particularly single-person households.</b>
a Eliminate the definition of “group housing” and modify “dwelling unit” to include “more than one” family in the Planning Code along with minimum quality of life standards, such as cooking facilities and common space. (Planning, Mayor/BOS; Short)					
b Support process and code changes in Priority Equity Geographies that seek to define specific needs or limits around co-housing types. (Planning, Mayor/BOS; Short)					
c Create a co-housing informational program that provides ideas and recommendations on types, financing structures, precedents, and technical guidance to support their creation in Cultural Districts and Priority Equity Geographies to meet community needs. (Planning, Short)					
d Support co-housing developments on institutional parcels, like church sites, to further encourage philanthropically financed affordable housing. (Planning; Short)					





 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)










DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>30 Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by anticipated job growth and maintain an appropriate jobs-housing fit.</b>					<b>IV.6 Require new commercial developments and large employers, hospitals, and educational institutions to help meet housing demand generated by job growth.</b>
a Conduct a feasibility study to assess large employers affordable housing funding on an ongoing-basis to complement the jobs housing linkage requirements. (Planning, OEWD, Mayor/BOS; Medium)					IV.6.a 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.
b Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee with affordability requirements that align with the income levels of the households anticipated to fill new jobs. (Planning, OEWD, Mayor/BOS; Medium)					IV.6.b Encourage and provide opportunities for large commercial developments to build housing or dedicate land in lieu of their jobs housing linkage fee.
c Provide paths for large employers to contribute funding in partnership with non-profit developers to provide homeownership opportunities. (Planning, OEWD; Medium)					IV.6.c Provide paths for large employers to contribute funding in partnership with non-profit developers to provide homeownership opportunities.
d Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study on a regular basis. (Planning; Long)					IV.6.d Maintain the jobs housing linkage program and adjust the fee levels based on an updated nexus study on a regular basis
e Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees. (Planning, OEWD, Mayor/BOS; Medium)					IV.6.e Explore expanding jobs housing linkage fees to large employer institutional developments (medical and educational) who are currently not subject to jobs housing linkage fees.
f Pursue partnerships that commit large employer institutions who are not subject to job housing linkage fees (hospitals and educational institutions) to conduct an analysis of the housing demand of their employees and to meet that demand within institutional master plans or equivalent documents. (Planning, OEWD, Mayor/BOS; Medium)					IV.6.f 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).
<b>31 Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.</b>					<b>IV.8 Maximize the use of existing housing stock for residential use by discouraging vacancy, short-term use, and speculative resale.</b>
a Explore legislating a vacancy tax for residential units that stay empty for long periods of a year or used as secondary or vacation homes. (Planning, OEWD; Medium)					IV.8.a Explore legislating a vacancy tax for residential units that stay empty for long periods of a year or used as secondary or vacation homes.
b 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. (Planning; Medium)					IV.8.b 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.
c Continue to improve compliance, enforcement, and restrictions on short-term rentals. (Planning; Ongoing)					IV.8.c Continue to improve compliance, enforcement, and restrictions on short-term rentals.




 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)




DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
<b>32 Facilitate neighborhoods where proximity to daily needs and high-quality community services and amenities promotes social connections, supports caregivers, reduces the need for vehicular travel, and advances healthy activities.</b>					<b>VI.1 Facilitate neighborhoods where proximity to daily needs promote social connections, support the City's sustainability goals, and advance a healthy environment.</b>
a Develop or adopt certification programs for community-serving businesses, such as grocery stores, childcare centers, healthcare clinics, and laundromats. Eliminate conditional use authorizations or reduce entitlement requirements related to lot size or commercial uses for new housing developments that include businesses that meet such requirements or provide rental subsidies to them. (Planning, OEWD; Medium)					VI.1.a 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.
b In Cultural Districts, reduce conditional use authorizations or other entitlement barriers for mixed-use buildings that can commit via deed restriction or other legal agreement to the inclusion of businesses, institutions, or services that support Cultural District needs and identity for a minimum of ten years. (Planning; Short)					VI.1.b Support mixed-use buildings during regulatory review process and encourage commercial space or other compatible uses on the ground floor.
c Incentivize new housing to commit via deed restrictions or other legal agreement to below market rate commercial leases for community-based organizations serving the neighborhood community for a minimum of ten years by providing fee waivers, especially in Cultural Districts. (Planning; Medium)					VI.1.c 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).
d Study the creation of a Community Benefit Use program, that allows new housing developments to have a highly flexible ground floor use entitlement and tenants to be eligible for rent subsidy in exchange for community participation in tenant selection.					
e Incentivize by reducing ground floor requirements, for example for active uses, in new permanently affordable housing projects to include laundry services available to qualifying residents in proximate neighborhoods. (Planning, MOHCD; Medium)					
f Strengthen interagency coordination, review, and compliance processes to ensure that walking and biking infrastructure and safety improvements are integrated into planning, funding, and construction and/or rehabilitation of public projects (e.g., parks and open spaces, libraries, and transit facilities) in addition to private development projects. (Planning, MTA, DPW; Short)					VI.1.d Plan for and dedicate funding for pedestrian and bicycle infrastructure and safety improvements to encourage walking and biking when accessing to daily needs.
					VI.1.e Create and fund an interagency working group to plan and design for walkable neighborhoods and proximity to daily needs.
					VI.3.b Pursue interagency coordination to facilitate planning for and providing equitable access to community facilities.
g Organize housing and neighborhood business and service areas to prioritize proximity in neighborhood planning or development agreement projects that propose land use changes. (Planning; Medium)					












 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
h Create and a long-range community facilities plan, and update every 5-10 years, for public facilities including parks, recreation centers, schools, libraries, to accommodate a thirty-year projected population growth, and address any equity metrics and other existing gaps in service over that time in a manner that secures equitable access in Priority Equity Geographies, Environmental Justice Communities, as well as areas slated for growth, building on processes such as the Community Facilities Framework, and in collaboration with Interagency Plan Implementation Committee. (Planning; Medium)					VI.3.a 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.
i Develop a comprehensive and regularly updated map of daily needs, amenities, and community facilities, to inform the work of the interagency working group under action (h) as well as community-based organizations plan for services, resources, open space, and businesses to be near each other and supportive to communities. (Planning, MTA, DPW, OEWD, DYCF; Medium)					
j Expand and allow neighborhood serving uses, such as retail, restaurants, and hair salons within areas that are primarily residential especially on corner parcels. (Planning; Short)					VI.1.f Expand and allow neighborhood serving uses, such as retail, restaurants, and hair salons within areas that are primarily residential especially on corner parcels.
k Change regulations and definitions in current Planning code to improve flexibility on allowing home-based businesses and work from home in residential districts, for example, create an accessory entrepreneurial use that allows up to two employees. (Planning; Short)					VI.1.g Improve flexibility on allowing home-based businesses and activities and work from home.
l Continue to adhere to guidelines in the Better Streets Plan when new housing creates improvements to sidewalks, streets, and other public spaces. (Planning; Short)					VI.5.b Adhere to guidelines in the Better Streets Plan when new housing creates improvements to sidewalks, streets, and other public spaces.
m Prioritize uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in Cultural Districts, over inclusion of electrical infrastructure, such as transformer vaults. (Planning, DPW; Short)					
<b>33 Ensure transportation investments advance equitable access to transit and are planned in parallel with increase in housing capacity to advance well-connected neighborhoods consistent with the City's Connect SF vision, and encourage sustainable trips in new housing.</b>					<b>VI.2 Ensure transportation investments and new housing are planned in parallel to advance well-connected neighborhoods and equitable access to transit.</b>










 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)



DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
a Continue interagency coordination for transportation, evaluating the existing and future needs of Priority Equity Geographies, Environmental Justice Communities, and Well-resourced Neighborhoods targeted for increased housing capacity, and dedicating investments to these areas consistent with the city's Connect SF vision. (SFMTA, Planning; ongoing)		✓			VI.2.f Pursue interagency coordination to plan for improvements to transit, pedestrian, and bike infrastructure and service, and providing those improvements before housing projects are completed.
b Adopt requirements that encourage sustainable trip choices in new housing and reduce transportation impacts from new housing. Such amendments may require certain new housing to include transportation demand management measures and driveway and loading operations plans, protect pedestrian, cycling, and transit-oriented street frontages from driveways, and reduce vehicular parking. (Planning, SFMTA; Medium)	✓			✓	VI.2.c Plan for and dedicate funding to transportation infrastructure improvement to support areas slated for increased housing choice
c Restore, maintain, and optimize the existing system, prioritizing Priority Equity Geographies and Environmental Justice community-led transportation fixes and enhancements in these communities. (SFMTA, Planning; Short)		✓			VI.2.e Prioritize transit service improvements, such as increasing frequency of service, in Priority Geographies and Environmental Justice Communities to support equitable mobility.
d Seek and obtain new funding sources to further improve the system such as expanding the complete streets and transit service networks (e.g., five-minute transit network, rail network) to support new housing and existing needs including joint funding for integrated transit and affordable housing along improved transit corridors or new transit lines. (SFMTA; Medium)		✓			VI.2.d Plan and dedicate funding for improved transit services by enhancing operating revenues for the SFMTA.
<b>34 Support the repair and rehabilitation of housing to ensure life safety, health, and well-being of residents, especially in Environmental Justice Communities, and to support sustainable building practices.</b>	✓			✓	
a 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. (Planning; Short)			✓		VI.4.a 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
b Create electric conversion policies and programs for existing housing that decrease the use of gas appliances in houses to support lower asthma rates in children, prioritizing Environmental Justice Communities. (DOE, Mayor/BOS; Short)	✓				
c Support and streamline permits for energy retrofit, heating, ventilation and air conditioning (HVAC), and weatherization upgrades. (DBI, Planning; Short)			✓		VI.4.b Support and streamline permits for energy retrofit, heating, ventilation and air conditioning (HVAC), and weatherization upgrades.
d Expand funding for acquisition and rehabilitation programs to remove mold, lead, and other health hazards through programs like Fix Lead SF and CALHOME. (Mayor/BOS; Medium)			✓		II.6.b Expand funding for acquisition and rehabilitation programs to remove mold and other health hazards.

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
e Continue to connect residents and housing developments with technical support and financing programs for earthquake safety retrofits such as the Mandatory Soft Story Retrofit Program. (DBI, ORCP; Ongoing)					VI.4.e Continue to connect residents and housing developments with technical support and financing programs for earthquake safety retrofits.
f Create programs to provide rehabilitation assistance to homeowners who qualify to maintain exterior cladding, rooves, and essential building utilities in housing in Environmental Justice Communities. (DBI; Medium)					
<b>35 Enforce and improve planning processes and building regulations to ensure a healthy environment for new housing developments, especially in Environmental Justice Communities.</b>					<b>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.</b>  <b>II.6 Prioritize health improvement investments within Environmental Justice Communities to ensure that housing reduces existing health disparities.</b>
a Identify the public health needs of neighborhoods through community planning processes or large-scale development projects by engaging community-based organizations; public health needs include addressing air, soil, groundwater contamination, and noise pollution (Planning; Medium)					II.6.a Identify the public health needs of neighborhoods through community planning processes or large-scale development projects by engaging community-based organizations, and San Francisco Public Health Department, and other City agencies; public health needs include addressing air, soil, and noise pollution, sea level rise vulnerability, access to parks, open spaces, healthy food, and community safety.
b Ensure and reinforce that all community planning efforts meet the City's 2021 Climate Action Plan, and future updates to this plan, to prepare neighborhoods and future housing projects for sea level rise impacts, especially in Priority Equity Geographies and Environmental Justice Communities. (Planning; Short)					VI.4.h Provide design guidance to increase flood resilience where sea level rise risks are high.
c Provide neighborhood and infrastructure planning to mitigate flood risk during weather events or due to climate crisis impacts. (Planning, SFPUC; Medium)					
d Enhance high-pressure fire protection for the Westside of San Francisco by implementing and constructing Phase 1 of the Westside Potable Emergency Firefighting Water System (PEFWS) and continue to work with the community, and obtain funding to implement and construct Phase 2 of the PEFWS. (SFPUC, Mayor/BOS; Medium)					
e Develop and require community accountability measures, including notification and engagement of residents, when building housing on environmentally contaminated sites located in Environmental Justice Communities and Priority Equity Geographies. (Planning; Short)					II.6.c When building housing on environmentally contaminated sites located in Environmental Justice Communities and Priority Geographies, require developers to conduct culturally competent outreach in adjacent communities to inform them about remediation processes and ensure stronger accountability and oversight.



