

Appendix F: Evaluation of the 2014 Housing Element

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Prepared as Part of the
San Francisco Planning Department's

Housing Element Update 2022



**San Francisco
Planning**

Contents

Appendix F: Evaluation of the 2014 Housing Element	1
Housing Element Update 2022.....	1
Contents.....	2
Introduction.....	5
Progress in Meeting the Regional Housing Needs Allocation (RHNA)	6
Production by Neighborhood and Zoning Type	11
Review of the 2014 Housing Element Objectives, Policies and Programs	15
Issue 1. Adequate Sites.....	16
Effectiveness of Objective 1: Overview.....	17
Effectiveness of Key Related Programs	18
Appropriateness of Objective 1	27
Review of Implementation Programs for Objective 1 from 2014 Housing Element.....	28
Issue 2. Conserve and Improve Existing Stock.....	35
Effectiveness of Objective 2: Overview.....	36
Effectiveness of Key Related Programs	37
Appropriateness of Objective 2	42
Review of Implementation Programs for Objective 2 from 2014 Housing Element.....	43
Effectiveness of Objective 3: Overview.....	47
Effectiveness of Key Related Programs	48
Appropriateness of Objective 3	55
Review of Implementation Programs for Objective 3 from 2014 Housing Element.....	56
Issue 3. Equal Housing Opportunities	59
Effectiveness of Objective 4: Overview.....	60
Effectiveness Key Related Programs.....	61
Appropriateness of Objective 4	64
Review of Implementation Programs for Objective 4 from 2014 Housing Element.....	65
Effectiveness of Objective 5: Overview.....	69
Effectiveness of Key Related Programs	70
Appropriateness of Objective 5	81
Review of Implementation Programs for Objective 5 from 2014 Housing Element.....	82

Effectiveness of Objective 6: Overview	86
Effectiveness of Key Related Programs	87
Appropriateness of Objective 6	94
Review of Implementation Programs for Objective 6 from 2014 Housing Element.....	95
Issue 4. Facilitate Permanently Affordable Housing	97
Effectiveness of Objective 7: Overview	98
Effectiveness of Key Related Programs	99
Appropriateness of Objective 7	106
Review of Implementation Programs for Objective 7 from 2014 Housing Element.....	107
Effectiveness of Objective 8: Overview	111
Effectiveness of Key Related Programs	111
Appropriateness of Objective 8	112
Review of Implementation Programs for Objective 8 from 2014 Housing Element.....	113
Effectiveness of Objective 9: Overview	116
Effectiveness of Key Related Programs	116
Appropriateness of Objective 9	120
Review of Implementation Programs for Objective 9 from 2014 Housing Element.....	121
Issue 5. Remove Constraints to the Construction and Rehabilitation of Housing	122
Effectiveness of Objective 10: Overview	123
Effectiveness of Key Related Programs	124
Appropriateness of Objective 10	129
Review of Implementation Programs for Objective 10 from 2014 Housing Element.....	131
Issue 6. Maintain the Unique and Diverse Character of San Francisco's Neighborhoods	133
Effectiveness of Objective 11: Overview	134
Effectiveness of Key Related Programs	135
Appropriateness of Objective 11	140
Review of Implementation Programs for Objective 11 from 2014 Housing Element.....	142
Issue 7. Balance Housing Construction and Community Infrastructure	145
Effectiveness of Objective 12: Overview	146
Effectiveness of Key Related Programs	146
Appropriateness of Objective 12	149
Review of Implementation Programs for Objective 12 from 2014 Housing Element.....	150

Issue 8. Prioritizing Sustainable Development	153
Effectiveness of Objective 13: Overview	154
Effectiveness of Key Related Programs	154
Appropriateness of Objective 13	156
Review of Implementation Programs for Objective 13 from 2014 Housing Element.....	158
Housing Needs of Special Populations	162
Housing for Seniors and People with Disabilities	162
Housing for Families with Children	162
Housing for People Experiencing or At Risk of Homelessness	163
Housing for Extremely Low and Low-Income Households	163
Housing for Transgender, Non-Binary/Gender Non-Conforming, and LGBTQ+ People	164
Housing for Persons with HIV/AIDS	164

Introduction

As part of the Housing Element update process, California Government Code Sections 65588(a) and (b) require an evaluation of San Francisco's existing Housing Element that was adopted in 2014. The evaluation consists of three sections: 1) an overview of the 2014 Housing Element's goals, objectives, and policies; 2) a summary of San Francisco's housing production during the 2014-2022 reporting period, as well as the City's affordable housing preservation efforts and tenant stabilization programs; and 3) an evaluation of the overall progress and implementation of the Housing Element.

The evaluation includes an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element. By examining past policies and objectives, as well as evaluating the implementation of programs initiated during the reporting period, the Housing Element can illustrate the success and redress challenges posed by policies and objectives that may no longer apply to the current context. An evaluation of the implementation of programs is presented at the end of each Objective.

Progress in Meeting the Regional Housing Needs Allocation (RHNA)

The State Department of Housing and Community Development (HCD) and the Association of Bay Area Governments (ABAG) set San Francisco's fair share of the regional housing need for the 2015 to 2023 reporting period at 28,870 units. The 2014 *Housing Element* suggested that in order for the City to be truly successful in achieving the type and amount of housing targeted by the Regional Housing Needs Allocation (RHNA), a full partnership with the state and region is required. The 2014 Housing Element emphasized the need for state and regional funding to prioritize San Francisco's share of statewide housing and affordability challenges, when allocating funds for affordable housing and public infrastructure to meet RHNA targets.

Table 1 breaks down the final RHNA allocations for San Francisco by the Area Median Income (AMI) of units. According to the allocated targets, Very Low to Moderate-Income housing production altogether (16,333 units) should exceed Above Moderate Housing Production (12,536 units).

Table 1. San Francisco Regional Housing Needs Allocation, 2015 - 2023

	<i>Very Low</i>	<i>Low</i>	<i>Moderate</i>	<i>Above Moderate</i>	<i>Total</i>
Units	6,234	4,639	5,460	12,536	28,869

In accordance with HCD instructions, progress is measured as unit additions authorized for construction (this means unit losses from demolitions or alterations are not included). San Francisco authorized 26,861 units from 2015 to 2021. Table 2 summarizes San Francisco's progress toward RHNA goals for 2015 to 2021 by AMI of units. The unit gain reflects the cumulative efforts of a range of public agency programs and private investment throughout the city. The City is authorizing an average of 2,837 units per year (not including unit losses). If this continues for 2022, San Francisco will have met the overall RHNA target number set for the City. However, the City has fallen significantly short of authorizing and producing the Very Low to Moderate-Income housing (less than 120 percent AMI) RHNA targets. In contrast, authorization and production of Above Moderate-Income housing surpasses its RHNA target. Currently, authorized units for less than 120 percent AMI stand at 8,035 units, compared to 18,826 for Above Moderate AMI, which is 150 percent of the RHNA target for Above Moderate-Income housing.

Table 2. San Francisco Regional Housing Needs Allocation Progress Summary, 2015 – 2021

<i>Household Affordability</i>	<i>Housing Goals</i>	<i>Authorized Units</i>	<i>Deficit</i>	<i>% Progress</i>	<i>Completed Units</i>
Very Low-income (<50% AMI)	6,234	2,688	3,546	43%	2,657
Low-income (50%-80% AMI)	4,639	2,500	2,139	54%	2,317
Moderate Income (80%-120% AMI)	5,460	2,847	2,613	52%	1,817
Above Moderate (> 120% AMI)	12,536	18,826	0	150%	22,220
Total	28,869	26,861	8,298	71%	29,011

*Includes units legalized under Ord. 43-14, and all ADUs.

Source: SF Planning, Authorized Permits

If accounting for the loss of existing units through demolitions, mergers, and conversions, San Francisco produced 25,734 net new units from 2015 to 2021. Table 3 summarizes the number of total net units produced by income levels.

Table 3. San Francisco Units Authorized for Construction, 2015 – 2021¹

<i>Year</i>	<i>Very Low-income</i>	<i>Low-income</i>	<i>Moderate Income – Deed Restricted</i>	<i>Moderate Income – Non Deed Restricted*</i>	<i>Above Moderate</i>	<i>Total Net Units</i>
2015	370	336	83	57	3,237	4,083
2016	427	81	103	143	1,888	2,644
2017	259	447	163	225	3,535	4,629
2018	411	452	72	352	3,300	4,578
2019	309	352	120	565	3,203	4,546
2020	577	439	126	291	1,732	3,161
2021	248	338	220	327	960	2,093
Total	2,601	2,445	887	1,960	17,855	25,734

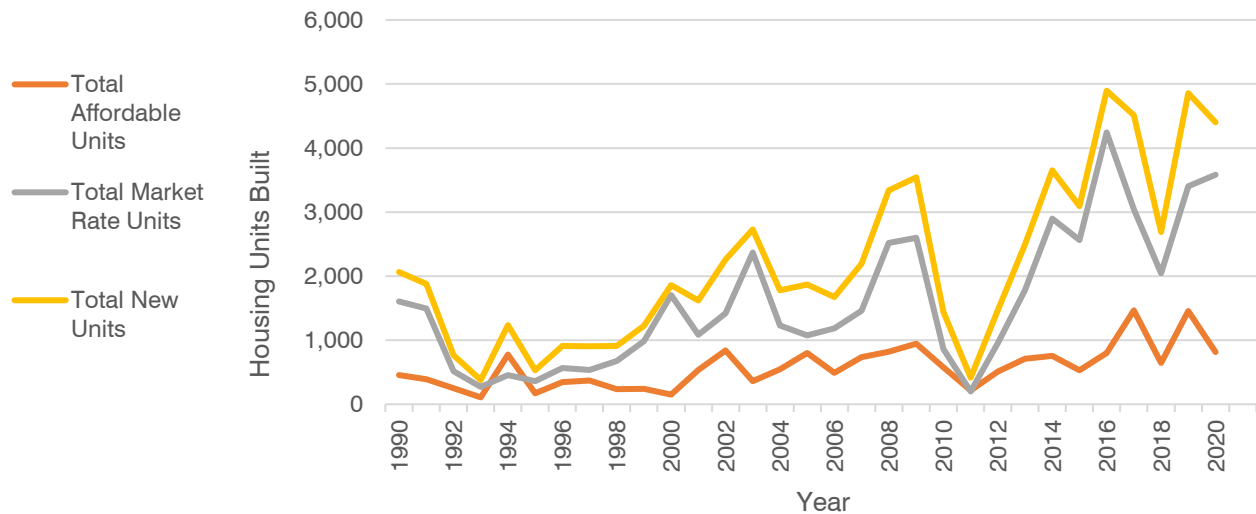
Source: SF Planning, Authorized Permits

Net production grew from an annual average of 1,765 units from 2007 to 2014, to 3,999 units from 2015 to 2021 (Table 4). Net housing production from 2015 to 2021 accounted for 50 percent of housing production from the last 20 years (2002 to 2021). Affordable units produced from 2015 to 2021 (6,791 units) accounted for 23 percent² of total affordable housing production.

¹ Table numbers to be verified

² Percentage to be verified

Figure 1. Housing Production and Affordability, 1990 – 2020



Source: SF Planning Analysis of Department of Building Inspection Data

Units authorized for new construction have also been increasing in recent years after a severe drop during the recession of 2008 to 2009 that also affected production. Alterations to existing buildings have generally yielded about 370 units per year while demolitions have averaged about 90 units per year.

Table 4. Net Housing Units Added and Units Authorized for Construction, 2015 – 2021

Year	Units Authorized for Construction	Units Complete from New Construction	Units Demolished	Units Gained or Lost from Alterations	Net Change in Number of Units
2015	4,083	2,435	25	503	2,913
2016	2,642	4,895	30	212	5,077
2017	4,629	3,954	18	182	4,118
2018	4,587	2,309	53	316	2,572
2019	4,549	4,402	139*	373	4,636
2020	3,165	3,957	352**	438	4,043
2021	2,093	4,081	12	564	4,633
Totals	25,748	26,033	629	2,588	27,992

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

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

Note: Net Change equals Units Completed less Units Demolished plus Units Gained or Lost from Alterations.

The greatest deficiency for the reporting period continues to be in the production of very low-income housing (<50% AMI), where the City achieved just 43 percent of its target. While ADUs account for part of moderate-income housing production, the city fell short of its target (52%). San Francisco Planning's *Affordable Housing Funding, Production, and Preservation* white paper shares that the primary obstacle to

the production of moderate-income housing in high land cost markets such as San Francisco is that local, state, and federal funding targets lower income households, who are at greater financial need. Though moderate-income households can afford higher rents than lower income households, they often cannot afford rents that can pay for the high cost of new development in San Francisco. The Low-Income Housing Tax Credit (LIHTC) program and other state and federal funding sources do not serve moderate-income households. As a result of high costs and lack of state and federal subsidy, production of units affordable at moderate incomes can require more local subsidy to produce than a low-income unit.

San Francisco's affordable housing expenditures are heavily focused on the production and preservation of 100 percent affordable housing projects that serve households earning 80 percent or less of AMI. 100 percent affordable housing represents two thirds of new affordable units built in San Francisco from 2006 to 2018. The City's Inclusionary Housing Program generated one third of new affordable units built in San Francisco since 2006.

On average, the City's Inclusionary Housing Program generated one third of new affordable units built in San Francisco since 2006. The production of inclusionary units picked up in 2011, as the economy recovered from the Great Recession and market rate residential development increased. The city produced an average of 941 affordable units per year from 2015 to 2021, compared to an average 334 units in the 1990s. The other major affordable housing program, 100 percent affordable housing, represented two thirds of affordable units built in San Francisco from 2006 to 2018.

Table 5. New Affordable Housing Construction by Income Level, 2015 - 2021³

<i>Year</i>	<i>Extremely Low-income</i>	<i>Very Low-income</i>	<i>Lower Income</i>	<i>Low Income</i>	<i>Moderate Income</i>	<i>Total Affordable Production</i>	<i>% of Total Production</i>
2015	0	213	0	66	250	529	17%
2016*	120	128	0	364	190	802	16%
2017	0	562	0	221	184	967	23%
2018	45	285	0	251	208	789	29%
2019	0	413	0	506	368	1,287	27%
2020	13	215	0	156	331	715	16%
2021	13	567	0	528	287	1,495	31%
Total	191	2,383	0	2,092	1,818	6,584	24%

Source: SF Planning Department, Mayor's Office of Housing and Community Development

*New Affordable Housing Construction numbers for the year 2016 to be verified

Total affordable production including inclusionary programs since 2015 was 6,584 units, roughly 24 percent of all new housing. Census data shows 15,000 more units added than City data, which may be due to estimate error, may in part be due housing transferred to civilian use in the Presidio and Treasure Island, or may be due to unpermitted units not seen in City data.

³ Table numbers to be verified

Increases in the amount of affordable housing produced and preserved aligns with periods of economic growth and greater funding. Inclusionary housing, funded by market rate developments and included in a mixed income building, has typically provided hundreds of units per year. In addition, the City's inclusionary housing policy generates millions of dollars in funding for 100 percent affordable housing developments through the in-lieu fee payment option. Generally, 100 percent affordable production built with public subsidy tends to contribute more affordable housing annually than inclusionary production, with inclusionary affordable production surpassing 100 percent affordable production in 2015, 2016, and 2020.

Table 6. Affordable Production by Inclusionary and 100% Affordable Status, 2015 - 2021

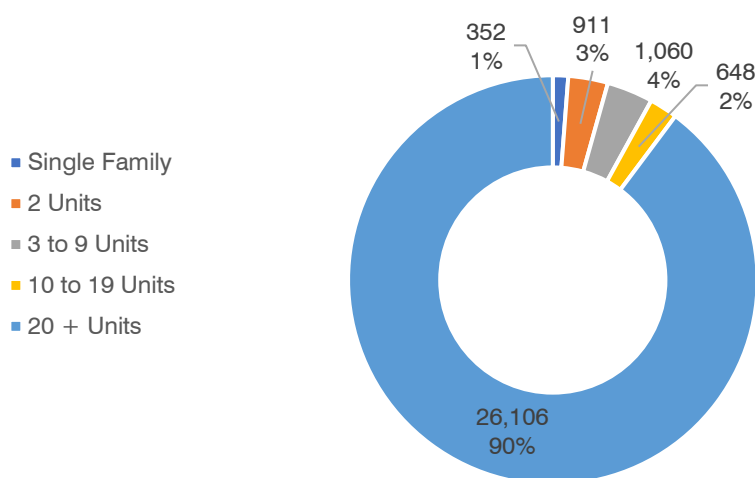
Year	Inclusionary Units	100% Affordable	Total
2015*	286	190	286
2016	449	288	737
2017	421	946	1,367
2018	163	341	504
2019	405	874	1,279
2020	480	208	688
2021	355	855	1,210
TOTAL	2,559	3,702	6,261

Source: SF Planning Department, Mayor's Office of Housing and Community Development

*Affordable Production numbers for the year 2015 to be verified

The significant majority of units build from 2015 to 2021 was in buildings of 20 units or more.

Figure 2. Gross Housing Production by Building Size, 2015 - 2021



Source: SF Planning Analysis of Department of Building Inspection Data

Production by Neighborhood and Zoning Type

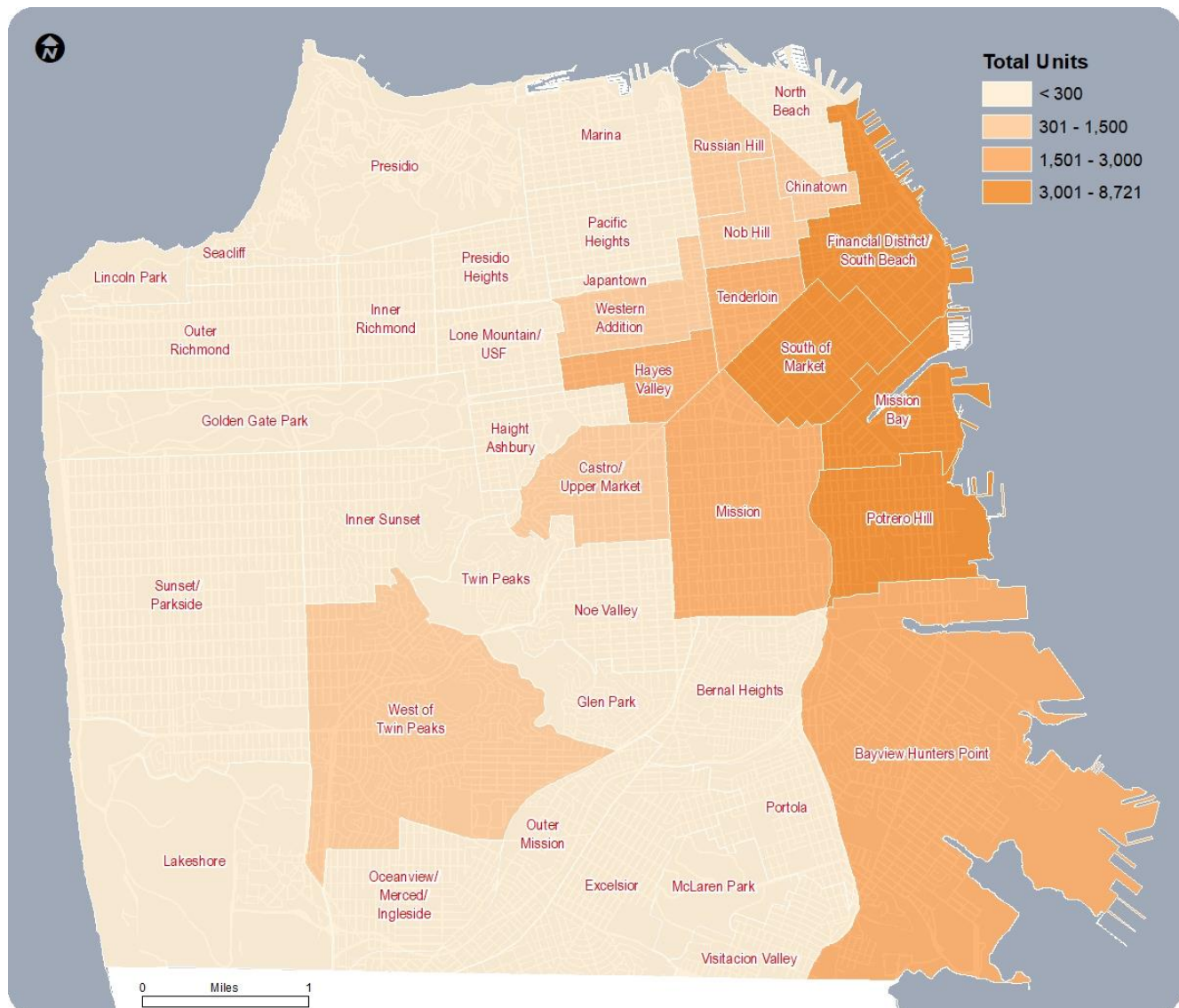
Housing production, both market rate and affordable, has been extraordinarily concentrated in just a few neighborhoods that allow multifamily housing with 85 percent of new housing built in just eight neighborhoods: Downtown/ South beach, SoMa, Mission Bay, Potrero Hill/ Dogpatch, Bayview Hunters Point, the Mission, Tenderloin, and Hayes Valley. These neighborhoods are also where 82 percent of the city's affordable housing has been built. Many of these neighborhoods are also where former rail yards, shipyards, warehouses, industrial sites, or freeway rights of way have fallen into disuse and the city had changed zoning to allow multifamily housing and other uses. Development is more common in these areas in part because multifamily housing is often restricted in many of the city's other residential neighborhoods.

Table 7. New Housing Added by Neighborhood, 2005 - 2019

<i>Analysis Neighborhood</i>	<i>Net Units</i>	<i>Affordable Units</i>	<i>% Total Net Units</i>	<i>% Affordable Units</i>
Financial District/South Beach	8,735	1,098	21%	10%
South of Market	7,008	1,967	17%	18%
Mission Bay	6,526	1,498	16%	14%
Potrero Hill	3,062	288	7%	3%
Bayview Hunters Point	2,654	1,479	6%	14%
Mission	2,463	829	6%	8%
Tenderloin	2,451	1,134	6%	10%
Hayes Valley	2,032	554	5%	5%
Western Addition	986	489	2%	5%
Nob Hill	669	50	2%	0%
All other neighborhoods	4,478	1,430	11%	13%
	41,064	10,816		

Source: 2020 Q4 Housing Completes data

Figure 3. Map of Housing Production by Neighborhood, 2005 – 2019



Source: SF Planning Analysis of Department of Building Inspection Data

The majority of housing production occurs in areas with “form-based” density controls, where rules regarding height and bulk, open space, percentage of multi-bedroom units, and other regulations determine the number of units allowed in a building rather than an absolute limit per lot. San Francisco has created various “form-based” zoning districts, such as Urban Mixed Use (UMU) and Neighborhood Commercial Transit (NCT), in recent decades through area plans. In addition, most of the City’s Downtown commercial, former redevelopment areas, and large site master plan development agreements use form-based zoning rather than restrictions on the number of units per lot or by square footage to determine how many homes can be built. From 2005 to 2019, 79 percent of all housing and 62 percent of affordable housing has been built in form-based districts, including Commercial and Redevelopment areas though these zoning types cover just 17 percent of the City’s total residentially zoned land. In contrast, single family (RH-1) and two family (RH-2) zoning cover nearly 60 percent of the

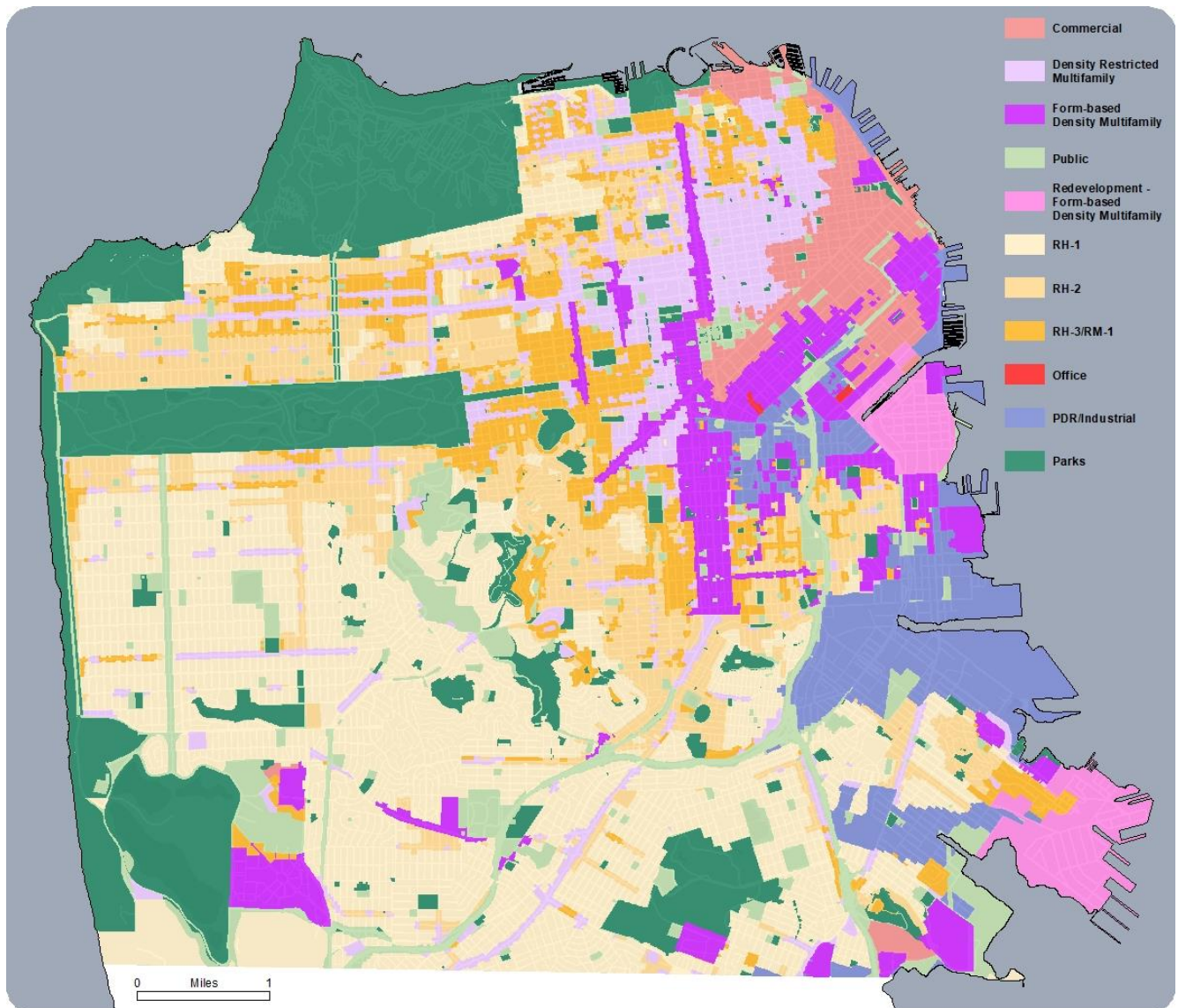
City's residential land and yet just 3 percent of all new housing and 6 percent of affordable housing is built in these areas.

Table 8. Housing Production by Zoning Categories, 2005 - 2019

<i>Zoning Category</i>	<i>Net Units</i>	<i>Affordable Units</i>	<i>% Total Units</i>	<i>% Affordable Units</i>	<i>% Residential Land</i>
Form-based Density Multifamily	18,218	3,649	44%	34%	7%
Commercial	8,842	1,851	22%	17%	5%
Redevelopment - Form-based Density Multifamily	5,244	1,140	13%	11%	5%
Density Restricted Multifamily	4,532	1,862	11%	17%	12%
RH-3/RM-1	1,769	940	4%	9%	11%
RH-2	932	540	2%	5%	18%
RH-1	244	62	1%	1%	41%
PDR/Industrial	750	413	2%	4%	0%
Public	533	359	1%	3%	0%
Total	41,064	10,816			

Source: DataSF "Housing Inventory Data" dataset

Figure 4. Map of San Francisco Zoning



Source: SF Planning

Review of the 2014 Housing Element Objectives, Policies and Programs

The 2014 *Housing Element* placed greater emphasis on meeting housing demand as employment opportunities increased and affordable housing for extremely low, very low-, low-, and moderate-income households. The City's housing values shared in the 2014 Housing Element were to 1) Prioritize permanently affordable housing; 2) Recognize and preserve neighborhood character; 3) Integrate planning of housing, jobs, transportation, and infrastructure, and 4) Cultivate the city as a sustainable model of development.

The following summary of past objectives and policies is organized by the eight issues identified in the 2014 Housing Element:

Issue 1. Adequate Sites

Issue 2. Conserve and Improve Existing Stock

Issue 3. Equal Housing Opportunities

Issue 4. Facilitate Permanently Affordable Housing

Issue 5. Remove Constraints to the Construction and Rehabilitation of Housing

Issue 6: Maintain the Unique and Diverse Character of San Francisco's Neighborhoods

Issue 7: Balance Housing Construction and Community Infrastructure

Issue 8: Prioritizing Sustainable Development.

Some policies and programs specifically address the housing needs of special populations. These populations include Extremely Low-income and Very Low-Income Households, Families with Children and Large Families, Persons with HIV/AIDS and Terminally Ill Patients, Students, Transgender and LGBTQ+ People, Immigrants and Linguistically Isolated People, Elderly/Seniors, People Experiencing and At-Risk of Homelessness, Persons with Disabilities (including Developmental Disabilities). Programs that address the housing needs of special needs populations are indicated as such in the program's description of effectiveness.

Issue 1.

Adequate Sites

The Adequate Site issue area details San Francisco's strategy for increasing the overall net supply of housing. Production of new housing and increasing density of development was the primary strategy.

OBJECTIVE 1: IDENTIFY AND MAKE AVAILABLE FOR DEVELOPMENT ADEQUATE SITES TO MEET THE CITY’S HOUSING NEEDS, ESPECIALLY PERMANENTLY AFFORDABLE HOUSING.

Policy 1.1 Plan for the full range of housing needs in the City and County of San Francisco, especially affordable housing.

Policy 1.2 Focus housing growth and the infrastructure necessary to support growth according to community plans. Complete planning underway in key opportunity areas such as Treasure Island, Candlestick Park and Hunter's Point Shipyard.

Policy 1.3 Work proactively to identify and secure opportunity sites for permanently affordable housing.

Policy 1.4 Ensure community-based planning processes are used to generate changes to land use controls.

Policy 1.5 Consider secondary units in community planning processes where there is neighborhood support and when other neighborhood goals can be achieved, especially if that housing is made permanently affordable to lower-income households.

Policy 1.6 Consider greater flexibility in number and size of units within established building envelopes in community-based planning processes, especially if it can increase the number of affordable units in multi-family structures.

Policy 1.7 Consider public health objectives when designating and promoting housing development sites.

Policy 1.8 Promote mixed use development, and include housing, particularly permanently affordable housing, in new commercial, institutional, or other single use development projects.

Policy 1.9 Require new commercial developments and higher educational institutions to meet the housing demand they generate, particularly the need for affordable housing for lower income workers and students.

Policy 1.10 Support new housing projects, especially affordable housing, where households can easily rely on public transportation, walking and bicycling for the majority of daily trips.

Effectiveness of Objective 1: Overview

During the 2014-2022 cycle, San Francisco pursued rezoning through community plans such as Central SoMA and Market Octavia Amendments (see below for further detail). Housing growth continued to focus within Area Plans, and development agreements primarily on the east side of the city. The City also overhauled policies such as allowing Accessory Dwelling Units and making those controls flexible both for multi-family buildings and in low-density and single-family zoning districts. A local program for implementing State density bonus program, called HOME SF was also passed. San Francisco's ADU

program as well as HOME SF program were used to model expanded state legislation on ADUs and density bonuses adopted throughout California. The City also pursued 100 percent affordable housing projects on Public Land as well as purchasing privately owned sites. As described in the RHNA progress above, these efforts still did not help with fully achieving the city's affordable housing targets, mostly due to lack of funding compared to increasing costs of construction, rather than adequacy of site capacity. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Major Area Plans and Projects, and Development Agreements

There were numerous area plans, community plans, and development agreements that were adopted prior to and during the 2014 – 2022 reporting period. The resulting plans and rezoning in these areas increase housing capacity for the neighborhoods and the City. As shown in Table 9 below, 38,624 new units are in the pipeline for projects that are under a Development Agreement, nine of which were approved during the 2014-2022 period, and 8,608 of the total units designated as affordable. Table 10 shows that 19,027 units were completed under specific area plans between 2014 and 2020.

Table 9. Pipeline of Entitled Projects, 2020–Q3

<i>Development Agreement/Project Name</i>	<i>Net Units</i>	<i>Affordable Units</i>
Candlestick Park Hunters Point Shipyard Phase II (amended in 2018)	10,007	2,833
Treasure Island	7,676	1,800
Parkmerced	5,679	1,538
Potrero Power Station (approved in 2020)	2,601	780
Pier 70 (approved in 2018)	1,875	600
India Basin (approved in 2019)	1,575	394
Schlage Lock	1,450	123
Hunters Point Shipyard Phase I	1,328	0
Mission Rock (approved in 2018)	1,327	526
Balboa Reservoir (approved in 2020)	1,100	650
Potrero HOPE SF (approved in 2017)	837	313
Sunnydale HOPE SF (approved in 2017)	775	307
3333 California Street (approved in 2019)	744	185
5M (approved in 2015)	688	91
Plumbers Union	579	254
Trinity Plaza	501	74
Mission Bay	293	292
Grand Total	38,624	8,608

Source: Department of Building Inspection (DBI)

Since 2014, the City has adopted the Central SoMa Plan and the Market & Octavia Area Plan Amendments. These plans seek to capitalize on each area's unique assets for current and future residents and strengthen neighborhoods by encouraging new housing in transit-rich areas where neighborhood shops and services are concentrated.

The Central SoMa Plan's goals include space for 32,000 new jobs, 8,800 new housing units (33 percent affordable), transit and public infrastructure improvements, environmental sustainability, and funding for cultural preservation and community services.

The Market & Octavia Area Plan Amendment (also known as "The Hub"), amended the existing Market and Octavia Area Plan to generate more housing and affordable housing units, develop and coordinate designs for streets and alleys, and update the Market and Octavia Community Improvements Neighborhood program with specific infrastructure projects in the Hub area. Housing allowed in the area increased from 8,070 new housing units to 9,710 new housing units following the amendment, a total of 1,640 additional units with 434 affordable units.

The vast majority of new housing development, including affordable housing, is built within areas where an area plan has been adopted as called for in the policies under Objective 1 of the 2014 Housing Element (Policy 1.2). These plans often included changes to zoning to allow more housing. Area plans cover about 24 percent of the city's residential land but nearly 73 percent of all housing and 74 percent of affordable housing in recent years has been built within these plan areas. Area plans allow the Planning Department to work with communities, elected officials, and other city agencies to develop a vision for the long-term growth and evolution of an area including infrastructure, housing, and other key considerations. Area plans have typically involved both zoning changes and General Plan amendments, and master development plans involve both legislative amendments as well as contracts. All of these steps require approval of both the Planning Commission and the Board of Supervisors.

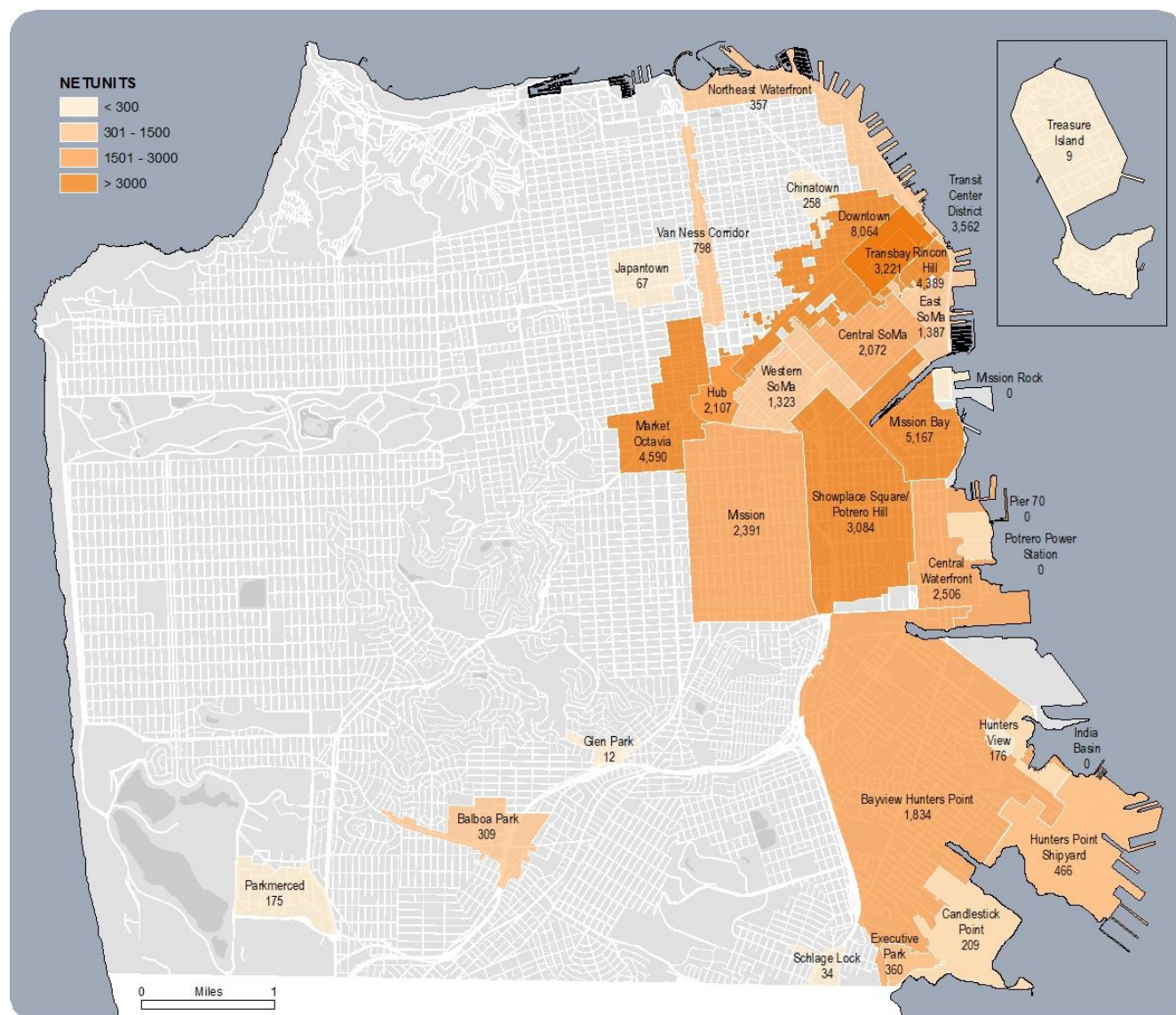
Table 10. Housing Production by Area Plans, 2015 – 2020

<i>Area Plan</i>	<i>Units Produced 2014 – 2020</i>	<i>Est. Net Total Units</i>	<i>Affordable Units</i>	<i>% Total Units</i>	<i>% Affordable Units</i>
Balboa Park (BN)	123	305	99	1%	1%
Bayview Hunters Point	1,152	2,069	1,356	5%	13%
Central SoMa	977	1,857	283	5%	3%
Central Waterfront (EN)	2,063	2,172	283	5%	3%
Chinatown	114	257	213	1%	2%
Civic Center			-		
Downtown	4,022	5,684	1,432	14%	13%
East SoMa (EN)	178	1,347	334	3%	3%
Glen Park	(1)	12	2	0%	0%
Hunters Point Shipyard			-		
Market and Octavia	2,425	3,959	1,023	10%	9%
Mission (EN)	1,127	1,975	692	5%	6%
Mission Bay	2,912	5,684	1,185	13%	11%
Northeast Waterfront	112	304	97	1%	1%
Rincon Hill			-		
Showplace Square/Potrero Hill (EN)	2,509	2,539	546	6%	5%
Treasure Island/Yerba Buena Island	9	9	-	0%	0%
Van Ness Corridor	448	755	66	2%	1%
Western Shoreline			-		
Western SoMa (EN)	857	1,196	460	3%	4%
Area Plan Total	19,027	30,124	8,071	73%	74%
Rest of the San Francisco	-	11,248	2,858	27%	26%

Source: DataSF "Housing Inventory Data" dataset

Note: Figures for "Market Octavia/Downtown" were folded into Market Octavia. Figures for Central SoMa/Downtown were folded into Central SoMa.

Figure 5. Housing Production by Area Plans



Source: SF Planning Department

Public Land for Housing

During the 2014-2022 reporting period, San Francisco prioritized public land for housing development. Driven by Policy 1.3, the City established an inter-agency working group in 2014, comprised of the Office of Economic and Workforce Development (OEWD), Planning Department, Municipal Transportation Agency (SFMTA), Public Utilities Commission (SFPUC), Mayor's Office, Mayor's Office of Housing and Community Development (MOHCD) and the Real Estate Division, to help San Francisco address some of its most pressing issues such as housing, transportation, and neighborhood sustainability and resiliency through the re-utilization of selected City-owned properties that have useful characteristics to maximize their use and opportunities for public benefit. The goal is to maintain coordinated development

through community and stakeholder engagement, provide a range of public benefits and innovative strategies that extend beyond the sites themselves, all while still ensuring that owner agencies can further their core missions. San Francisco will continue to identify its public lands that are suitable for housing development as a strategy to help meet its housing needs. Table 11 listed preliminary projects that have been listed under the Public Land for Housing program.