 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
f Develop notification processes in planning efforts in geographies that include polluting sources, such as freeways, to anticipate solutions for potential future sensitive populations such as seniors, children, and those with disabilities. (Planning; Short)					
g Strengthen building standards to ensure that new housing developments limit sound intrusion from exterior and interior sources. (DBI, Planning; Short)					VI.4.c Strengthen building standards to ensure that new housing developments limit sound intrusion.
h Explore whether certification or building codes effectively incentivize the use of low VOC (volatile organic compounds) materials in new construction to reduce exposure. (DBI, Planning; Short)					
i Maximize the installation of site-appropriate, native trees and vegetation at grade and on roofs in new residential development, especially in neighborhoods with less tree canopy coverage as per the SF Better Streets Plan, the SF Green Landscaping Ordinance, and the SF Better Roofs Ordinance. (Planning, DPW; Short)					VI.4.f 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.
j Update Planning Code requirements, such as the SF Green Landscaping Ordinance, to reduce paved surfaces and underground enclosed space in rear and side yards to specifically retain deep soil for trees and more sustainable vegetation. (Planning; Short)					
k Study and document the impact of open space and housing based on scientific analysis for people's health, especially for children for the Commission's use in evaluating development agreements that include housing and rear yard variances in housing applications (Planning, DPH, RPD; Short)					
l Enforce compliance with existing requirements in the SF Stormwater Management Ordinance to incorporate on-site stormwater management and flood resilience. (SFPUC, Planning; ongoing)					VI.4.g Strengthen existing requirements to incorporate on-site stormwater management and flood resilience.
<b>36 Shape urban design policy, standards, and guidelines to enable cultural and identity expression, advance architectural creativity and durability, and foster neighborhood belonging.</b>					VI.5.f Encourage personal, familial, and cultural expression in housing design to foster specificity of people and place.