Table 11. Development Projects Under the Public Land for Housing Program

<i>Site/Project Name</i>	<i>Total Estimated New Units</i>	<i>Estimated New Affordable Units</i>	<i>Public Agency</i>
UCSF Parnassus Heights	1,263	1,008	University of California, San Francisco
Mission Rock	1,200	480	Port of San Francisco
Balboa Reservoir	1,100	550	San Francisco Public Utilities Commission
Pier 70	1,100 – 2,150	320	Port of San Francisco
88 Broadway	178	178	Port of San Francisco
La Fénix at 1950 Mission Street	157	157	San Francisco Unified School District
Francis Scott Key Annex Educator Housing	136	136	San Francisco Unified School District
Balboa Upper Yard	131	131	San Francisco Municipal Transit Agency and Bay Area Rapid Transit
4 th and Folsom	71	71	San Francisco Municipal Transit Agency
Potrero Yard*	560	280	San Francisco Municipal Transit Agency
Seawall Lot 330*	850	212	Port of San Francisco

*Proposed and not yet approved

Surplus Public Land

In 2004, San Francisco adopted the Surplus City Property Ordinance to require that surplus public land be identified and evaluated to develop housing for people that are homeless and persons earning 20 percent AMI. The ordinance also established a 13-member Citizens Advisory Committee to recommend property that should be determined to be surplus, property that is suitable for disposition for the purpose of directly assisting people who are homeless, and if surplus land should be sold to raise money for affordable housing development. These actions are supported by Policy 1.3.

In 2015, San Francisco Voters passed Proposition K to streamline the process of identifying surplus public land that could be used for affordable housing and expand the target income levels of housing developments allowed on surplus public lands. Proposition K would allow units built on surplus public land to those with incomes one and a half times the median income or larger. Proposition K also enables the City to require that 15 percent of units be made affordable to those earning 55 percent AMI and 18 percent of units be affordable to those with incomes equal to or less than 120 percent AMI for any developments that were built on sold surplus public land. Several other provisions are included to facilitate the city's prioritization of affordable housing on surplus public land.

The Surplus Land Program has received some criticism by housing advocates stating that the list of properties provided to the public has been very limited and that City is not utilizing the program to its full capacity. Under the program, certain local government agencies are exempt from reporting on its portfolio of surplus land. High development costs and lack of available funding for City agencies like the Mayor's Office of Housing and Community Development present challenges for the City to build affordable housing on surplus public land. In the 2018 list of San Francisco's Surplus Property released by the Real Estate Division, all three properties were reviewed by MOHCD deemed unsuitable for housing.

Table 12 lists the properties within MOHCD's portfolio that occupy surplus public and new affordable units that have been planned, currently in the pipeline, under construction or that have been completed.

Table 12. Properties within SF MOHCD's Portfolio on Surplus Public Land since 2014

<i>Project/Site Location</i>	<i>Total New Affordable Units</i>	<i>New MOHCD-Funded Affordable Units</i>	<i>Public Agency</i>
Planned			
Laguna Hospital	140	140	San Francisco Public Health Department
Moscone Garage	100	100	San Francisco Office of Community Investment and Infrastructure
Potrero Yard	100	100	San Francisco Municipal Transit Agency
Pipeline			
Parcels R, S & U (Central Freeway)	64	64	San Francisco Department of Public Works
1530 43 rd Ave (Francis Scott Key Annex)	136	136	San Francisco Unified School District
482 Geneva Ave (Balboa Park Upper Yard)	131	131	San Francisco Municipal Transit Agency and Bay Area Rapid Transit
266 4th St	71	70	San Francisco Municipal Transit Agency
Balboa Reservoir	550	100	San Francisco Public Utilities Commission
Under Construction			
1190 4 th St	150	150	Insufficient Data
280 Beale St	69	69	CalTrans
255 Fremont	119	119	CalTrans
88 Broadway	125	125	Port of San Francisco
735 Davis St	53	53	Port of San Francisco
1068 Mission St	256	256	Insufficient Data
Treasure Island	1,474	1,474	San Francisco Office of Community Investment and Infrastructure
HOPE SF			
Alice Griffith	248	0	San Francisco Housing Authority
Hunters View	119	72	San Francisco Housing Authority

<i>Project/Site Location</i>	<i>Total New Affordable Units</i>	<i>New MOHCD-Funded Affordable Units</i>	<i>Public Agency</i>
Potrero Annex and Terrance	385	155	San Francisco Housing Authority
Sunnydale-Velasco	269	229	San Francisco Housing Authority
Completed			
255 Broadway	74	74	San Francisco Office of Community Investment and Infrastructure
1100 Ocean Ave	70	70	San Francisco Department of Public Works
588 Mission Bay Blvd North	198	198	Insufficient Data
La Fénix at 1950 Mission St	157	157	San Francisco Unified School District
2060 Folsom St	127	127	Insufficient Data

State Density Bonus Program

The State's Density Bonus (SDB) Law grants increases in density, incentives/concessions, and waivers from development standards in exchange for providing affordable housing on site (Policy 1.6). Because housing development projects of 10 units or more are required to provide affordable housing through the inclusionary housing program, more developments have taken advantage of SDB to add more units or expand the height or bulk of a development in exchange for the affordable housing they provide. Over 55 projects with over 6,000 total units and 1,851 affordable units have proposed to use SDB and 10 projects have received building permits. 100 percent affordable housing developments have also used SDB to add units and increase the size of the affordable development. The SDB Law provides a density bonus specifically for 100 percent affordable housing projects, which allows for three stories of height above the height limit, decontrolled density, four incentives/concessions and unlimited waivers from development standards.

Accessory Dwelling Units

In 2014 San Francisco kicked off a series of changes in local control that fully reversed the City's position in adding ADUs as well as unauthorized units. As called for in Policy 1.5, the City moved from not allowing ADUs and calling for removal unauthorized units to encouraging ADUs in many different ways and prohibiting removal of unauthorized units except in specific health and safety circumstances. San Francisco has passed and adopted numerous ordinances to increase housing capacity by allowing additional on-site units in existing residential structures. In 2014 the Board of Supervisors passed several pieces of legislation around Accessory Dwelling Units (ADUs). One ordinance, approved in April 2014, waives some restrictions for homeowners in and around the Castro Neighborhood Commercial District who wish to add a dwelling unit within the existing building envelope. Another, passed soon after, created an amnesty program for illegal dwelling units that were created before January 1, 2013.

In 2016, the Planning Code was amended to allow San Francisco's Accessory Dwelling Unit Program to be applied citywide in areas that allow residential use. The program also reduces some Planning Code requirements to make it possible for property owners to add ADUs. On August 31, 2018, Mayor London Breed issued Executive Directive 18-01 to accelerate the approval of ADUs.

This has expanded the ability of property owners to add accessory dwelling units (ADUs) to existing residential properties, resulting in hundreds of additional homes and a few thousand in the pipeline. Although the Accessory Dwelling Unit Program has added to the City's housing stock, there remains challenges to its full potential. Homeowners of single-family homes are offered financial incentives to construct ADUs, especially if the unit is kept equal to or less than 120 percent AMI. However, recent data suggests that owners of single-family homes are not accessing these incentives. The City can study why these owners are not accessing the financial incentives to build ADUs. For example, the City can examine if qualification requirements pose a barrier for owners of single-family homes. Table 13 illustrates the number of ADUs that were filed, approved, and completed from 2015-2020.

District 4 Supervisor Gordon Mar, SF Planning, and ASIAN, Inc. are partnering on a pilot ADU program, intended to provide incentives and encourage the adding of ADUs in the Sunset District as an affordable source of housing. Residents of District 4 are eligible to apply for technical assistance to assess the potential of adding an ADU to their property.

Table 13: Accessory Dwelling Units (ADUs), 2015 – 2021

	2015	2016	2017	2018	2019	2020	2021	Grand Total
<i>Filed</i>	1	39	133	141	273	630	166	1,383
<i>Approved</i>	10	9	67	223	457	205	164	1,135
<i>Completed</i>	1	4	20	82	166	126	204	603

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

Inclusionary Housing Program

In 1992, the Planning Commission adopted guidelines for applying the City's Inclusionary Affordable Housing Policy, planning for a full range of housing needs as called for in Policy 1.1. This policy required housing projects with 10 or more units that seek a Conditional Use (CU) permit or Planned Unit Development (PUD) to set aside a minimum of 10 percent of their units as affordable units. In 2002, the Board of Supervisors legislated these guidelines into law and expanded the requirement to all projects with 10 or more units. In condominium developments, the inclusionary affordable ownership units would be available to households earning up to 100 percent of the Area Median Income (AMI); below market inclusionary rental units are affordable to households earning 60 percent or less of AMI. If a housing project required a conditional use permit, then 12 percent of the units would need to be made available at the same levels of affordability.

In 2006, the inclusionary requirements were increased to 15 percent if units were constructed on-site, and to 20 percent if constructed off-site and is applicable to projects of five units or more. In 2013, the inclusionary requirements were changed back to projects with 10 or more units and the on-site requirement went back down to 12 percent. In August 2017, the inclusionary requirements were changed to 12 percent of on-site units for projects with 10 to 24 units, and 18 percent on-site for rental projects with 25 units or more and 20 percent on-site for ownership projects with 25 units or more.

The 405 inclusionary units built in 2019 represented a 149 percent increase from the 163 inclusionary units that were built in 2018. The number of inclusionary housing units built in 2019 is also 17 percent above than the five-year annual average of 345 units. The total number of inclusionary units that constructed from 2015-2019 was 1,724.

For projects within the Mission Planning Area, North of Market Residential SUD (Tenderloin), and SoMa NCT (6th Street), the inclusionary requirements are as follows: 25 percent on-site for rental, 27 percent on-site for ownership in projects with 25 or more units. These increases apply to new projects without an environmental evaluation initial study on or after January 12, 2016.

Local 100% Affordable Housing Bonus Program (AHBP)

In 2016, San Francisco established the 100% Affordable Housing Bonus Program (AHBP). In addition to other local density bonus program and bonus programs offered by the state of California, the AHBP includes special incentives for 100 percent affordable housing developments. These incentives include allowing up to 3 stories above the existing height limits and extended entitlements of up to 10 years. This opportunity to increase flexibility in number of units for the project meets Policy 1.6. The AHBP applies to multiple zoning areas except for RH-1 (parcels with one housing unit per lot in Residential, House Character Districts) and RH-2 (parcels with two housing units per lot in Residential, House Character Districts). Certain area plans are also excluded from the local AHBP as they have recently adopted comprehensive plans.

Housing Opportunities Mean Equity - San Francisco (HOME-SF)

In 2017, San Francisco passed legislation establishing HOME-SF, one of the City's local density bonus programs and meets the intent of Policy 1.6. HOME-SF applies only in areas where multifamily housing is allowed but the number of units is restricted by density limits including RH-3, RM, and NCD zoning districts. In exchange for lifting density restrictions, projects are required to provide more affordable housing than they otherwise would under local inclusionary housing requirements. Projects can also add more stories to the project in exchange for additional affordable units. So far 21 HOME-SF projects have been proposed with 686 total units and 177 affordable units.

In 2018, HOME-SF was modified to include a provision that requires HOME-SF projects to receive a site or building permit within 36 months of receiving entitlements. HOME-SF is an optional program for developers constructing mixed-income in certain areas of San Francisco.

Rezoning Neighborhood Commercial (NC) Districts

Since 2014, the City has adopted new programs and zoning districts to increase the density allowed on a lot. HOME-SF and the rezoning of Neighborhood Commercial (NC) districts to Neighborhood Commercial Transit (NCT) districts support Policy 1.10. HOME-SF and NCT districts regular the number of units by height/bulk, open space, setback, and exposure requirements as opposed to regulating by the area of the lot. This program meets the intent of Policies 1.6, 1.8, and 1.10.

In 2015, the Divisadero Street Neighborhood Commercial (NC) District and Fillmore Street Neighborhood Commercial District were both rezoned the Neighborhood Commercial Transit Districts. This rezoning removed density limits for the zoning districts. The Planning Commission had found that rezoning would

allow for greater density along major transit corridors in the city and help the City meet its current and future housing demands.

Institutional Master Plans

The City requires that large institutions create Institutional Master Plans (IMPs) whose purpose are to provide the public with information regarding institutional operations including future expansion, construction, and property acquisition. This supports Policy 1.9. Although IMPs are informational only and do not explicitly require that institutions provide housing for its students or workers, the process has directly contributed to increasing the amount of housing large institutions must plan to accommodate demand.

During the 2014-2022 reporting period, there were 14 IMPs completed and 6 updates to existing IMPs. The following institutions included student housing components in their planned, under construction, or completed IMPs:

- Academy of Art University – 1,807 beds
- California College of the Arts – 990 beds
- Golden Gate University – 0 Beds (Mentions a need for student housing but currently does not have housing available for students)
- San Francisco Art Institute – 560 beds
- San Francisco Conservatory of Music – 420 beds
- San Francisco State University – Net increase of 500 Beds
- University of California, Hastings College of the Law – net increase of 252-770 units
- University of California, San Francisco – Net Increase of 1,263 units
- University of San Francisco – Net Increase of 606 beds
- University of the Pacific, Arthur A. Dugoni School of Dentistry – 0 beds (Mentions a need for student housing but currently does not have housing available for students)

Inclusionary Housing Program

The City's Inclusionary Affordable Housing Policy helps facilitate permanently affordable housing in new developments, increasing housing opportunities for a range of needs (Policy 1.1). The inclusionary requirements increase every few years. Currently, the requirements are set at 12 percent of on-site units for projects with 10 to 24 units, 18 percent on-site for rental projects with 25 units or more, and 20 percent on-site for ownership projects with 25 units or more.

Read more about the Inclusionary Housing Program and its progress as a key related program listed for Objective 4.

Appropriateness of Objective 1

Objective 1 and its underlying policies reinforced concentration of housing growth on the east side of the city, which are also areas with the highest concentration of low-income and communities of color. This Objective directed an inequitable distribution of growth in the city, away from areas with high quality

parks, neighborhood resources, neighborhoods with higher-income residents. This growth pattern left the burdens and pressures of change only in certain neighborhoods, and on low-income households of color. Modifications to these policies are needed to identify adequate sites in historically exclusionary areas of San Francisco to be equal to that of areas historically carrying the weight of housing production in the city. In addition, policies should be modified to direct the City, and the State, to pursue significant funding increases to support building permanently affordable housing either on publicly owned land or non-profit ownership of land.

Review of Implementation Programs for Objective 1 from 2014 Housing Element

<i>Name of Program</i> 1	Planning staff shall provide data to the Planning Commission through the Quarterly Residential Pipeline Dashboard on the expected unit type and income level of any proposed projects or area plans under review, the cumulative ratio of affordable and inclusionary housing to market rate housing, including how such units would address the City's fair share of the Regional Housing Needs. The Department will work to include information about new jobs created in the city by wage. The Department will also summarize available sales price data for new housing as a part of the Quarterly Residential Pipeline Dashboard to help the Planning Commission, planning staff and the public understand trends in housing prices of new construction.
<i>Effectiveness</i>	Staff includes a table in each commission approved case report indicating projects approved relative to RHNA targets. The Department updates this data on a quarterly basis in coordination with the quarterly pipeline report.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i> 2	Planning shall continue to make data on housing production available to the public through the annual Housing Inventory, including breaking out housing production trends by income level for all Planning Districts and adopted Area Plans, and increase its notification and distribution to neighborhood organizations.
<i>Effectiveness</i>	The Planning Department releases the Housing Inventory on an annual basis. The report is posted to the department's website [https://sfplanning.org/project/housing-inventory] and hard copies are distributed to public libraries and other interested parties.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Maintain in annual work program
<i>Schedule</i>	Continue existing efforts

Name of Program	All agencies subject to the Surplus Property shall annually report surplus property to the DRE/Assessor's Office, for use by MOH in land evaluation. MOH shall continue evaluating surplus publicly-owned land for affordable housing development potential. To the extent that land is not suitable for development, MOH shall sell surplus property and use the proceeds for affordable housing development for homeless people consistent with the Surplus Property Ordinance (this should all be together and mirror the ordinance).
3	
Effectiveness	A Budget and Legislative Analyst's Office report completed in Spring 2012 at the request of Supervisor Mark Farrell, found that required annual surplus property reports have not been prepared since 2007. The same report inventoried city-owned properties from ten City departments, finding just two of the 15 properties transferred to MOHCD for affordable housing were being used for that purpose. A subsequent Civil Grand Jury report similarly concluded that publicly-owned surplus properties were not being optimized and issued a set of recommendations for putting them towards greater use. In the 2018 list of San Francisco's Surplus Property, all three properties were reviewed by MOHCD deemed unsuitable for housing. The Real Estate Division monitors Surplus City-Owned property: http://civilgrandjury.sfgov.org/2012_2013/Optimizing_Use_of_Publicly-Owned_Real_Estate_5-29-13-3.pdf and https://sfgov.org/ccsfqsa/realestate/documents .
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

Name of Program	MOH shall continue to actively pursue surplus or underused publicly-owned land for housing potential, working with agencies not subject to the Surplus Property Ordinance such as the SFPUC, SFUSD and MTA to identify site opportunities early and quickly. City agencies shall continue to survey their properties for affordable housing opportunities or joint use potential, and OEWD and MOH will establish a Public Sites Program that will assist in identifying opportunity sites and priorities for affordable housing development.
4	
Effectiveness	The Planning Department, in coordination with OEWD, SFMTA and a number of other City agencies, is currently developing an inter-agency working group to holistically address public site development throughout the city. For more information: http://commissions.sfplanning.org/cpcpackets/Public_Sites_Framework.pdf . A number of affordable housing projects have resulted from the Public Lands for Housing Program: Balboa Reservoir, 4th and Folsom (266 4th Street), 1950 Mission Street, and Balboa Park Station Upper Yard.
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

Name of Program 5	Consistent with the SFMTA's Climate Action Plan, MTA shall continue Transit-Oriented Development efforts, including identifying large MTA sites (rail, storage and maintenance yards) that can serve as potential housing sites and working with MOH and the private sector towards their development.
Effectiveness	Construction on the Phelan Loop & Public Plaza, a large SFMTA site that will soon feature a 72-unit affordable housing development, was completed in Fall 2012 SFMTA's 'Real Estate and Facilities Vision for the 21st Century' report, published January 15, 2013, identifies three priority sites for TOD potential: Presidio South, Upper Yard and Potrero. The Upper Yard broke ground in October 2020 for a 100 percent affordable housing development. SFMTA launched planning for modernization and development of Potrero Yard in 2018. https://www.sfmta.com/sites/default/files/The%20SFMTA%E2%80%99s%20Real%20Estate%20and%20Facilities%20Vision%20for%20the%2021st%20Century_0.pdf
Appropriateness	Modify. Continue the program to identify large MTA sites that can serve as potential housing sites, working with MOHCD and private sector towards their development, and direct the City and State to pursue significant funding increases to support building permanently affordable housing on these sites.
Lead Agency	Municipal Transportation Authority
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 6	To further smaller scale TOD opportunities, Planning and MTA shall evaluate smaller surplus MTA-owned sites (typically surface parking lots) and identify barriers towards their redevelopment, such as Planning Code issues, neighborhood parking needs and community sentiment.
Effectiveness	SFMTA's 'Real Estate and Facilities Vision for the 21st Century' report, published January 15, 2013, identifies and analyzes the agency's smaller surplus properties for potential development.
Appropriateness	Modify. Continue the program to support housing opportunities on surplus publicly-owned sites, and direct the City and State to pursue significant funding increases to support building permanent affordable housing on sites.
Lead Agency	Municipal Transportation Authority, Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 7	The Office of Community Investment and Infrastructure (OCII) continues its efforts in former redevelopment areas as planned.
Effectiveness	SFRA has been disbanded as of March 1, 2012. The Office of Community Investment and Infrastructure, the successor agency, continues to work with MOHCD to provide affordable housing in former redevelopment areas and produces an Annual Housing Production Report. https://sfocii.org/annual-housing-production-report
Appropriateness	Continue. The HE update may consider including specific policies and actions that support the implementation of OCII's efforts.
Lead Agency	Office of Community Investment and Infrastructure
Funding Source	Maintain in annual work program
Schedule	Continue existing efforts

<i>Name of Program</i>	Planning, OCII and MOEWD shall implement long range processes.
8	
<i>Effectiveness</i>	<p>The Central SoMa Plan, which was completed in 2018, is expected to deliver nearly 16 million square feet for new housing and jobs, over \$2B in public benefits, including: 33 percent affordable housing, \$500M for transit, substantial improvements to open space, streets, and environmental sustainability, and funding for cultural preservation and community services.</p> <p>Over the past reporting period, these other following projects have been completed: Candlestick/Hunters Point Shipyard, Japantown, Glen Park, Parkmerced Transbay</p> <p>Much of the resulting housing growth has been concentrated on the city's east side, placing pressures of change only in certain neighborhoods and on low-income households of color.</p>
<i>Appropriateness</i>	Modify. City agencies should implement long range plans, as opposed to processes. The HE update may also consider including specific policies and actions that support the implementation of Planning, OCII, and OEWD's long range processes. These plans should also be modified to: 1) identify adequate sites in historically exclusionary areas of fSan Francisco to be equal to that of areas historically carrying the weight of housing production in the city, and 2) direct the City and State to pursue significant funding increases to support permanently affordable housing either on publicly owned land or non-profit ownership of land.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Maintain in annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	Planning shall publish its work program annually, citing all community planning processes that are to be initiated or are underway. This annual work program shall be located on the Department's website after it is adopted by the Board of Supervisors.
9	
<i>Effectiveness</i>	<p>In addition to publishing the annual work program, the Department has posted a complete list of all of its active plans and projects, which can be found here: https://sfplanning.org/community-planning</p> <p>For the latest report, please see: https://commissions.sfplanning.org/cpcpackets/FY2022%20PC%20Budget%20Presentation%2006.11.20.pdf</p>
<i>Appropriateness</i>	Modify. This continues to be an ongoing program for the Planning Department. To deepen this work, consider language that centers work program and housing around racial and social equity.
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Stonestown, Freedom West, Treasure Island Job Corps, Railyards, Plaza East
<i>Schedule</i>	Ongoing

Name of Program 10	At the initiation of any community planning process, the Planning Department shall notify all neighborhood organizations who have registered with the Planning Department on its Neighborhood Organization List and make continued outreach efforts with all established neighborhood and interest groups in that area of the city.
Effectiveness	The Department's Communications staff maintains a complete and up-to-date list of neighborhood organizations throughout the city. For more information: https://sfplanning.org/resource/neighborhood-group-organizations
Appropriateness	Modify. Continue this process and consider strengthening the outreach by including language to suggest additional outreach opportunities beyond the Neighborhood Organization List and emphasizing a process of racial and social equity.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 11	At the conclusion of any community planning process, the Planning Commission shall ensure that the community project's planning process has entailed substantial public involvement before approving any changes to land use policies and controls.
Effectiveness	The Planning Commission continues to hear public comment on projects and make decisions based on a project's level of public involvement. For a recent example, see the Mission Action Plan 2020 (MAP2020), which includes specific reference to the project's extensive public process, as well as the written support the document received from local stakeholders. https://sfplanning.org/project/mission-action-plan-2020
Appropriateness	Modify. Consider including metrics or specific language for to determine the threshold level of "substantial public involvement" and adding an emphasis on racial and social equity in public involvement.
Lead Agency	Planning Commission
Funding Source	Annual work program (part of outreach for community planning process budget)
Schedule	Implement at the beginning of every community planning process.

Name of Program 12	A Planning shall continue to require integration of new technologies that reduce space required for non-housing functions, such as parking lifts, tandem or valet parking, into new zoning districts, and shall also incorporate these standards as appropriate when revising existing zoning districts.
Effectiveness	Per Planning Code Sec. 151.1(g)(1)(B)(i): For projects with 50 dwelling units or more, all residential accessory parking in excess of 0.5 spaces per unit shall be stored and accessed by mechanical stackers or lifts, valet, or other space-efficient means that reduces space used for parking and maneuvering and maximizes other uses. Beyond new technologies, the City has eliminated a minimum parking requirement for all new developments, reducing the space required for non-housing functions.
Appropriateness	Modify. As the City progresses toward its Transit-First policy, emphasis on parking technologies should shift to spaces within housing for sustainable trip choices, such as bicycle parking.
Lead Agency	Planning Department
Funding Source	Annual work program (part of outreach for community planning process budget)
Schedule	Implement at the beginning of every community planning process.

Name of Program 13	When considering legalization of secondary units within a community planning processes, Planning should develop design controls that illustrates how secondary units can be developed to be sensitive to the surrounding neighborhood, to ensure neighborhood character is maintained.
Effectiveness	The Department now has a program to allow secondary units to be developed citywide. The following page includes design standards and eligibility requirements, as well as guidance on the process for approval: https://sfplanning.org/project/accessory-dwelling-units
Appropriateness	Delete. The Accessory Dwelling Unit (ADU) program includes design standards and guidelines for adding and legalization of ADU's. Additionally, the City is shifting urban design policies toward enabling cultural and identity expression, architectural creativity and durability, and fostering neighborhood belonging. This program is not applicable.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 14	Planning shall continue to impose requirements under the Jobs Housing Linkage Program, and shall work with new or expanding commercial and institutional uses to plan for the related housing need they generate. The fee structure should also be reviewed regularly to ensure that developers continue to contribute adequately to the costs created by the demand for housing caused by their projects, while not damaging project feasibility.
Effectiveness	The Jobs-Housing Linkage Program Fee Schedule, last updated December 1, 2019, is available here: https://sfplanning.org/sites/default/files/resources/2020-12/Impact_Fee_Schedule_2020.pdf
Appropriateness	Modify. In addition to continuing the Jobs Housing Linkage Program, encourage developers to build housing or dedicate land in lieu of paying fees.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 15	Planning continues to consult SFDPH on the Sustainable Communities Index for large planning processes that include large changes in infrastructure. Recent examples include the Western SoMa Community Plan and Health Services Master Plan.
Effectiveness	SF Planning continues to consult SFDPH on the Sustainable Communities Index for large planning processes that include large changes in infrastructure. Recent examples include the Western SOMA Community Plan and the ongoing update to the Healthcare Services Master Plan.
Appropriateness	Modify. Continue this program and include a process of community engagement in planning for the public health needs related to large changes in infrastructure.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 16	Planning shall continue to implement City requirements for Institutional Master plans (Section 304.5 of the Planning Code) to ensure that institutions address housing and other needs, with full participation by the Planning Commission, community and neighborhood organizations, other public and private agencies, and the general public.
Effectiveness	See Institutional Master Plans as a Key Related Program listed in Objective 1 for a complete list of completed Institutional Master Plans.
Appropriateness	Continue. Consider specifying that housing demands and needs referenced here are for the institutions' employees.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 17	The Planning Department shall require the preparation of an analysis that includes a site survey to identify potential noise-generating uses within two blocks of the project site prior to completion of the environmental review for all residential projects located in areas exceeding 75 Ldn. The analysis shall include at least one 24-hour noise measurement (with maximum noise level readings taken at least every 15 minutes). The analysis shall demonstrate with reasonable certainty that Title 24 standards, where applicable, can be met. If there are particular circumstances about the proposed project site that appear to warrant heightened concern about noise levels in the vicinity, the Department may require the completion of a detailed noise assessment prior to the first project approval action, in order to demonstrate that acceptable interior noise levels consistent with those in the Title 24 standards can be attained.
Effectiveness	Building Inspection implements Title 24 standards as part of the building permit review process.
Appropriateness	Delete. The code already addresses policy intent.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 18	To minimize effects on development in noisy areas, for new residential uses located in areas exceeding 75 Ldn, the Planning Department shall, through its building permit review process, in conjunction with noise analysis, require that open space required under the Planning Code for such uses be protected, to the maximum feasible extent, from existing ambient noise levels that could prove annoying or disruptive to users of the open space. Implementation of this measure could involve, among other things, site design that uses the building itself to shield on-site open space from the greatest noise sources, construction of noise barriers between noise sources and open space, and appropriate use of both common and private open space in multi-family dwellings, and implementation would also be undertaken consistent with other principles of urban design.
Effectiveness	CEQA review can no longer assess such impacts per CEQA court decisions.
Appropriateness	Delete. The Planning Department can no longer assess such impacts per CEQA court decisions.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing, subject to change in EIR

Issue 2.

Conserve and Improve Existing Stock

Objectives 2 and 3 focus on retaining the existing supply of housing, particularly rental housing, affordable units, and residential units located in commercial and industrial areas and maintaining existing housing in decent condition.

OBJECTIVE 2: RETAIN EXISTING HOUSING UNITS, AND PROMOTE SAFETY AND MAINTENANCE STANDARDS, WITHOUT JEOPARDIZING AFFORDABILITY.

Policy 2.1 Discourage the demolition of sound existing housing, unless the demolition results in a net increase in affordable housing.

Policy 2.2 Retain existing housing by controlling the merger of residential units, except where a merger clearly creates new family housing.

Policy 2.3 Prevent the removal or reduction of housing for parking.

Policy 2.4 Promote improvements and continued maintenance to existing units to ensure long term habitation and safety.

Policy 2.5 Encourage and support the seismic retrofitting of the existing housing stock.

Policy 2.6 Ensure housing supply is not converted to de facto commercial use through short term rentals.

Effectiveness of Objective 2: Overview

Objective 2 policies discourage demolition of sound housing and rental housing stock, under the presumption that existing sound housing is more affordable than new construction. The policies focus on preserving the physical structure rather than preventing tenant displacement. These policies reenforce the Planning Code's emphasis on discretionary decision making for the loss of housing. These requirements control applications that propose the loss of dwelling units by merger, conversion, or demolition by mandating a conditional use authorization in most instances. Except in the case of unsound or unsafe housing, the removal of a dwelling unit requires a hearing before the Planning Commission, and the Commission must consider numerous criteria outlined in Planning Code Section 317 in their decision of whether to grant the demolition, merger, or conversion of a dwelling unit. Section 317 of the Planning Code defines the term *demolition*, which is often in conflict with the Department of Building Inspection's definition of a demolition and captures large remodels that are known as "tantamount to demolition". Since a project that is *tantamount* to a demolition requires a Conditional Use authorization, which results in additional time, costs, and risk, property owners often are intentional in designing their renovation permits in a way that is just under that numeric threshold to avoid the demolition classification. Despite these processes and Planning Code requirements, housing continued to be demolished. The Department does not believe that this policy has preserved the relative affordability of housing in any way; in fact, the construction "gymnastics" that is often required in order to ensure that a project does not trigger a demolition often adds extensive costs to the construction process and also adds additional time and costs through the permitting process as the regulations are complex and often result in multiple rounds of revisions.

For unauthorized units the City reversed course and made demolition of these units more prohibitive and therefore less unauthorized units were removed. This type of housing is generally known to house some

of the most vulnerable and low-income tenants. Prohibiting most unauthorized units from demolition advanced tenant protection and prevented displacement of vulnerable households, although this law continues to be one of the most challenging housing protection laws to implement, as many unauthorized dwelling units require significant upgrade costs, which are often costs that property owners state they cannot afford. San Francisco also passed some of the strictest controls on short term rentals in the country to prevent substantial loss of rental housing to short-term rentals and commercializing of housing. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Demolitions: 360 units were demolished between 2014 and 2019, compared to 950 demolished units from the 2007-2013 reporting period and just over 1,000 demolished units during the 1999-2006 reporting period. Demolitions between 2014-2019 most commonly occurred for buildings with 5+ unit, with 200 units being demolished within this time period and mostly occurring in 2019. Single family buildings were the second most common building type to be demolished, with 89 units being demolished.

Mergers: Planning Code Section 317 requires the Planning Commission to review any proposal to merge dwelling unit, address Policy 2.2. In addition, it establishes criteria to evaluate such proposals and emphasizes the importance of existing units to the City's housing stock. From 2015 to 2021 (during the 2015-2023 reporting period), 48 dwelling units were lost due to a merger with another unit. This is compared to 315 dwelling units lost due to mergers from 1999-2006 and 191 units lost during the previous reporting period from 2007-2013. Similar to units lost by demolition, the units lost via merger has continued to decrease because of policy shifts in San Francisco that prioritize maintaining the existing housing stock.

Legalizations: In 2014, a Unit Legalization legislation was enacted amending the Planning and Building Codes to establish a program for granting legal status to existing dwellings units constructed without the required permits and temporarily suspended the code enforcement process for units in the process for receiving legal status. The program outlines specific requirements property owners must meet in order to have their secondary units legalized. This is a voluntary program that allows property owners to formally register and rent their secondary units in San Francisco assuming all life-safety conditions are met. In mid-2018, the Planning Department introduced a new resource to use at the Planning Information Counter to help planners implement a process to screen for the removal of UDUs. The resource includes common red flags to help planners identify projects that may be potentially removing a UDU. From 2015-2020, there were 370 unit legalizations completed. The drop-in legalized dwelling units in 2020 may have been impacted by the COVID-19 pandemic, which halted and slowed legalization processes.

In 2016, additional legislation (Ordinance No. 33-16) was passed, updating Planning Code Section 317 to cover the loss of unauthorized units and requiring Conditional Use Authorization (CUA) by the Planning Commission for the removal of most housing units, whether authorized or unauthorized. Unauthorized units that are found to have no legal path for legalization are exempt from the Conditional

Use authorization requirement. Prior to this legislation, CUAs were only required for the removal of legal units or other specific circumstances. From 2015 to 2021, 157 residential CUA Demolition applications were filed with the Planning Department. Demolition of single-family homes accounted for 28 of these applications, and 87 of the applications were for demolition of single-family homes to create multi-family homes.

Table 14. Units Lost Through Alterations, Demolitions and Other Types of Loss, 2015 – 2021

<i>Year</i>	<i>Illegal Units Removed</i>	<i>Units Merged into Larger Units</i>	<i>Correction to Official Records</i>	<i>Units Converted</i>	<i>Total Alterations</i>	<i>Units Demolished</i>	<i>Total Units Lost</i>
2015	100	12	1	3	116	25	141
2016	72	16	12	78	178	30	208
2017	44	4	2	2	52	18	70
2018	31	5	21	1	58	53	111
2019	18	3	0	0	21	139*	160
2020	0	5	0	1	6	352**	358
2021	0	3	0	1	4	12	16
TOTAL	265	48	36	86	435	629	1,064

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

Source: SF Planning Analysis of Department of Building Inspection Data, 2021 Housing Inventory

Units demolished have remained below 60 units per year for from 2015 to 2021, except for 2019 and 2020. This increase in demolished units was due to the demolition of existing properties involved in HOPE-SF, Alice Griffith in 2019 and Sunnydale in 2020. Both projects will add more than 1,000 units each, including replacement of the units demolished.

Table 15. Units Demolished by Building Type, 2015 – 2021

<i>Year</i>	<i>Buildings</i>	<i>Units by Building Type</i>				<i>TOTAL</i>
		<i>Single Family</i>	<i>2 Units</i>	<i>3 to 4 Units</i>	<i>5 + Units</i>	
2015	17	15	2	0	8	25
2016	17	14	0	8	8	30
2017	14	11	4	3	0	18
2018	25	22	4	0	27	53
2019	27	9	0	12	118*	139
2020	50	8	2	0	342**	352
2021	9	6	6	0	0	12
TOTAL	159	85	18	23	503	629

*Sunnydale HOPE-SF project demolished 112 units for replacement

**Alice Griffith HOPE-SF project demolished 250 units for replacement

Source: SF Planning Analysis of Department of Building Inspection Data, 2021 Housing Inventory

Table 16. Competed Legalizations of Secondary Units, 2015 - 2021

	2014	2015	2016	2017	2018	2019	2020	2021
<i>Filed</i>	12	29	24	53	77	119	39	75
<i>Approved/Issued</i>	1	17	20	43	59	77	56	257
<i>Complete</i>	0	18	62	70	67	91	62	117

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

Office of Short-Term Rentals (OSTR)

San Francisco continues to be a highly desire place for tourism and short-term rentals provide an option for homeowners to generate income from people seeking temporary shelter during their visit. The SF Planning Department defines a short-term residential rental as a rental of all or a portion of a person's home for periods of less than 30 nights.

Prior to 2014, all short-term rentals were prohibited by the City's Planning Code, but enforcement efforts did not focus heavily on short-term rentals at the time. In October 2014, Mayor Ed Lee signed Ordinance 218-14 to allow some residential properties to conduct short-term residential rentals without violating the requirements of the City's Residential Unit Conversion and Demolition Ordinance or the Planning Code. The City experienced a sharp growth in illegal short-term rental activity and began registration of short-term residential rentals in February 2015, allowing for limited short-term rental activity, for hosts who were permanent residents of the eligible residential unit. However, compliance was very limited, and the City continued to conduct enforcement primarily on an individual property basis, with limited impact on reducing the overall number of illegal short-term rentals.

The City later amended the short-term rental rules in 2016, to require hosting platforms to remove illegal listings that were involved in the operation of unpermitted short-term rentals, addressing Policy 2.6. Those rules were challenged in Federal court, and a settlement agreement took effect in 2017 that resulted in the removal of many illegal listings. This included the removal of a significant number of listings that represented full-time and part-time tourist use of rent-stabilized apartments, affordable housing locations, commercial/industrial properties, and high-volume operators in single-family homes. The implementation of the settlement agreement also resulted in a surge of applications to legally host short-term rentals, as hosts found most of their short-term rental revenue curtailed due to de-listing of online offerings for short-term rental activity.

Prior to the settlement agreement that went into effect in 2017, short-term rental platforms were not obligated to ensure that listings were legal and properly vetted. After the settlement agreement went into effect, the City implemented an online registration system to require hosts to register their short-term rentals. The implementation of the agreement gives the City the ability to require hosting platforms to remove listings and cancel pending reservations for individual applications that have been denied. The

settlement agreement allows the City to subpoena a short-term rental platform for more information about a host and the use of the host's rental if necessary.

There are currently 1,664 valid Short-Term Rental (STR) certificates within the city, meaning that owners are legally certified short-term rental hosts. Prior to 2017, there were over 8,000 listings before regulation took effect. Note that hosts can have multiple listings for the same unit, and sometimes hosts have listings for both rooms and full units rentals within the same unit. Hosts may also have the same listing on multiple platforms. Hosts can also have listings while their short-term rental application is pending with the Office of Short-Term Rentals (OSTR).

Data for the 3 major platforms monitored by OSTR include Airbnb, BRBO/Homeaway, and Booking.com. The number of listings below includes a breakdown of short-term rental listings with either a pending application or a valid STR certificate by platform.

Table 17. STR Certificate Status by Platform 2020

	<i>Pending</i>	<i>Approved</i>	<i>Total</i>
Airbnb	646	1,564	2,210
VRBO	69	126	195
Booking	4	11	15

Source: SF Planning Office of Short-Term Rentals

OSTR tracks data on Airbnb rental type. There are currently 1,389 full units with either pending or approved STR Certificate and 821 rooms (private or shared) with a pending or approved STR Certificate.

Table 18. Airbnb STR Certificate Status Full Unit vs Room Rental 2020

	<i>Pending</i>	<i>Approved</i>	<i>Total</i>
Full Units	413	976	1,389
Rooms	233	588	821

Source: SF Planning Office of Short-Term Rentals

Between 2018-2020 there were a total of 676 STR Enforcement Cases opened. Properties reportedly operating illegally or violating STR rules and regulations are filed and open as STR Enforcement Cases. 2020 had the lowest number of opened Enforcement Cases, possibly related to the pandemic shelter-in-place order.

Table 19. STR Enforcement Cases 2018 - 2020

<i>Year</i>	<i>STR Enforcement Cases Opened</i>
2018	259
2019	330

Source: SF Planning Office of Short-Term Rentals

Publicly Funded Rehabilitation

As of June 2020, the City sponsored the rehabilitation of 29,686 units since 2014, supporting Policy 2.4. Funding from these programs, administered by the Mayor's Office of Housing and Community Development and the San Francisco Redevelopment Agency, enabled the units to be revitalized while retaining affordability.

The HOPE VI program provided federal grants to San Francisco to demolish and rebuild severely deteriorated public housing. This included housing in Mission, North Beach, Bernal Heights, Western Addition, and Hayes Valley. Rehabilitation of these public housing sites have since completed. In 2006, Mayor Gavin Newsom proposed a local version of this program, called HOPE SF, to complete the rehabilitation of San Francisco's remaining public housing located in Bayview-Hunters Point, Potrero Hill, the Western Addition, and Visitacion Valley.

HOPE VI and HOPE SF programs both offered replacement and relocation processes for existing residents. HOPE VI relocated households to make way for mixed-income developments, but not all units were replaced on a one-for-one basis, causing residents to be displaced. With the new HOPE SF program (started in 2010 and estimated to completed in 2034), the City relocated communities to other housing within the same neighborhood and then replaced the units on a one for one basis for households to return to as soon as rehabilitation was complete. For example, residents of the Alice Griffith Public Housing Development were relocated directly from their old units into the newly constructed Alice Griffith Apartments using a special housing lottery preference.

HOPE VI resulted in 1,147 units, decreasing from the original 1,253 units. HOPE SF is expected to replace 1,917 units and add a net new of more than 3,000 units.

Read more about the HOPE SF program and its progress as a key related program listed for Objective 9.

Soft Story and Unreinforced Masonry Buildings

A soft or weak story floor, wood-frame building is a structure where the first story is substantially weaker and more flexible than the stories above due to lack of walls or frames at the first floor. Typically, these buildings contain large open areas for parking or commercial space such as restaurants or convenience stores on the first floor leaving the building highly vulnerable to damage in an earthquake. The City's Mandatory Soft Story Program was created in 2013 to ensure the safety and resilience of San Francisco's housing stock through the retrofit of older, wood-framed, multi-family buildings with soft-story condition, supporting Policy 2.5. As of March 2022, 744 of the 4,941 buildings subject to the Mandatory Seismic Retrofit Program are non-compliant. This is an increase from the 2014 Housing Element because all buildings were required to complete permit work by September 15, 2021.