 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
a Create and adopt a new objective design standard to require the use of natural and durable materials for front façade and windows, for example stucco, stone, concrete, wood, and metal, subject to periodic, amended revision and eliminate existing design guidelines, except in Special Area Design Guidelines or adopted or listed Historic Districts, that require detailed front façade compatibility with surrounding neighborhood architectural patterns, for example window proportions, roof shape, or type of entry. (Planning; Short)		✓			VI.5.e Prioritize the use of natural and durable materials in housing to support its longevity and humanize the experience of the neighborhood.
b Complete, adopt, and apply the Ground Floor Residential Design Guidelines, after the expiration of Housing Crisis Act, to housing projects. These recommend porches, stoops, and accessible open space near sidewalks to invite social engagement and belonging. (Planning; Medium)		✓			VI.5.c Place uses and design visibility at the ground floor in a manner that supports social engagement and vibrancy in neighborhoods
c Create Special Area Design Guidelines, after the expiration of Housing Crisis Act, if requested by communities in Cultural Districts and Priority Equity Geographies where the design of public space and architecture could help reinforce cultural identities. (Planning; Medium)		✓			VI.5.g Include porches, stoops, and accessible open space near sidewalks to invite social engagement and belonging.
<b>37 Support cultural uses, activities, and architecture that sustain San Francisco's dynamic and unique cultural heritages.</b>			✓		<b>VI.6 Sustain the dynamic and unique cultural heritage of San Francisco's neighborhoods through the conservation of their historic architecture and cultural uses.</b>
a Utilize the Cultural Districts program and related strategies that support cultural activities, uses, traditions, and spaces and that strengthens unique racial, social, and cultural aspects of San Francisco communities through neighborhood investments or housing development. (Planning; Medium)			✓		VI.6.a 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.
b 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). (MOHCD; Medium)			✓		VI.6.b 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).
c Study creation of a cultural resource mitigation fund that could be paid into by projects that impact cultural resources to support cultural resource protection and preservation throughout the city. (MOHCD/Planning/OEWD; Medium)	✓				
d Designate historically and culturally significant buildings, landscapes, and districts for preservation using the Citywide Cultural Resources Survey, Planning Code Articles 10 and 11, and state and national historic resource registries to ensure appropriate treatment of historic properties that are important to the community and unlock historic preservation incentives for more potential housing development sites. (Planning; Short)		✓			VI.6.c 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.



 New Policy or Action (NEW)
  Significant Changes (SC)<sup>1</sup>
 No Major Changes (NMC)<sup>2</sup>
 Changed in Response to Community Input (RCI)

DRAFT 2 Policies and Actions	Changes from Draft 1 to Draft 2				DRAFT 1 Policies and Actions
	NEW	SC	NMC	RCI	
e Promote the use of the Retained Elements Special Topic Design Guidelines to development applicants to address sites where conserving parts of buildings sustains cultural identity and proposed housing serves the community. (Planning; Short)		✓			VI.6.e Apply historic design guidelines for new housing construction where applicable to respect the contextual design of community's existing historic resources.
f Establish streamlined review processes for residential development projects that rehabilitate or adaptively reuse existing buildings to conserve embodied carbon and support sustainable building practices, per Policy 35, while preserving cultural resources. (Planning; Short)		✓			VI.6.d Promote building rehabilitation and adaptive re-use through the regulatory review process.
g Develop objective design standards for the treatment of historic buildings and districts to provide consistent and efficient regulatory review that facilitates housing development approvals and protects the City's cultural and architectural heritages. (Planning; Short)		✓			VI.6.e Apply historic design guidelines for new housing construction where applicable to respect the contextual design of community's existing historic resources.
h Promote historic preservation and cultural heritage incentives, such as tax credit programs and the State Historical Building Code, for use in residential rehabilitation projects through general outreach, interagency collaboration with MOHCD and OEWD, building trades collaboration, educational materials, community capacity building efforts, and through the regulatory review process. (Planning, MOHCD, OEWD; Medium)		✓			VI.6.f 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.
i Revise Urban Design Guidelines, after the expiration of Housing Crisis Act, to provide guidance on including signage, lighting, public art, historical interpretation and educational opportunities in housing development projects in a manner that reflects neighborhood history and culture, prioritizing the acknowledgement and representation of American Indian history and culture. (Planning, Arts Commission; Short)		✓			VI.6.g 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.
j Complete the citywide cultural resources survey, including the citywide historic context statement, with ongoing community engagement to identify important individual historic or cultural resources and districts. (Planning; Medium)	✓				
k Complete the Heritage Conservation Element of the General Plan in order to bring clarity and accountability to the City's role in sustaining both the tangible and intangible aspects of San Francisco's cultural heritage. (Planning; Ongoing)	✓				



San Francisco  
**Planning**

SAN FRANCISCO  
PLANNING DEPARTMENT  
49 SOUTH VAN NESS AVE  
SUITE 1400  
SAN FRANCISCO, CA 94103

**[sfplanning.org](http://sfplanning.org)**

    /sfplanning