Property Maintenance Assistance

The Code Enforcement Rehabilitation Fund (CERF) and California Housing Rehabilitation Program (CHRP) continue to assist low-income property owners in repairing code violations that might otherwise

lead to abatement of housing units, addressing Policy 2.4. New CERF loans average four to five per year, and new CHRP loans average 10-15 per year: <https://data.sfgov.org/w/udmf-verx/ikek-yizv?cur=foKcohOD0jx>

Appropriateness of Objective 2

Data on demolition in Table 15 indicates that of 159 buildings demolished since 2014, the majority, 89, were single-family homes. The demolition controls under Objective 2 to a great extent regulate single-family homes, which have been the most expensive and unaffordable type of housing in the city. Demolition policies and controls should distinguish between tenant occupied unit or units that are not tenant occupied and without history of tenant evictions . Policies should more clearly emphasize retaining affordability of rental housing, preventing displacement of tenants, or preserving historic and cultural resources. Restricting demolition of single-family homes is prohibitive to building small multi-unit buildings that could house more of San Francisco's workforce including middle-income households. Policy modifications should emphasize tenant protection, anti-displacement and preserving cultural heritage in balance with allowing for creating more housing within all neighborhoods in the city. The City should continue policies and programs to regulate short-term rentals. In promoting the safety and maintenance standards of homes, policies should be modified to consider inequities in accessing such programs for low-income homeowners. Inequities also are evident in experiencing environmental burden such as air quality or pollution. Policies should be modified to encourage programs that would improve health outcomes especially for most vulnerable households.

Review of Implementation Programs for Objective 2 from 2014 Housing Element

Name of Program 19	The City should develop an effective enforcement program for short term rentals. The enforcement program should serve the existing law's goal in protecting the housing supply from conversion to commercial hotels. The Planning Department should conduct a study on the impact of short-term rentals on the broader housing supply in the city, focusing especially on neighborhoods with greater levels of short-term rentals. Based on this study and evaluation of the enforcement program, the City shall revisit the law as understanding of these impacts expand.
Effectiveness	The City created a new department to regulate short-term rentals: the San Francisco Office of Short-Term Rentals (https://shorttermrentals.sfgov.org/). In November 2016, the SF Board of Supervisors passed a law placing a number of limitations on short-term rentals. City regulations are likely to continue to change over the coming several years. https://sfplanning.org/office-short-term-rentals
Appropriateness	Modify. With a team of staff now dedicated entirely to short term rentals regulation and enforcement, the program could go a step further by identifying steps to improve enforcement and discouragement of short-term rentals.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Completed

Name of Program 20	Planning shall continue to implement the recently adopted Planning Code Section 317, which codifies review criteria for allowing housing demolition, conversion, and mergers, amend it when necessary, and shall continue to apply Section 311 of the Planning Code to deny residential demolition permits until approval of a new construction permit is obtained. Planning shall also continue to require that all publicly subsidized housing units be replaced one for one.
Effectiveness	The Department is currently undertaking updates to Planning Code Section 317: http://sf-planning.org/residential-expansion-threshold Data on demolitions, conversions and mergers are included in the annual Housing Inventory report. See Table 8 in the 2021 Housing Inventory for statistics on Units Lost Through Alterations and Demolitions from 2017 to 2021: https://sfplanning.org/sites/default/files/documents/reports/2021_Housing_Inventory.pdf Housing continues to be demolished, despite regulatory processes and Planning Code requirements. However, the majority of these demolitions are to single-family homes, which have been the most expensive and unaffordable type of housing in the city. Demolition of single-family homes can actually result in the construction of small multi-unit buildings that more affordably housing the city's middle-income households.
Appropriateness	Modify. Consider revising policies to more specifically preserve the affordability of rental units, preventing displacement of tenants, or preserving historic and cultural resources. Demolition controls should distinguish between tenant occupied units or rental units from those that have never been used as rentals, result in an increase in density when demolition is proposed, and replace rent controlled and permanently affordable units.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	Planning shall continue to require Discretionary Review (DR) for all dwelling unit merger applications.
21	
Effectiveness	Statistics on discretionary review filings for dwelling unit merger applications since 2007 has been compiled and will be discussed in the Housing Element update.
Appropriateness	Continue. Consider modifying language for prioritization or streamlining of certain types of projects that currently require discretionary review.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	The Department of Building Inspection (DBI) shall continue its earthquake preparedness programs, such as the UMB Loan Program, the Building Occupancy Resumption Program, which allows San Francisco building owners to pre-certify private post-earthquake inspection of their buildings, and the Community Action Plan for Seismic Safety, under which DBI is developing a program which mandates seismic upgrades for “soft-story” buildings.
22	
Effectiveness	<p>An unreinforced masonry building (UMB) is a masonry building, generally made of brick, constructed without the benefit of reinforcement. UMBs have been identified as being hazardous in the event of an earthquake and have a strong likelihood of failing, either by the collapse of walls or the entire building. DBI’s program to rehabilitate these structures is ongoing.</p> <p>See SFDBI's Earthquake Preparedness page: https://sfdbi.org/earthquake-preparedness, and Soft Story Retrofit program page: https://sfdbi.org/softstory.</p>
Appropriateness	Modify. Consider and adjust to inequities in accessing these programs for low-income homeowners.
Lead Agency	Department of Building Inspection
Funding Source	Bond Reallocation
Schedule	Ongoing

Name of Program	The Mayor’s Office, in cooperation with the Department of Building Inspection (DBI), shall pursue programs, both voluntary and mandatory, to promote seismic upgrades for “soft-story” buildings.
23	
Effectiveness	San Francisco's Mandatory Soft Story Program was signed into law on April 18, 2013. To date, DBI has submitted over 4,800 permits and work has been completed for over 2,700 permits. Details of the ordinance are available at http://sfdbi.org/Softstory .
Appropriateness	Modify. The program to promote seismic upgrades through the Soft Story Retrofit program has already been created. This program should now be enhanced to ensure that residents and housing developments participate and receive the support needed for seismic upgrades, with special consideration for equity populations and low-income homeowners.
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Not required
Schedule	Ongoing

Name of Program 24	The Department of Building Inspection (DBI) shall continue to provide educational programs to assist property owners with non-structural improvements that assist in long-term safety, such as securing water heaters and developing household emergency plans.
Effectiveness	SFDBI's educational information is available at http://sfdbi.org/brochures .
Appropriateness	Modify. Expand beyond educational programs to programs that help fund and implement improvements, especially in areas at high risk of impacts from emergencies, and with special consideration for inequities in accessing such programs.
Lead Agency	Department of Building Inspection, Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing (existing program)

Name of Program 25	DBI shall continue to provide and improve public information materials for residents and property owners about best practices and programs to maintain and enhance their home(s), including advertising of funding sources. DBI shall provide language translation of all materials, and shall explore methods of working through neighborhood organizations to expand knowledge about programs.
Effectiveness	SFDBI's educational information is available at http://sfdbi.org/brochures .
Appropriateness	Modify. Expand beyond educational programs to programs that help fund and implement improvements, especially in areas at high risk of impacts from emergencies.
Lead Agency	Department of Building Inspection
Funding Source	Annual work program
Schedule	Ongoing (existing program)

Name of Program 26	The Mayor's Office of Neighborhood Services shall expand the capacity of the Neighborhood Empowerment Network (NEN), a partnership of City Agencies, local nonprofits and committed community leaders, to share information to prepare homeowners and residents for natural disasters.
Effectiveness	NEN's Empowered Communities Program (ECP) has engaged neighborhoods and communities throughout San Francisco in developing resiliency and recovery plans. http://www.empowersf.org/
Appropriateness	Modify. Expand beyond informational sharing programs to funding and implementing homeowner and resident preparations for natural disasters, especially in areas at high risk of impacts from natural disasters.
Lead Agency	Mayor's Office of Neighborhood Services
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 27	DBI shall continue to ensure that residential units meet building code standards by responding to complaints and through periodic inspection.
Effectiveness	http://www.sfdbi.org/inspection-services
Appropriateness	Modify. To ensure program reflects recent commitment to center planning around racial and social equity, emphasize homes and buildings that specifically service vulnerable populations, such as SROs.
Lead Agency	Department of Building Inspection, Building Inspection Division
Funding Source	Annual work program
Schedule	Ongoing

<i>Name of Program</i> 28	The City shall continue to seek outside funding to help low- and moderate-income homeowners to address building code issues related to accessibility, health and safety as well as funding for energy efficiency and green energy.
<i>Effectiveness</i>	The City continues to provide funding for low and moderate income homeowners through the following programs: CalHome Loan Program (major rehabilitation); Code Enforcement Rehabilitation (CERF) Loan Program (minor rehabilitation); LEAD-Based Paint Hazards Control Grant Program; Underground Utility Grant Program – UUP; CalHome Grant Program; Code Enforcement Rehabilitation Fund (CERF) Grant Program; Federal grants, including HUD's Healthy Homes and Lead Hazard Control; and local sources such as CERF and CHIRP and GreenFinanceSF Property Assessed Clean Energy (PACE) Financing Program
<i>Appropriateness</i>	Modify. This program could be more specific in naming funding sources, home repair and rehabilitation programs, and desired outcomes of these programs.
<i>Lead Agency</i>	Mayor's Office of Housing and Community Development
<i>Funding Source</i>	Federal grants, including HUD's Healthy Homes and Lead Hazard Control; and local sources such as CERF and CHIRP
<i>Schedule</i>	Ongoing

OBJECTIVE 3: PROTECT THE AFFORDABILITY OF THE EXISTING HOUSING STOCK, ESPECIALLY RENTAL UNITS.

Policy 3.1 Preserve rental units, especially rent controlled units, to meet the City’s affordable housing needs.

Policy 3.2 Promote voluntary housing acquisition and rehabilitation to protect affordability or existing occupants.

Policy 3.3 Maintain balance in affordability of existing housing stock by supporting affordable moderate ownership opportunities.

Policy 3.4 Preserve “naturally affordable” housing types, such as smaller and older ownership units.

Policy 3.5 Retain permanently affordable residential hotels and single room occupancy (SRO) units.

Effectiveness of Objective 3: Overview

Objective 3 focuses on retaining affordability of rent control units, moderate income homeownership opportunities, and well as SROs. In that way Objective 3 has a more focused approach compared to Objective 2 by targeting tenants and moderate-income homeowners. The City has strengthened the Rent Ordinance since 2014 with a suite of legislative changes to tighten up eviction protections as described further in detail below. More recently legislation was passed to establish a rental registry in San Francisco. It is important to note that without vacancy control, which means restrictions on rental price change once tenants vacate their unit, rental prices of rent controlled units can and do increase to market rate as tenants leave. These rates are usually equivalent to rental prices of new units built. The City’s acquisition and rehabilitation program, however, has been successful in converting some of these units into permanent affordable housing.

In addition, under this objective Policy 3.4 reinforces Objective 2 as it assumes that existing single-family homes or older ownership units offer a more affordable option. Data on sales prices prove the contrary. According to Redfin reports the median sales price of single-family homes in San Francisco rose to \$1.88 million in early 2022, the highest over a five-year period, and a 21 percent increase on year over year.⁴ Single-family homes have been consistently the most expensive type of homeownership options in San Francisco, consistently higher than condominiums in multi-unit buildings, currently by about 50 percent. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

⁴ San Francisco Market Overview, Redfin

Effectiveness of Key Related Programs

Rent Controlled Units

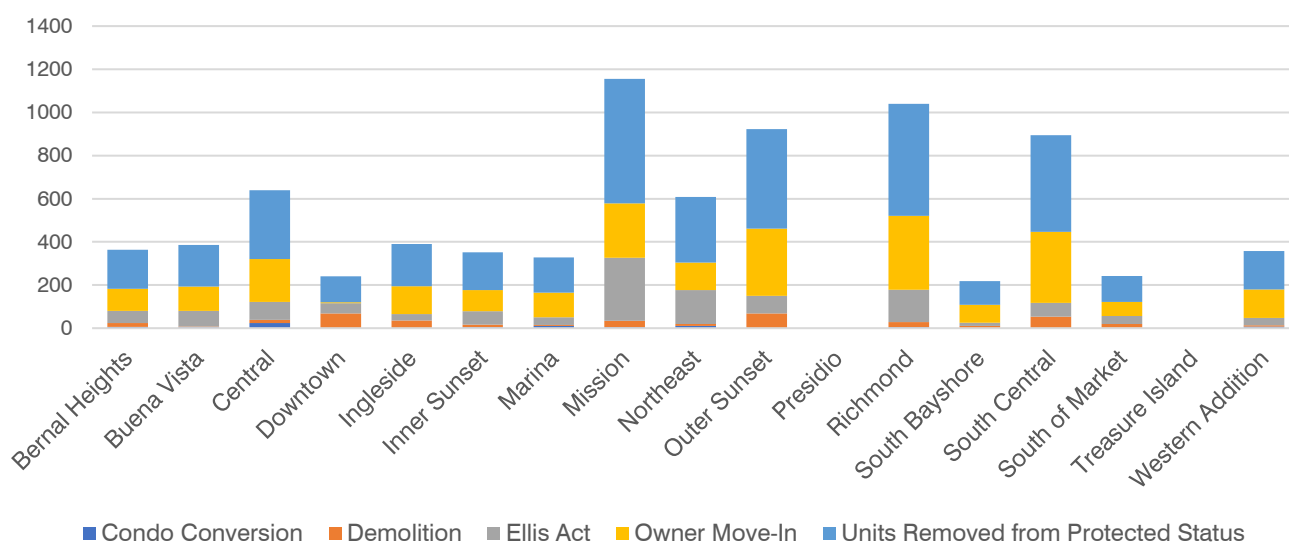
The San Francisco Rent Ordinance was enacted effective June 13, 1979, by the Board of Supervisors and signed by the Mayor to alleviate the City's affordable housing crisis, continuing to address Policy 3.1. The Ordinance applies to most rental units built before June 1979, and places limits on the amount of rent increases which can be charged and on the reasons for evicting a tenant.

ACS data from 2015 shows that over 150,000 units in San Francisco are rent controlled. As of 2018, the number of rent controlled units is more than double the number of rental units not under rent control. This high proportion of units of rent control is because 80 percent of San Francisco's total housing stock and 77 percent of San Francisco's multifamily housing stock was constructed prior to 1980.

According to a SF Planning Housing Survey, San Francisco's rent controlled housing stock serves households of all incomes, including more than 70 percent of low- and moderate-income residents. More than 70 percent of above moderate- and high-income survey respondents reported living in rent-controlled housing.

Smaller two-unit buildings that are not subject to condominium conversion controls and those buildings are the majority of units that are taken out of the housing stock that is covered by rent control. The Mission neighborhood has the most rent controlled units with 15,684 units, or 9 percent of the total share; and the top five neighborhoods - Mission, Nob Hill, Tenderloin, Outer Richmond and Marina – make up 36 percent of the total share of rent controlled units. As Figure 6 shows, the Mission is also where the highest number of units were removed from protected status over the past ten years.

Figure 6. Units Removed from Protected Status, 2011 Q1 – 2020 Q4

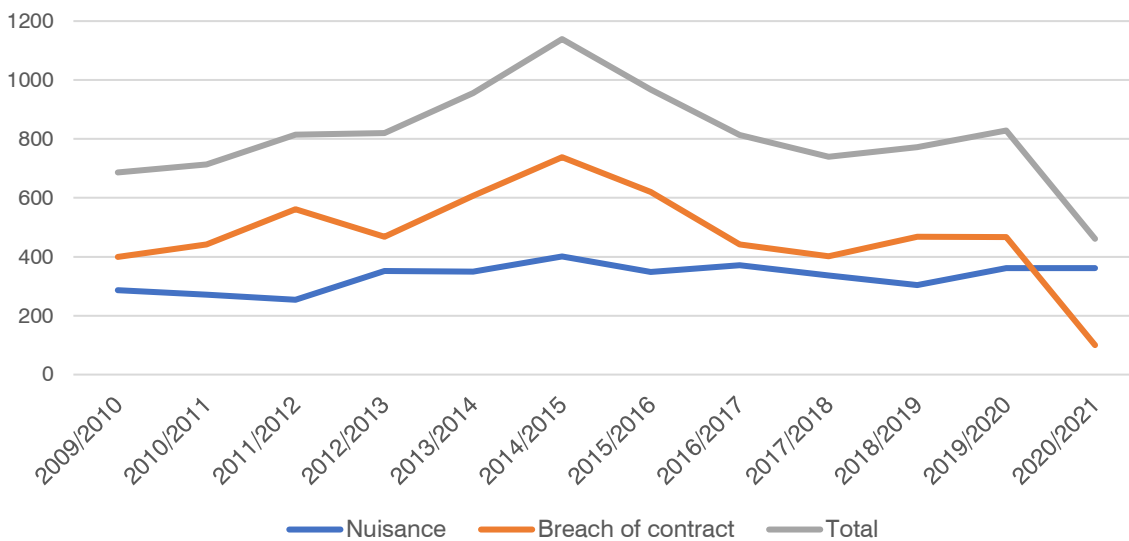


Source: San Francisco Housing Balance Report No. 12

State law does not allow cities to regulate rents once a rent-controlled unit is vacated. As a result, landlords are able to raise rents to market rates. One of the strategies that low- and moderate-income households use to afford to live in San Francisco is to remain in their units, while higher income households can afford to move more regularly to find units that meet their changing needs.

In 2015, the City passed an ordinance introduced by Supervisor Jane Kim to strengthen rent control laws and protect tenants from eviction. Among a number of other amendments to the Administrative Code, Tenant Eviction Protections 2.0 closed loopholes that allowed for evictions based on minor infractions, such as hanging laundry outside windows or improperly painting walls. The ordinance also prohibits property owners of rent controlled units conducting a just cause eviction to raise the rent on the next tenant. In 2018, the City passed another ordinance that prohibits landlords from seeking rent increases on existing tenants due to increases in debt service and property tax that have resulted from a change in ownership or from seeking rent increases due to increased management expenses unless they are reasonable and necessary. Figure 7 shows that evictions due to Breach of Contract have been declining since 2015.

Figure 7. Nuisance and Breach of Contract Evictions, 2010 – 2021



Source: San Francisco Rent Board Annual Report

In 2019, Supervisor Fewer requested a report to study the cost to creating, operating, and maintaining a rental registry in San Francisco. The Housing Inventory legislation was unanimously approved in December 2020 and would require landlords to report rental unit information annually, including vacancy and rental prices. The ordinance became effective on January 18, 2021, and owners are required to begin reporting by July 1, 2022.

Stabilization Programs

Rent Ordinance

Established in 1979 and administered by the Rent Board, the Rent Ordinance restricts annual rent increases, ensures tenants can only be evicted for “just causes,” and restricts evictions of tenants occupying a qualifying unit built prior to June 13, 1979. The San Francisco Rent Ordinance also applies just cause provisions to all rental units. Once tenants vacate the rent-stabilized unit, landlords can raise its rent to market rate (otherwise known as vacancy decontrol). Single-family homes and condominiums are not subject to rent stabilization due to Costa-Hawkins. Unless the single-family home or condominium meets Rent Ordinance requirements, it is not rent-stabilized. While residential hotels built before 1979 are rent-stabilized, residents who have not established tenancy (continuous 32 days of rent) are not protected by rent stabilization protections. Other building types such as dormitories, hospitals, monasteries, and nunneries are also not subject to rent stabilization.

The Rent Ordinance allows landlords to increase rent annually with a percent of inflation (which varies but is usually around 1.6 percent) but allows landlords to petition the Rent Board to increase rent above the rental cap if the cost of operations exceeds the amount. These petitions allow landlords to “pass-through” the increased cost onto tenants, legally increasing rent by more than the annual cap. In one case, Veritas Investments had purchased a building and passed on the cost of the payments they had to take on for the loan to buy the building and the increased property taxes based on the new purchase price. The loophole in pass-through legislation for tax charges and purchase debt will be closed by legislation introduced by Supervisor Sandra Lee Fewer and passed by the Board in June 2018.

Costa-Hawkins Rental Housing Act

The Costa-Hawkins Rental Housing Act (“Costa-Hawkins”) is a 1995 California state law that prohibits municipal rent increase limitations on certain units, allows rent increases on subtenants following departure by tenants of rent-stabilized tenancies, and prohibits “vacancy control” — the regulation of rental rates on units that have been voluntarily vacated by the previous renters at an amount other (presumably lower) than what the open market would bear. The Act was amended in 2001 to close a loophole related to condominium conversion, where owners of apartment buildings obtained certificates for conversion, to avail themselves of the state law exemption for rent stabilization, without selling any of the erstwhile apartments as condominiums.

Eviction Protections

The San Francisco Human Rights Commission administers numerous programs to investigate and mediate conflicts around alleged housing discrimination. The City’s Rent Stabilization Board Commission - comprised of tenant, landlord, and neutral representatives - oversees the Rent Stabilization Board, the City agency charged with monitoring and enforcing the city’s rent control ordinance. The Rent Board offers counseling and referral services to tenants faced with property management problems or the threat of eviction. The City’s Rent Control ordinance requires property owners to compensate tenants that are evicted due to a major capital improvement project or an owner move-in. The number of total evictions represented by Ellis Act and owner move-in evictions rose to 1,728 from 2007 to 2013. From 2015 to 2021, this number rose again to 2,363 cases.

Condominium Conversion Ordinance

Loans for Tenancy-in-Common (TIC) or joint ownership buildings are conservatively underwritten with higher interest rates and down payments than a comparable condominium unit would be subject to. As a result, many TIC properties convert to condominiums, thus increasing the value of the property and establishing a clear definition of ownership in a unit of the building. The Condominium Conversion program is available for buildings of six residential units or less. For all buildings, owners must have occupied 50 percent or more of the units for three years continuously prior to entering the annual lottery for condo conversion. Since 1983, the Condominium Conversion Ordinance has limited the conversion of rental to condominium units to 200 units per year. These controls remain an important feature of the City's ability to retain its rental housing stock. The Rent Board also continues to implement rent control as a measure to retain affordability in rental housing.

More than 200 units may be recorded in a given year because units approved in a previous year may be recorded in a subsequent year. The 200-unit cap on conversions can also be bypassed for two-unit buildings with owners occupying both units. Between 2014 and 2019, 2,682 units were converted to condominiums. The highest number of conversions occurred in 2014 (730 units) followed by 2019 (387). As of 2016 there was a backlog of 2,000 units with owners waiting to convert through the lottery.

Table 20. Condominium Conversions Recorded by DPW, 2015 – 2021

<i>Year</i>	<i>Units</i>	<i>Percent Change from Previous Year</i>
2015	661	-9%
2016	417	-37%
2017	296	-29%
2018	191	-35%
2019	387	103%
2020	201	-48%
2021	46	-77%
Total	2,199	

Source: Department of Public Works, Bureau of Street-Use and Mapping, 2020 Housing Inventory

The Residential Hotel Conversion Ordinance

This program addresses housing needs of special populations.

This ordinance preserves the city's valuable supply of single room occupancy (SRO) residential units and restricts their conversion to commercial uses, as called for in Policy 3.5. The purpose of this ordinance is to preserve affordable housing by preventing the loss of residential hotel units through conversion to tourist rooms or demolition, and to prevent the displacement of low-income, elderly and disabled persons. This is accomplished by maintaining units reported as residential units within SRO hotels as residential, regulating the demolition and conversion of residential hotel units to other uses, the requirement of a one-to-one replacement of units (Admin Code Sec. 41.13) to be converted from residential use or payment of an in-lieu fee, and appropriate administrative and judicial remedies for illegal conversions. Originally adopted in 1980 and strengthened in 1990 and 2017, this program is still in

effect and the loss of SRO units has been minimized. The total number of residential rooms held steady from 2015 to 2021 at around 19,000. The share of rooms owned and operated by non-profit organizations (which ensure permanent affordability) increased from 28 percent in 2013 to 35 percent in 2021. The City's four SRO Collaboratives continue to monitor SRO units in the city.

Several measures have been implemented to slow the loss of single-room occupancy (SRO) residential hotel units in San Francisco, such as increased safety regulations, transfer of residential hotel buildings to non-profit organizations and ensuring the long-term affordability of these units. Many SROs in the city have now been transferred to non-profit ownership or management, helping ensure the continued viability that these important affordable housing resources provide. Operating and rehabilitation subsidies continue to be needed for many of the older properties and ones acquired years ago.

Community Land Trust

The City established a Community Land Trust Task Force in 2001 to explore the feasibility of using land trust structures to enhance affordable housing opportunities in San Francisco. Land trusts and other limited equity ownership models may be an effective way of retaining affordability in tight housing markets. The structure of the model is that the Community Land Trust will retain ownership of the land and sells the residential units that occupy that land to existing or new tenants at affordable levels, supporting Policy 3.2. Resident-owners will own a limited equity stake allowing them to sell their units in the future, but the resale price will be controlled to ensure permanent affordability.

During the previous reporting period (2009-2014), the San Francisco Community Land Trust (SFCLT) acquired five properties totaling 54 units of affordable housing. Since 2015, SFCLT has acquired eight properties totaling 48 units. Multiple acquisitions were closed with financing from MOHCD's Small Sites Acquisition Program.

Small Sites Acquisition Program

The Small Sites Acquisition Program (SSP) was launched by the Mayor's Office of Housing and Community Development (MOHCD) in 2014. Small rent-controlled properties are vulnerable to market pressures and that can lead to the displacement of lower-income families and decrease the affordable housing stock in San Francisco. SSP removes these buildings from the speculative market and converts these rent-controlled units into permanently affordable housing by providing financial support to non-profit and for-profit entities, supporting Policy 3.2. SSP is funded through voter-approved bonds, inclusionary housing fees, and the San Francisco Housing Trust Fund.

In order for a building to qualify under SSP, the building must have two-thirds of the existing tenants must have maximum incomes at 80 percent Area Median Income (AMI), the building is between 5-25 units, does not require major renovations, and the per-unit subsidy does not exceed the limits in the program's guidelines. The maximum subsidy amount buildings with 10-25 units is \$300,000; the maximum subsidy is \$375,000 for buildings with 3-9 units; and the maximum subsidy limit for single room occupancy housing is \$175,000 per bedroom.

As of May 2018, SSP has assisted with the acquisition of 38 buildings and 308 units in the following neighborhoods: Mission, Downtown/Civic Center, SoMa, Castro/Upper Market, Haight Ashbury, Bernal

Heights, and the Richmond. In addition, SSP has preserved 20 commercial spaces in participating small sites buildings. SSP has served 327 people with an averaging 65 percent AMI.

Table 21. Number of Housing Units Acquired under the Small Sites Acquisition Program, 2017 – 2020

<i>Year</i>	<i>Total Number of Units</i>	<i>Estimated Total Cost</i>
2017	31	\$6,913,000
2018	45	\$11,925,000
2019	104	\$36,661,856
2020	75	\$26,088,250
Total	255	\$81,588,106

Source: Mayor's Office of Housing and Community Development, 2019 GO Bond Allocation

San Francisco Housing Accelerator Fund

The San Francisco Housing Accelerator Fund (SFHAF) launched in 2017 and provides affordable housing developers with acquisition, predevelopment, and rehabilitation financing. SFHAF solutions include Anti-Displacement Acquisition and Rehabilitation of Small Sites; Acquisition and Rehabilitation of SROs and Hotels; Housing to End Homelessness; Underutilized Land Acquisitions; and Mixed-Income Housing. SFHAF's goal is to finance the preservation or development of 1,500 units of affordable housing by 2022. SFHAF finances strategic acquisitions of vacant and underutilized sites and flexible acquisition and pre-development funds enable developers to purchase and hold land until other funding sources are secure to construct affordable housing units. Since SFHAF 's inception, it had closed two loans to acquire vacant land totaling \$18 million in financing for the construction of 338 affordable units.

SFHAF works in partnership with the Small Sites Program to acquire and preserve the affordability of small buildings, addressing Policy 3.2. SFHAF contributes flexible and patient capital for acquisition, rehabilitation, rent reorganizations and transitioning to long-term regulatory agreements. SFHAF has executed 21 preservation loans in neighborhoods across San Francisco. SFHAF's financing process allows for the cost per unit to be much lower than a typical preservation and rehabilitation project. Table 22 shows the number of units that were preserved using SFHAF financing and the as well as the financing amount.

Table 22. Number of Units Acquired with San Francisco Housing Accelerator Fund Financing, 2017 – 2020

<i>Year</i>	<i>Number of Units Preserve</i>	<i>Total Annual Loan Amount</i>
2017	23	\$12,178,412
2018	123	\$40,255,308
2019	144	\$60,643,198
2020	33	22,328,193
Total	323	\$135,405,111

Community Opportunity to Purchase Act

In 2019, San Francisco passed the Community Opportunity to Purchase Act (COPA), an ordinance amending the Administrative Code to give qualified non-profit organizations a first-right-to-purchase, consisting of both a right of first offer and a right of first refusal, over all multi-family residential buildings with three units or more or vacant land that could be developed into three or more residential units. Supporting Policy 3.2, the goal of COPA is to create and preserve rent restricted affordable rental housing, and to establish related procedures for the selection of such non-profits, the preservation of rent-restricted affordable housing and other implementation and enforcement measures. COPA also exempts rent-restricted affordable housing created under COPA from increased rates of the transfer tax.

COPA was a complementary piece of legislation to the Small Sites Program. Although the Small Sites Program has had success acquiring housing off the private market, non-profit developers and tenant rights advocates still encountered challenges. Many buildings were being sold off-market and sellers were not willing to consider offers from non-profit organizations. COPA was intended to meet these challenges in order to create more affordable housing opportunities in San Francisco. Since the program's implementation, non-profit developers are now notified when a building is being sold and have opportunities to acquire buildings that would have never gone to public Multiple Listing Service.

Early data from the COPA program indicates that in late 2019 and early 2020, San Francisco Supervisorial Districts 2, 3, 5 and 8 saw the highest number of buildings being marketed, with over 40 building sales per district. Districts 1 and 6 occupied a middle tier, with slightly over 20 building sales per district over the same period.

The City has also committed \$3 million in funded to build the capacity of non-profit developers to acquire properties under COPA. In 2019, the City also providing up to \$375,000 per unit to ensure that the buildings being through COPA can be purchased at fair market value. The total committed investment for acquisition is \$37 million. San Francisco may need additional legislation or policy changes to include existing subsidies for a rental unit to support a portion of the purchase when using COPA, prioritizes the preservation of funding, and continue to build the capacity of non-profit developers.

Single Room Occupancy Hotels

This program addresses housing needs of special populations.

As of December 2020, there were a total 13,558 residential units within SROs, compared to 19,382 total units during the previous reporting period from 2007 to 2014: a decrease of 5,824 residential units. However, 41 percent, or 5,587 of residential SRO units, are owned and operated by non-profit organizations which ensures permanent affordability for those units. This is an increase from the 29 percent of SRO hotels that were owned and operated by non-profit organizations from 2007 to 2014 and represents a 41 percent increase in the share of SRO units owned by non-profit organizations. The SRO Hotel Safety and Stabilization Task Force continues to monitor SRO units in the city.

Since the 2007 to 2013 reporting period, additional measures have been implemented to slow the loss of SRO residential hotel units in San Francisco, such as more comprehensive reporting requirements for the owners of SROs, and increased safety regulations, advancing Policy 3.5. The City has also facilitated the transfer of residential hotel buildings to non-profit organizations and established the Master Lease

program to ensure the long-term affordability of SRO units. There are currently 61 SRO buildings that operate 4,507 units.

Appropriateness of Objective 3

Objective 3 calls for protecting affordability of existing units, especially rental units. The City's tenant and eviction protections regulations have been strengthened since 2014, which has contributed to protecting affordability of existing rent controlled units. However, the policies under this objective focus more on preserving the units, rather than strengthening anti-displacement protections. The acquisition and rehabilitation programs are very effective in maintaining affordability of units. But preserving rental units does not always result in protection affordability of the existing housing stock, due to lack of vacancy control. Policies should be modified to direct further strengthening of tenant and eviction protections, and protecting tenants, rather than focusing on units only. Policies should also be modified to call for further expanding acquisition and rehabilitation programs to preserve the affordability of rent control units in perpetuity. Cooperative models and tenant rent to own models can also be further pursued to protect affordability and promote homeownership with moderate income households. The City should continue its policies and practices to protect SRO tenants and preserve these units. Policy modifications may be necessary to address situations where Policy 3.5 and Policy 2.4 maybe in conflict: where upgrading an SRO building could require demolition and new construction. Policy modifications should call for one to one replacement of units to match affordability as tenant relocation accommodations.

Review of Implementation Programs for Objective 3 from 2014 Housing Element

Name of Program	DBI and DPW shall continue to monitor the conversion of tenancies in common to condominiums.
29	
Effectiveness	The condo conversion program is managed by SFDPW. Condo conversions are tracked annually by the Planning Department in the Housing Inventory. Tenancies-in-common are not tracked separately but comprise most residential condominium conversions. https://sfpublicworks.org/services/subdivisions-and-mapping
Appropriateness	Ongoing - Delete. This is already a program in progress and a regular item in the department's annual work plan.
Lead Agency	Department of Building Inspection
Funding Source	Annual work program
Schedule	Ongoing

Name of Program	Planning shall continue to enforce the Residential Hotel Unit Conversion and Demolition Ordinance.
30	
Effectiveness	Residential Hotel Unit conversions and demolitions are tracked by SFDBI and reported annually in the Planning Department's Housing Inventory. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Policies and programs should consider that SRO hotels may require demolition and new construction as the best route for upgrade. In such cases, programs should include meet State and local requirements to replace units one-to-one, match affordability, and provide tenant location accommodations.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing – existing process

Name of Program	Statistics regarding the City's For-Profit and Non-Profit Residential Hotel buildings and rooms are provided in the annual Housing Inventory report.
31	
Effectiveness	Statistics regarding the City's For-Profit and Non-Profit Residential Hotel buildings and rooms are provided in the annual Housing Inventory report. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. In addition to the preservation of SROs and their affordability, the program should support non-profit housing organizations in the strengthening of tenant and eviction protections.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

<i>Name of Program</i>	MOH shall continue to implement the Small Site Acquisition and Rehabilitation Program which formally launched in July 2014 using inclusionary in-lieu fees and other public funds, to enable non-profits to acquire existing rental properties under 25 units for long-term affordability. The City will explore additional funding sources to expand the program to scale, as well as other methods of support, such as low-interest rate financing and in-kind technical assistance for small site acquisition and property management.
32	
<i>Effectiveness</i>	MOHCD initiated its Small Sites Program in 2014 using funding from the Housing Trust Fund and inclusionary in-lieu fees. As of May 2018, the program has helped acquire 160 units at risk of converting to market-rate housing and prevented the displacement of existing residents, many of whom are low-income.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Mayor's Office of Housing and Community Development
<i>Funding Source</i>	Inclusionary Housing Program
<i>Schedule</i>	Implemented and ongoing

<i>Name of Program</i>	MOH shall continue funding the acquisition and rehabilitation of landmark and historic buildings for use as affordable housing.
33	
<i>Effectiveness</i>	In 2011, two out of the three buildings rehabilitated through MOH/SFRA funding were Category A historic resource buildings. In 2013, MOHCD helped acquire a landmark historic resource for rehabilitation into senior housing.
<i>Appropriateness</i>	Modify. Consider including language that would preserve the affordability of the acquired and rehabilitated building in perpetuity.
<i>Lead Agency</i>	Mayor's Office of Housing and Community Development
<i>Funding Source</i>	State grants, Historic Preservation Tax Credit programs and in lieu funds from the Inclusionary Housing Program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	MOH shall continue to monitor the sale, re-sale, rental, and re-rental of all privately developed below-market-rate housing units originating from the City's Inclusionary Housing Program to ensure that they are sold or rented at restricted prices.
34	
<i>Effectiveness</i>	MOHCD continues to monitor Below Market Rate housing units in the City's Inclusionary Housing Program. Read more about Affordable Housing Monitoring Programs as a key related program for Objective 5.
<i>Appropriateness</i>	Continue. In addition, the City should consider taking steps to monitor and enforce unit eligibility so as to avoid abuse of the program and freeing up units for other eligible applicants.
<i>Lead Agency</i>	Mayor's Office of Housing and Community Development
<i>Funding Source</i>	Inclusionary Housing Program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	MOHCD and Planning will research policy and funding strategies, such as first right of refusal policy, that will help tenants buy their rent-controlled buildings from private landlords and convert them into limited- and zero-equity housing cooperatives.
35	
<i>Effectiveness</i>	<p>The Community Opportunity to Purchase Act (COPA) became effective on September 3, 2019. COPA permits qualified nonprofits the right of first offer and right of first refusal on multifamily properties. While these are not direct sales to tenants, COPA does bring stability and prevents displacement of existing tenants.</p> <p>https://sfmohcd.org/community-opportunity-purchase-act-copa</p>
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Not required
<i>Schedule</i>	Ongoing

Issue 3.

Equal Housing Opportunities

OBJECTIVE 4: FOSTER A HOUSING STOCK THAT MEETS THE NEEDS OF ALL RESIDENTS ACROSS LIFECYCLES.

Policy 4.1 Promote housing for families with children in new development by locating multi-bedroom units near common open space and amenities or with easy access to the street; and by incorporating child-friendly amenities into common open and indoor spaces.

Policy 4.2 Encourage the remodeling of existing housing, for families with children.

Policy 4.3 Provide a range of housing options for residents with special needs for housing support and services

Policy 4.4 Create housing for people with disabilities and aging adults by including universal design principles in new and rehabilitated housing units

Policy 4.5 Encourage sufficient and suitable rental housing opportunities, emphasizing permanently affordable rental units wherever possible.

Policy 4.6 Ensure that new permanently affordable housing is located in all of the city's neighborhoods, and encourage integrated neighborhoods, with a diversity of unit types provided at a range of income levels

Policy 4.7 Encourage an equitable distribution of growth according to infrastructure and site capacity

Policy 4.8 Consider environmental justice issues when planning for new housing, especially affordable housing.

Effectiveness of Objective 4: Overview

Objective 4 intends to ensure that San Francisco has a diverse range of housing types that meet the needs of all residents and households. San Francisco has strengthened requirements to build multi-bedroom units for units that serve various income levels: market rate units, inclusionary units, as well as units in 100 percent affordable housing buildings. Senior affordable housing has also been part of the City's portfolio, while not yet sufficient to address the need of aging adults. Despite these efforts, affordability has remained a major challenge for families, seniors, and people with disabilities. In addition, Objective 4 also calls for equitable distribution of growth. San Francisco adopted programs such as HOME SF, ADUs, and Prop E to allow more housing within neighborhoods where new housing has been limited. These programs have spurred limited new growth in these neighborhoods. Despite these efforts, San Francisco has continued to lose families with children, and cost burden has worsened specifically for moderate and middle-income households. Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness Key Related Programs

Housing for Families with Children

This program addresses housing needs of special populations.

In 2017, the San Francisco Planning Department published a policy paper supported by Supervisor Norman Yee to study child and family friendly housing in San Francisco, offering an understanding of how to greater advance Policy 4.1. The policy paper discusses trends in San Francisco's housing stock, demographics of family and housing, characteristics of child friendly housing, ways to improve existing housing developments for families, and case studies from other cities. The paper suggested the following next steps:

1. Explore additional tools to make existing housing more family friendly.
2. Consider adopting a definition of family-friendly unit and family-friendly building into the General Plan.
3. Look for solutions to overcrowded living conditions.
4. Learn more about residents in existing larger units.
5. Talk with stakeholders about design questions.
6. Consider supports for building for the Missing Middle, a mid-scale family-oriented building typology.

The City has since implemented some of these steps. For example, the Housing Affordability Strategies (HAS) held focus groups with residents across San Francisco to gauge participants' reactions, opinions, and perspectives of the three Housing Affordability Strategy Concepts, one of which offered more family-friendly neighborhood growth. The HAS process also engaged a Housing Policy Group to discuss policy and design to meet future housing needs. As recent as 2021, the City began studying the financial feasibility of building Small Multi-Family Housing, a typology in of Missing Middle housing, in San Francisco.

Amendments to the Housing Element

This program addresses housing needs of special populations.

In May 2020, the City approved amendments to policies under Objective 4 of the 2014 Housing Element as part of the Balboa Reservoir Project. Amendments were made to Objective 4 policies to promote housing that is designed for families with children. Specifically, one policy was added to promote housing for families with children in new developments. The Balboa Reservoir Project was approved with a goal of at least 50 percent of total units that will be two-bedrooms or larger to accommodate families with children.

HOME-SF

This program addresses housing needs of special populations.

Under HOME-SF, 20 to 30 percent of the units in a new housing project must be affordable to low, middle, and moderate-income families. To provide more family friendly housing, 40 percent of the total units in the building must be two bedrooms or larger (with an additional option of providing 50 percent of all bedrooms in the project in units with 2 or more bedrooms). Both the increased opportunities for higher-density housing around San Francisco and income and unit mix requirements help advance Policies 4.1 and 4.5. In return, the City provides a tiered approach to density bonuses and zoning modifications. For example, if a project has 25 percent affordable units on-site, the developer will be allowed to build one (1) story above existing height limits; if the project contains 30 percent of on-site affordable units, then the developer can build two (2) stories above existing height limits.

With the adoption of the HOME-SF program, housing capacity has increased across San Francisco, especially in some of the city's areas of low density. For example, a site located within the Irving Street NCD and subject to a maximum density determined by lot area can build at an increased density through HOME-SF.

Read more about the HOME-SF program and its progress as a key related program listed for Objective 1.

Required Minimum Dwelling Unit Mix

This program addresses housing needs of special populations.

The City amended Planning Code Section 207 in 2017 to apply a minimum dwelling unit mix to all zoning districts that allow residential uses for projects of 10 or more units, supporting Policy 4.1. Prior to the amendment, a minimum dwelling unit mix for all residential projects was applied to RTO, NCT, DTR, and Eastern Neighborhoods Mixed Use Districts. The Planning Code was amended to add Planning Code Section 207.7, also applying minimum dwelling unit mixes to the other zoning districts that allow residential uses. Projects in these zoning districts are now required to provide two bedrooms in no less than 25 percent of total units, and three bedrooms in no less than 10 percent of the total units. The three-bedroom units count toward the total 25 percent requirement for units with at least two bedrooms.

Special Use Districts

The City includes over eighty Special Use Districts which are responses to unique changes in development opportunities or community requests and often have greater restrictions, such as increased fees, uses, reduced parking maximums, higher affordability expectations, but may also often offer additional height or other benefits, such as reduced open space requirements, to tailor development to the location. The unique characteristics of certain SUDs allow them to meet multiple 2014 Housing Element policies, including all policies under Objective 4 in various ways. The following SUDs that increased promoted housing density were adopted during between 2015 and 2021:

- Geary-Masonic SUD
- Cayuga/Alemaný SUD
- Jewish Home of San Francisco SUD
- Fifth and Mission SUD
- Sunnydale HOPE SF SUD
- Potrero HOPE SF SUD

- Central SoMa SUD
- Pier 70 SUD
- Mission Rock SUD
- India Basin SUD
- 3333 California SUD
- Balboa Reservoir SUD
- 2500-2530 18th Street Affordable Housing SUD

The need for SUD's has decreased since the introduction of the HOME-SF and State Density Bonus programs, which offer the same density opportunities while also removing the need to provide additional community benefits, both typically a part of the SUD process.

Table 23. Density Bonus Projects in the Pipeline by Total Units as of December 2019

<i>Program</i>	<i>Projects</i>	<i>Total Units Before Bonus</i>	<i>Total Units With Bonus</i>	<i>Affordable Units</i>	<i>% of Total With Bonus</i>
State Density Bonus	55	5,090	6,113	1,851	90%
HOME-SF Density Bonus	15	460	686	177	10%
Total	70	5,550	6,799	2,028	

Housing for Seniors and People with Disabilities

This program addresses housing needs of special populations.

In December 2020, local legislation was passed that requires the City to report information on City-funded affordable housing for older adults and people with disabilities, supporting Policies 4.3 and 4.3. Within the city's existing 22,616 affordable housing units, 13,154 units (58 percent) are currently occupied by older adults and people with disabilities. This includes units with specific eligibility criteria that restrict occupancy to these groups, as well as unrestricted units that are generally available as part of the City's affordable housing supply.

As of October 2021, an additional 925 future units are designated for older people and adults in development over the next three years.

Table 24. New Affordable Construction by Housing Type, 2015 – 2019

<i>Status</i>	<i>Total Affordable Housing Units</i>	<i>Total Senior or Disability Units</i>	<i>Senior Units</i>	<i>Disability Units</i>
Existing Units	22,616	13,154	10,593	2,561*
Future Units	6,542	925	898	27

*Captures units reporting occupants with disabilities and no senior occupants

Source: Mayor's Office of Housing and Community Development 2019 Reporting Year, Department of Disability and Aging Services 2021 Overview Report on Affordable Housing for Seniors and People with Disabilities

Older and disabled people residing in affordable housing live throughout the city. The majority of units are in central neighborhoods, including downtown neighborhoods – Civic Center (94102), SOMA (94103), and Nob Hill (94109) – and Western Addition/Fillmore (94115).

Across the 22,616 affordable housing units in the city, 12,756 units (56 percent) are identified as accessible in annual reporting. These units may or may not be occupied by people with disabilities.

Unit accessibility varies widely across the city. Accessibility rates are lower in downtown areas, like Civic Center (94102) and SOMA (94103), where much of the stock is older buildings that were converted into affordable housing. Newer sites, particularly those developed explicitly for affordable housing, are more likely to be accessible – especially those built after 2010 when a requirement for 100 percent adaptability was adopted.

More detailed data on housing for seniors and people with disabilities is available in DAS's [2021 Overview report on Affordable Housing for Seniors and People with Disabilities report](#).⁵

Appropriateness of Objective 4

Policies promoting housing for families, seniors and people with disabilities should further emphasize affordability as a major challenge and call for increase in permanently affordable housing for these households. Policies 4.5 and 4.6, calling for equitable distribution of growth, should be modified to recognize that existing development capacity is a major barrier and call for increasing development capacity in low-density neighborhoods.

⁵ San Francisco Human Services Agency, Department of Disability and Aging Services, 2021 Overview Report on Affordable Housing for Seniors and People with Disabilities, https://www.sfhsa.org/sites/default/files/Report_SFHAS_Affordable%20Housing%20Overview%20October%202021.pdf

Review of Implementation Programs for Objective 4 from 2014 Housing Element

Name of Program 36	The Mayor's Office of Housing shall develop, and City agencies shall utilize, a common definition for family housing (2 or more bedrooms) and consider standards for minimum unit sizes and bedroom sizes, to guide the provision of family units in both private and public construction.
Effectiveness	<p>Planning Code Section 207.7 defines family-sized units as units containing at least 2 bedrooms.</p> <p>Certain zoning districts, such as Neighborhood Commercial (NC) districts, within San Francisco require new residential construction to include a certain percentage of 2-to-3-bedroom dwelling units, aimed toward families and multi-person households.</p> <p>Read more the City's efforts to provide more family-friendly housing in Housing for Families with Children as a key related program listed for Objective 4.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Delete. Family-sized housing is now defined in the Planning Code. Consider adding additional family-housing related programs that encourage the provision of housing for families, such as including family-friendly amenities and resources and developing child- and family-friendly design guidelines.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 37	Planning should study the relationship between unit sizes and household size and types, including evaluation of units built as a result unit mix requirements in recently adopted community plans. This study should also evaluate older housing stock. Outcomes shall inform future policies and regulations related to minimum unit and bedroom sizes for both affordable housing and market-rate housing to accommodate larger households and/or families in San Francisco.
Effectiveness	<p>Area Plan Monitoring Reports are completed every 5 years. Market Octavia: 577 2+ BR units (out of 1,821 total, roughly 32 percent) produced between 2015-2019.</p> <p>SF Planning published a Family Friendly report in 2017 that specifically studied characteristics of child-friendly housing, including Unit Considerations. One of the main next steps for this report was to create a Family Friendly Resource Guide.</p> <p>Read more the City's efforts to provide more family-friendly housing in Housing for Families with Children as a key related program listed for Objective 4.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 38	The Department of Aging and Adult Services (DAAS), through the Community Living Fund, will continue to support home and community-based services that help individuals remain housed-either in their home in appropriate locations.
Effectiveness	<p>The Administrative Code requires that DAAS prepare a CLF Annual Plan and provide a report to the Board of Supervisors every six months: https://www.sfhsa.org/services/care-support/community-living-fund/community-living-fund-reports</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue
Lead Agency	Department of Aging and Adult Services
Funding Source	San Francisco General Fund
Schedule	Ongoing

Name of Program 39a	Planning shall continue to implement Planning Code Section 209, which allows a density bonus of twice the number of dwelling units otherwise permitted as a principal use in the district, when the housing is specifically designed for and occupied by senior citizens, physically, developmentally or mentally disabled persons.
Effectiveness	<p>Planning Code Section 209.1 principally permits the following - Dwelling specifically designed for and occupied by senior citizens, as defined in Section 102.6.1 and meeting all of the requirements of that Section, at a density ratio or number of dwelling units not exceeding twice the number of dwelling units otherwise permitted above as a principal use in the district. - in all residential districts.</p> <p>Planning Code Section 209.3 principally permits the following - Residential care facility providing lodging, board and care for a period of 24 hours or more to six or fewer persons in need of specialized aid by personnel licensed by the State of California. Such facility shall display nothing on or near the facility which gives an outward indication of the nature of the occupancy except for a sign as permitted by Article 6 of this Code, shall not provide outpatient services and shall be located in a structure which remains residential in character. Such facilities shall include but not necessarily be limited to a board and care home, family care home, long-term nursery, orphanage, rest home or home for the treatment of addictive, contagious or other diseases or psychological disorders. - in all residential districts.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 39b	Planning will develop a density bonus program with the goal of increasing the production of affordable housing. The program will be structured to incentivize market rate projects to provide significantly greater levels of deed-restricted affordable housing than required by the existing City Programs.
Effectiveness	In June 2017, SF Planning adopted the HOME-SF program, which aims to incentivize market-rate projects to provide 30 percent on-site affordable housing in return for density bonuses and other zoning incentives. Read more about the HOPE-SF program and its progress as a key related program listed for Objective 9.
Appropriateness	Continue. Consider expanding upon the City's already-established bonus programs.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Complete

Name of Program 40	Planning has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation" as exceptions to the City's Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps of lifts and other non-physical accommodations and will be implemented in Winter 2015.
Effectiveness	<p>The Planning Department has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation as exceptions to the City's Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps of lifts and other non-physical accommodations. Planning Code Section 305.1 provides a process for individuals with a disability to request such a modification to their residential properties to eliminate any barriers to accessing their home. A request for "reasonable modification" may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code. There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Complete

Name of Program 41	Planning will amend the San Francisco Planning Code to identify the appropriate districts, development standards, and management practices for as of right emergency shelters, per Government code section 65583(a), which requires the City to identify at least one zoning district where emergency shelters are allowed as of right. Emergency shelters will only be subject to the same development and management standards that apply to other uses within the identified zone. The City will amend and aim to locate zoning for by-right shelters close to neighborhood amenities and support services, which are generally found in the city's Commercial (C) and Neighborhood Commercial (NC) districts, and which, per Appendix D-3, include a significant amount of housing opportunity sites.
Effectiveness	<p>The Planning Code was amended in March 2015 to specifically define homeless shelters and clarify that the use is principally permitted in any district where 'Group Housing' is allowed as of right.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 42	Through its core staff of Historic Preservation Technical Specialists, Planning staff will continue to provide information about preservation incentives to repair, restore, or rehabilitate historic resources towards rental housing in lieu of demolition, including local incentives, those offered through California Office of Historic Preservation, Historic Rehabilitation Tax Credits that can help subsidize rental projects, and creative solutions provided for within the California Historic Building Code (CHBC).
Effectiveness	The Planning Department maintains a webpage that offers information on local, state, and federal preservation incentive programs, including tax benefits, financial assistance, and code incentives, among others. This page is kept current and shared with project sponsors and property owners generally to provide guidance on how they can qualify to use tax benefits: https://sfplanning.org/preservation-incentives .
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 43	MOH shall encourage economic integration by locating new affordable and assisted housing opportunities outside concentrated low-income areas wherever possible, and by encouraging mixed-income development such as for-profit/non-profit partnerships. MOH shall and regularly provide maps and statistics to the Planning Commission on the distribution of projects. This information shall be included in the annual Housing Inventory.
Effectiveness	Few affordable housing projects have been built or underway in areas of the city outside of concentrated low-income areas. Programs such as HOME SF has made it possible to build mixed-income development in these areas.
Appropriateness	Modify. Update development capacity in areas outside of concentrated low-income areas and offer stronger permit approval support for development projects with permanently affordable housing. Add targets and metrics for units to be developed in these areas
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Not required
Schedule	Present to Planning Commission on an annual basis

Name of Program 44	Planning and MOH shall continue to implement and update the Citywide Inclusionary Housing Program, which promotes the inclusion of permanently affordable units in housing developments of 10 or more units. The City shall evaluate the effectiveness of this program including: on-site, off-site, in-lieu fees, and land dedication options, and develop modifications to maximize the delivery of affordable housing units and mixed-income development in San Francisco neighborhoods through this program.
Effectiveness	MOHCD continues to implement and monitor Below Market Rate housing units in the City's Inclusionary Housing Program. Read more about Affordable Housing Monitoring Programs as a key related program for Objective 5, and In-lieu Fees from Inclusionary Housing Program as a key related program for Objective 7.
Appropriateness	Continue
Lead Agency	Planning Department, Mayor's Office of Housing and Community Development, Office of Community Investment and Infrastructure
Funding Source	Not required
Schedule	Ongoing

OBJECTIVE 5: ENSURE THAT ALL RESIDENTS HAVE ACCESS TO AVAILABLE UNITS.

Policy 5.1 Ensure all residents of San Francisco have equal access to subsidized housing units.

Policy 5.2 Increase access to housing, particularly for households who might not be aware of their housing choices.

Policy 5.3 Prevent housing discrimination, particularly against immigrants and households with children.

Policy 5.4 Provide a range of unit types for all segments of need, and work to move residents between unit types as their needs change.

Policy 5.5 Minimize the hardships of displacement by providing essential relocation services.

Policy 5.6 Offer displaced households the right of first refusal to occupy replacement housing units that are comparable in size, location, cost, and rent control protection.

Effectiveness of Objective 5: Overview

Objective 5 calls to ensure equal access to available units. The City of San Francisco currently operates housing programs that promote equal and increased access to residents and households, including low-income households, Certificates of Preference holders, and those who faced displacement. These programs have succeeded to serve some of the most vulnerable households, however disparities and inequities in access to housing, particularly permanently affordable housing continues to persist. Permanent affordable housing options are much scarcer for very low-income and moderate-income households, and amongst applicants to the City below market rate units, racial and ethnic disparities are evident. MOHCD's affordable housing applicants are primarily Asian (30 percent) and Hispanic/Latino (24 percent). Females accounted for just a little more than half (51 percent) of applicants. One-person households and two-person households were the most common applicants. The City also runs programs, and enforces several laws to help prevent discrimination, including Administrative Code Chapters 12A (Powers and Duties of HRC) and 12C, Police Code Article 33, Police Code Article 38, and Police Code Article 49. The Discrimination Division also recently initiated a fair housing testing program. However, reports of discriminatory practices are still evident in data, as well as during outreach and engagement to vulnerable populations. With regards to anti-displacement efforts, Policies 5.5 and 5.6 maintain a narrow focus on relocation services, and housing preferences to displaced tenants. The City runs programs for these purposes that have been very effective in housing displaced tenants who are eligible for below market rate units available. Below, key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Affordable Housing Preference Programs

In order to ensure equal access to affordable housing, San Francisco has established multiple preference programs that prioritize residents that are at risk of displacement. The preference programs are outlined below in order of prioritization.

Certificate of Preference

Established in 2008, the Certificate of Preference (CoP) programs provides a lottery preference for Households that were displaced by the San Francisco Redevelopment Agency as a result of Urban Renewal in the 1960s and 1970s. Individuals with a CoP can exercise it twice – to rent one unit and to purchase one unit. This supports Policy 5.2, and somewhat Policies 5.5, and 5.6, but not to an extent that offers guaranteed housing to CoP as was initially intended with the program. Addresses that qualify for the program have to be in the Western Addition and Hunters Point neighborhood. The program is administered by the Mayor's Office of Housing and Community Development (MOHCD). Table 25 shows the number of CoP applicants and occupants.

Table 25. Affordable Housing Units Occupied by Certificate of Preference (CoP) Holders, FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available to CoP Holders (100%)</i>	<i>CoP Applications</i>	<i>CoP Placements</i>
New Rental	12	519	519	106	10
New Sale	5	26	26	1	0
Re-Rental	34	83	83	76	6
Re-Sale	30	49	49	1	1
Total	81	677	677	184*	17

* Includes multiple applications by COP holders.

Source: Mayor's Office of Housing and Community Development

Displaced Tenant Housing Preference

The Displaced Tenant Housing Preference (DTHP) program addresses increased eviction rates in the City's rent-controlled housing by providing housing lottery priority in 20 percent of affordable units in new and existing City-sponsored housing developments. The program helps tenants displaced from rent controlled housing by no-fault eviction (i.e., Ellis Act or Owner Move-in Evictions), fire, or unaffordable rent due to expiring affordability restrictions, supporting Policy 5.5. In FY19-20, DTHP was expanded to include tenants at risk of eviction from formerly affordable housing units where rent will increase to market rate. The program gives a lottery preference that can be used when applying to affordable housing. Residents can utilize a DTHP certificate once to either rent or buy a City-sponsored affordable unit.

Table 26. Affordable Housing Units Occupied by Residents with the Displacement Tenant Housing Preference (DTHP), FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available under DTHP (20%)</i>	<i>DTHP Applications</i>	<i>DTHP Placements</i>
New Rental	12	519	100	343	45
New Sale	5	26	3	2	2
Re-Rental	34	83	41	316	18
Re-Sale	30	49	38	14	7
Total	81	677	182	675*	72

* Includes multiple applications by DTHP certificate holders.

Source: Mayor's Office of Housing and Community Development

Neighborhood Resident Housing Preference

The NRHP Neighborhood Resident Housing Preference (NRHP) was established in 2015 and is only available in new properties funded by MOHCD. The goal of the program is to protect community diversity, stem displacement, and allow neighborhood residents to participate in the benefits that come with new and rehabilitated housing, addressing Policy 5.2, and pre-emptively addresses Policy 5.5 by offering preference in new housing to stem displacement. The property must also have a total of 5 or more units in a MOHCD program and 40 percent of available units can be set aside for applicants with NRHP. The NRHP applies to San Francisco residents who currently live in the same Supervisorial district as, or half-mile from, the property being applied to. Table 27 demonstrates the number of residents that obtained housing through the NRHP from July 2019 to June 2020.

Table 27. Affordable Housing Units Occupied by Residents with the Neighborhood Resident Housing Preference (NRHP), FY 2020

	<i>Total Projects</i>	<i>Total Units</i>	<i>Units Available under NRHP (40%)</i>	<i>NRHP Applications</i>	<i>NRHP Placements</i>
New Rental	12	519	113	6,217	113
New Sale	5	26	4	21	4
Re-Rental	34	83	n/a	n/a	n/a
Re-Sale	30	49	n/a	n/a	n/a
Total	81	677	117	6,238	117

Source: Mayor's Office of Housing and Community Development

Affordable Housing Monitoring Programs

The Mayor's Office of Housing and Community Development (MOHCD) manages a number of programs to set and implement monitoring standards and procedures for projects receiving housing subsidies. Monitored subsidies include loans for owner-occupied single-family homes, multi-family rental units, and the refinancing of affordable housing projects. Through an annual recertification process, MOHCD staff review management practices, income and rent levels, and occupancy status at subject properties to ensure compliance with affordability requirements. MOHCD significantly improved its Asset Management

and BMR and Inclusionary monitoring programs near the end of the reporting period through investments in technology and process improvements. MOHCD and the Planning Department regularly update the Inclusionary Procedures Manual (most recently in 2018), which contains procedures for monitoring and enforcing the policies that implement the program. Monitoring allows MOHCD and participating City agencies to adjust their programs to ensure they continue addressing policies in Objective 5.

HOPE SF Right to Return Lottery Program

In December 2019, Mayor Breed signed into legislation the HOPE SF Right to Return legislation clarifying the rights of current and former households to occupy replacement housing units on redeveloped public housing sites. HOPE SF is the nation's first large-scale, explicitly anti-racist community development initiative aimed at creating vibrant, inclusive communities without mass displacement of the original residents. The HOPE SF master plans consist of many components to reach initiative goals including one-for-one replacement of all demolished public housing units, development of new private affordable housing and private residential projects on market rate parcels. The Right to Return legislation protects the relocation rights of both current and former HOPE SF residents to live in and benefit from their revitalized community by providing an affordable housing lottery preference on redeveloped public housing sites, and preference for available SF Housing Authority project-based voucher assistance, supporting Policies 5.6.

Read more about the HOPE-SF program and its progress as a key related program listed for Objective 9.

Other Lottery Preference Programs

In addition to the preference programs listed above, San Francisco also has a Live and Work in SF preference that appears on every affordable housing lottery that is conducted by MOHCD. Eligibility for the preference requires that a person already lives in San Francisco and that the individual works at least 75 percent of their working hours in San Francisco. The Live and Work in SF preference apply to any available leftover affordable units. This lottery program addresses Policy 5.1, and similar to NRHP, addresses Policies 5.2 and 5.5.

San Francisco has project-based preference programs as well. These include preferences if a person is a former resident of the property and if the resident is rent-burdened or in need of housing assistance. The former resident preference applies to renovated projects like the units being renovated under the HOPE-SF. All available units can be set aside for former residents and someone is eligible for the preference if they lived at the development before renovation. The Rent Burdened/Assisted Housing Preference is only available for certain properties that are sponsored by the Office of Community Infrastructure and Investment (OCII) in the Bayview Hunters Point Neighborhood. Residents are eligible if they are currently paying more than 50 percent of their income towards housing costs or if a resident is living in public housing or project-based Section 8 housing within San Francisco. 100 percent of available units within the designated project can be set aside for this preference.

Rental Assistance Programs

Rental Assistance Programs offer financial assistance to gain access to housing. The Emergency Rental Assistance and Housing Choice Vouchers programs both support Policy 5.1.

Emergency Rental Assistance

San Francisco funds emergency rental assistance through various nonprofit service providers for families and individuals experiencing financial difficulties to help keep residents stably housed and prevent homelessness.

Housing Choice Vouchers (Section 8)

This program addresses housing needs of special populations.

The Housing Choice Voucher program, also known as Section 8, is a rental assistance voucher program funded by HUD and has been administered by the SF Housing Authority to provide monetary assistance for rental housing for low-income families, the disabled, and elderly populations. SFHA administers the voucher, and then pays the landlord a subsidy on behalf of the participating household. The household is required to pay the balance of the rent, which is typically not more than 30 percent of the household's income.

Only a minority of households who income qualify nationwide can receive a Housing Choice Voucher due to limited federal funding for the program. As a result, most very low-income households in San Francisco and around the country do not receive rental assistance and are severely rent burdened, paying more than 50 percent of income on rent.

More tenant and landlord support are necessary for the success of the programs. Since the Housing Choice Voucher program, relies on private landlords to accept vouchers, the lack of knowledge about how the program works can affect the success of the program. Similarly, if a tenant does not know how to find resources on voucher programs or to find housing for an existing voucher they hold, the voucher might not be utilized.

Service providers noted that clients in the Housing Choice Voucher program have a difficult time getting a response from the SFHA, which administers the vouchers and operates housing. This often results in a delay in paying landlords and paper processing. Landlords may be more reluctant to rent to tenants in the program and act to remove these tenants because of the challenges in reaching program administrators.

HELP (Homeowners Emergency Loan Program)

MOHCD provides loans to San Franciscan homeowners who need financial emergency help with: past due mortgage payments, past due HOA monthly dues, past due property taxes, special assessments (e.g. renovation costs passed down to residents), BMR homeowners in need of financial assistance to complete necessary repairs in order to sell property. The HELP program offers a path to maintaining housing stability within the BMR program, in support of Policy 5.1. The HELP Fund Balance stands at \$586,108 as of February 4, 2022.

Relocation Assistance Programs

Tenants' Rights to Relocation for No-Fault Evictions

This program addresses housing needs of special populations.

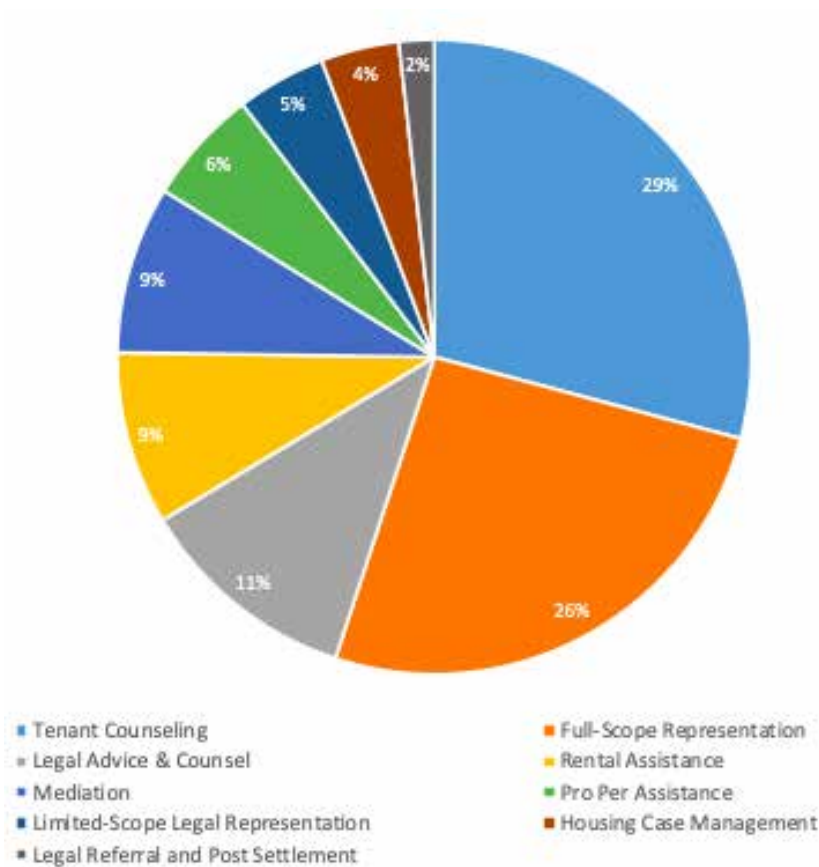
According to Administrative Code Section 37.9C, tenants who receive a Covered No-Fault Eviction Notice are entitled to receive relocation expenses from the landlord. This code continues to be enforced and minimizes hardships of displacement, as called for in Policy 5.5. Tenants who are 60 years or older or disabled receive additional payment. Relocation expenses increase annually.

Universal Right to Counsel

MOHCD's Eviction Prevention & Housing Stabilization Program includes funding the Tenant Right to Counsel strategy. The No Eviction Without Representation Act of 2018 ("Prop F") established a policy that all residential tenants facing eviction have the right to full-scope legal defense. Tenant Right to Counsel (TRC) is intended to ensure that tenants receive legal representation in the case of an eviction, from start to finish. This representation includes, but is not limited to: filing responsive pleadings, appearing on behalf of a tenant in court proceedings, and providing legal advice. Depending on the situation, the Tenant Right to Counsel program addresses any of the policies for Objective 5. Between the 2013-2020 fiscal years (FY), MOHCD provided 34,365 clients with Eviction Prevention services with a budget that has increased overall from \$5.26 million in FY 2013-2015 to \$35.67 million by FY 2019-2020, increasing on average \$7.6 million each fiscal year. The greatest change in the budget occurred between FY 2018-2019 and FY 2019-2020, increasing 230 percent.

Figure 8 shows the types of services used by clients between 2018-2020, with Tenant Counseling (29 percent of clients) and Full-Scope Representation (26 percent of clients) being the most used service during this time period. Note that Full-Scope Representation services began being offered in 2018, after the passing of Proposition F (Tenant Right to Counsel), which required the City of San Francisco to provide full-scope legal representation to residential tenants facing eviction.

Figure 8. MOHCD Eviction Client Services (FY 2018 – 2019, FY 2019 – 2020)



Source: Mayor's Office of Housing and Community Development

*Total Clients = 11,859, note: one client had no service reported, percentages rounded to nearest whole

Full-Scope Representation

Between the FY 2018-2019 and FY 2019-2020, Full-Scope Representation clients increased by 26 percent.

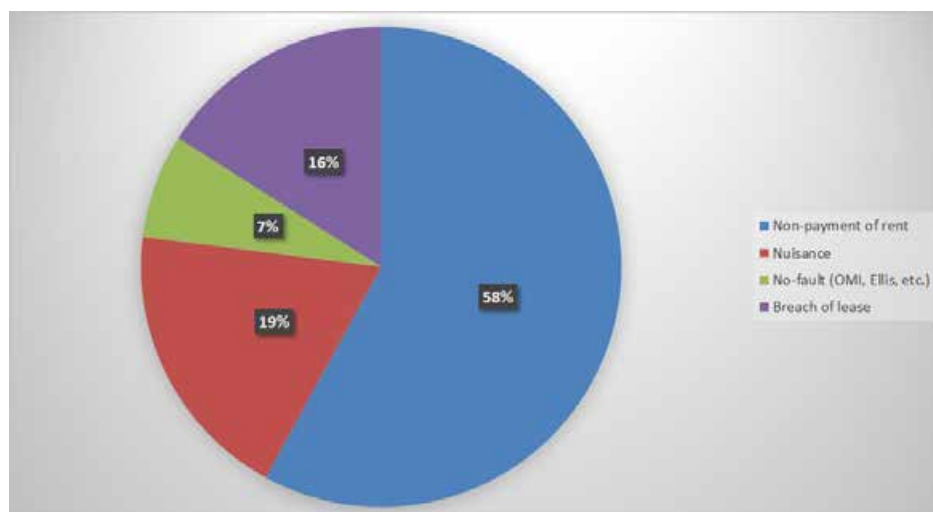
Table 28. Full-Scope Representation Cases (FY 2018 – 2019, FY 2019 – 2020)

<i>Fiscal Year</i>	<i>Full-Scope Representation Cases</i>
FY 2018-19 (12 months)	1,357
FY 2019-20 (12 months)	1,716

Source: Mayor's Office of Housing and Community Development

Alleged causes for eviction are predominantly For Cause, which includes non-payment of rent, nuisance, and breach of lease. 58 percent of clients who received tenant right to counsel services cited non-payment of rent as the cause of eviction. Nuisance was the second most cited cause of eviction at 19 percent.

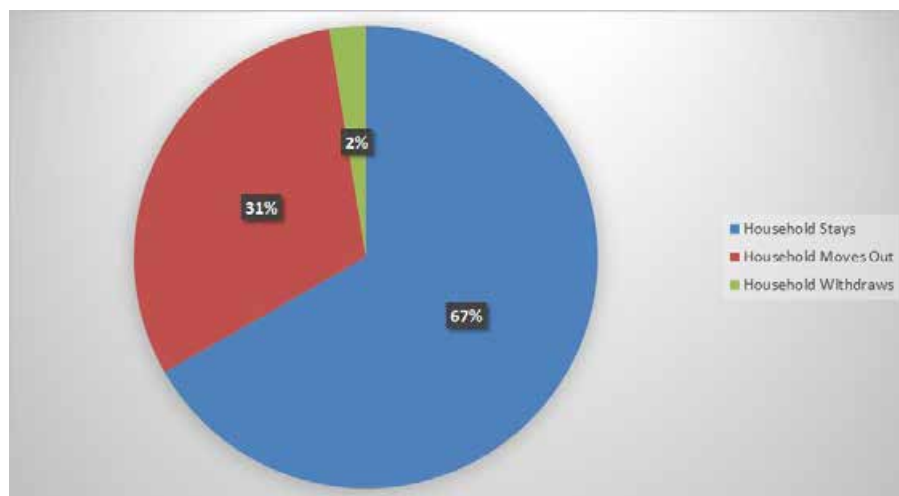
Figure 9. Tenant Right to Counsel Intake by Alleged Cause



Source: Mayor's Office of Housing and Community Development

Fortunately, there is a high success rate among clients who receive full-scope representation. The success rate (i.e., client/household stays in their home) of full-scope representation clients is 67 percent.

Figure 10. Full-Scope Representation Client Outcomes



Source: Mayor's Office of Housing and Community Development

Table 29. Residents Served by Access to Housing, Eviction Prevention and People Living with HIV/AIDS (PLWHA), FY 2016 – FY 2020

<i>Fiscal Year</i>	<i>Housing Education and Placement</i>		<i>Eviction Prevention</i>		<i>Supportive Housing for PLWHA</i>	
	<i>Residents Served</i>	<i>Total Budget</i>	<i>Residents Served</i>	<i>Total Budget</i>	<i>Residents Served</i>	<i>Total Budget</i>
FY 2016	4,755	\$1,844,564	8,447	\$5,258,341	761	\$4,767,048
FY 2017	5,350	\$1,760,098	7,379	\$6,632,894	420	\$5,402,821
FY 2018	5,137	\$2,035,086	6,701	\$7,724,366	357	\$4,506,337
FY 2019	6,206	\$2,526,703	6,158	\$10,807,592	396	\$4,264,321
FY 2020	6,164	\$3,733,896	5,680	\$35,665,859	273	\$6,524,991

*Fiscal years for the City and County of San Francisco begin July 1 and end June 30

Source: Mayor's Office of Housing and Community Development

Tenant Counseling, Outreach, and Education

MOHCD's tenant counseling, education, and outreach programs include, but are not limited to: Know Your Rights workshops, 1-on-1 counseling, community partner-driven convening and coordination of all tenant counseling organizations, civic engagement and leadership development, and a community-driven public information campaign. These programs address most policies for Objective 5. The Department of Building Inspection (DBI) oversees the Code Enforcement Outreach Program (CEOP) and the Mission, Chinatown, Central City (Tenderloin), and Families United SRO Collaboratives. The City budgets \$6 million annually to implement these programs, which includes \$3.8 million allocated to DBI and \$2.2 million to MOHCD.

While City-funded providers of these services have not quantified the unmet need, all have indicated that their programs are not at all scaled to the challenge. Not only do their programs not have capacity to serve all who seek help, there are likely many hundreds if not thousands of tenants who never seek help when confronted by an eviction or other form of housing instability because they either do not know their rights as tenants or do not know where to go for help.

Although Tenant Counseling clients decreased by 22 percent between the 2018-2019 and 2019-2020 fiscal year, the service remained as the top two most utilized services. The decline in cases may be attributed to the pandemic as grantees transitioned to remote operations and/or difficulty in collecting client data remotely.

Table 30. Tenant Counseling Cases (FY 2018 – 2019, FY 2019 – 2020)

<i>Fiscal Year</i>	<i>Tenant Counseling Cases</i>
FY 2018-19 (12 months)	1,940
FY 2019-20 (12 months)	1,516

Source: Mayor's Office of Housing and Community Development

Protections for Special Populations

These programs address housing needs of special populations.

Programs below are intended to prevent housing discrimination, as called for in Policy 5.3, and increase housing opportunities for special population, as called for in Policy 5.1.

Reasonable Accommodations

The Planning Department has developed a legislative ordinance that will enable persons with disabilities who require reasonable accommodation as exceptions to the City's Planning Code to bypass the currently required variance process, and to access a streamlined procedure permitting special structures or appurtenances such as access ramps of lifts and other non-physical accommodations. Planning Code Section 305.1 provides a process for individuals with a disability to request such a modification to their residential properties to eliminate any barriers to accessing their home. A request for "reasonable modification" may include changes that are not allowed under current Planning Code regulations or require a variance from the Planning Code. There are two processes available for requesting a reasonable modification: an administrative reasonable modification process and the standard variance process.

Housing Opportunities for Persons with AIDS (HOPWA)

HUD's Housing Opportunities for Persons with AIDS (HOPWA) Program is the Federal funding source for most HIV housing services in San Francisco. HOPWA is transitioning to a formula-based funding model based on incidence of infection rather than the historical model based on cumulative AIDS cases. The City and County of San Francisco has provided replacement funding through general fund sources to sustain supportive HIV housing services and prevent PLWHA from experiencing evictions. A revised set of goals and objectives has been developed in partnership with several City of SF leaders, community providers and HIV community members in order to improve services and housing outcomes for PLWHA.

Funding for all HIV/AIDS subsidies remained relatively flat over the previous five years but the cost for rental housing in San Francisco consistently rose. As subsidies "turned over" through attrition, new subsidy amounts needed to increase. As a result, the total number of subsidies available steadily declined during this period. The HIV/AIDS 2020-2025 Housing Plan estimates that there are 28-project-based/capital units that will become available each year to new HIV/AIDS households, assuming constant funding for HIV/AIDS housing resources.

The number of subsidies available for new households decreased. These trends indicate that planning for future housing assistance for PLWHA in San Francisco should account for continued attrition as housing costs continue to rise.

Targeted, permanent units are available to PLWHA in San Francisco through independent living associations (ILA), licensed Substance Use Treatment (SA), permanent supportive family housing units (PSH), transitional housing (TH), and Residential Care Facilities for the Chronically Ill (RCFCIs). Most permanent units for PLWHA in San Francisco are managed by non-profit providers in mixed-population sites or developments that braid HOPWA funds with other sources. Typically, HOPWA funding provides for both the capital construction costs as well as the dedication costs to set aside units for qualifying PLWHA. There are 456 permanent units dedicated for PLWHA in San Francisco, indicating a high rate of retention or replacement of the 464 units that were available five years ago.

Table 31. Dedicated HIV/AIDS Units, 2019

<i>Unit Type</i>	<i>Units</i>
Independent Living Associations	304
Licensed Substance Abuse Treatment	23
Permanent Supportive Family Housing Units	5
Transitional Housing	11
Residential Care Facilities for Chronically Ill	113
Total	456

Source: City and County of San Francisco HIV/AIDS Housing Five-Year Plan, Mayor's Office of Housing and Community Development, June 2021

Plus Housing Programs (Low-income/HIV)

Plus Housing is a housing program through MOHCD for low-income people living with HIV. Applicants can choose to be considered for either (or both) permanent housing subsidies and units. Plus Housing is federally funded by HOPWA (Housing Opportunities for Persons With AIDS), and locally by the San Francisco General Fund. Stably housed households, which are those who are currently housed and not in a transitional housing program (medical, substance treatment or other time-limited programs), are eligible for available rent subsidies/vouchers. Transitionally housed households are eligible for available units. The city's HIV/AIDS Housing 5-year plan released in June 2021 lists more than 800 applicants requesting rental assistance through the Plus Housing program.

Our Trans Home SF Initiative

The Our Trans Home SF initiative is a rental assistance, transitional housing and navigation, and training program funded by the city for transgender, gender variant, and intersex people in the San Francisco Bay Area. The Bobbi Jean Baker House in the Mission has 18 rooms with integrated housing case management services to support residents on their path to long-term housing stability. After one year, new program participants move in for another year of transitional housing. Initiated in 2020, the two-year pilot program was allocated \$2.3 million. St. James Infirmary and Larkin Street Youth Services were selected to be the main providers of the program.

HIV/AIDS Rent Subsidy Program

Mayor London N. Breed in partnership with MOHCD and the Q Foundation launched the first new rental subsidy program for people living with HIV/AIDS. In 2019, MOHCD awarded \$1 million to the Q Foundation to administer the HIV/AIDS Rent Subsidy Program. The rental subsidies were administered to approximately 120 individuals who are HIV positive. To qualify for the program, people must be either currently housed and paying more than 70 percent of their income toward rent, or offered below-market rate housing in San Francisco, but in need of a subsidy.

Fair Housing Practices

Fair Housing Practices and programs help ensure that housing continues to be offered and accessed equally to all people of San Francisco, as called for in Policies 5.1 and 5.2.

Local Fair Housing Laws and Regulations

Signed in 2018, Affirmatively Furthering Fair Housing (Assembly Bill 686) mandates that State and local public agencies affirmatively further fair housing through deliberate action to explicitly address, combat, and relieve disparities resulting from past and current patterns of segregation to foster more inclusive communities. This law includes new requirements for the Housing Element, which the Planning Department is implementing with the Housing Element 2022 Update. These requirements include an assessment of fair housing practices, an analysis of the relationship between available sites and areas of high or low resources, and concrete actions in the form of programs to affirmatively further fair housing. Compliance with these requirements is focused on replacing segregated living patterns with truly integrated and balanced living patterns and transforming racially and ethnically concentrated areas of poverty (R/ECAP) into areas of opportunity, as AB 686 mandates.

San Francisco has codified federal and state laws related to discrimination and fair housing issues in local legislation and expanded protections to fit local needs, including Articles 1.2, 33, 38, and 49 of the Police Code; Chapters 12C and 12H of the Administrative Code; and Planning Code Section 305.1. These local laws protect people from discrimination based on race, color, ancestry, national origin, place of birth, sex, age, religion, creed, disability, sexual orientation, gender identity, weight, height, HIV status, families with young children, or review of conviction history. More recently, the Fair Chance Ordinance (Article 49 of the San Francisco Police Code) that requires employers to follow strict rules regarding applicants' and employees' arrest and conviction records was amended in 2018. The amendment specifically added language to "prohibit employers and housing providers from inquiring about, requiring disclosure of, or basing housing and employment decisions on a person's conviction history until after a conditional offer of employment."

Fair Housing Enforcement and Outreach Capacity

Locally, the San Francisco Human Rights Commission (HRC) handles intake and referral for fair housing inquiries. HRC's Discrimination Complaints Investigation and Mediation Division conducts investigation and mediation for housing discrimination complaints pursuant to local laws including Administrative Code Chapters 12A (Powers and Duties of HRC) and 12C, Police Code Article 33, Police Code Article 38, and Police Code Article 49. The Discrimination Division also recently initiated a fair housing testing program. HRC also provides input to other City and County departments on fair housing issues, fosters dialogue between the community and the local government, amplifies unheard voices, and provides training and guidance to housing providers regarding compliance with fair housing laws. Thus, HRC is a municipal agency dedicated to equity and to protect and promote human rights for all.

Given that the Human Rights Commission cannot provide individual legal representation or legal advice or direct advocacy (be an advocate for a particular side while a case is under investigation), it does connect people to organizations that do. The Mayor's Office of Housing and Community Development actively funds some of these organizations to support outreach and enforcement on fair housing.

Read an evaluation and more on San Francisco's efforts to affirmatively further fair housing in the Housing Element 2022 Update Needs Assessment.

Addressing Impediments to Fair Housing

The product of a multi-agency effort coordinated by the Mayor's Office of Housing and Community Development, the City regularly updates and releases an Analysis of Impediments to Fair Housing report, the latest of which covers 2013-2018. The report discusses the challenges of affordability, accessible housing, and alleged discrimination in the city's housing market. The paper also offers recommendations on increasing community acceptance of affordable housing and the promotion of fair housing practices in public housing. These action items are incorporated into the City's 2010-2015 Consolidated Plan and its associated Action Plan.

MOHCD has worked on various initiatives to address the impediments identified in the City's Analysis of Impediments to Fair Housing Choice report, including addressing the Impediments to Affordable Housing Development, Impediments to Utilization of Assisted Housing Programs, and Impediments Facing People with a Criminal Record. MOHCD has focused its efforts on increasing affordable housing production through site placement, working with other city agencies to remove regulatory barriers, and creating new financing sources all in order to increase the production of affordable housing as discussed above. In an attempt to overcome the impediment of utilizing assisted housing programs, MOHCD is developing a centralized online housing notification and application system called DAHLIA. This will centralize how people learn about affordable housing opportunities. It will also simplify and centralize how people apply to those housing opportunities. Additionally, MOHCD continued to work closely with the Human Rights Commission to implement San Francisco's Fair Chance Ordinance in all City-assisted affordable housing in order to address the impediment facing people with a criminal record.

Appropriateness of Objective 5

Equal access to housing requires equitable interventions and strategies: to increase investments to those who are most vulnerable, most at-risk of displacement, and those who have been harmed by the discriminatory programs in the past. This objective and underlying policies also should be modified to recognize the extent and risk of displacement for vulnerable households, provide direction on anti-displacement efforts, and affirmatively further fair housing.

Review of Implementation Programs for Objective 5 from 2014 Housing Element

Name of Program 45	All housing agencies shall require associated project sponsors to provide the agency with an outreach program that includes special measures designed to attract those groups identified as least likely to apply.
Effectiveness	MOHCD has outlined expectations of marketing inclusionary units, including requirements specifying an outreach and marketing plan: https://sfmohcd.org/expectations-inclusionary-rental-agents-and-or-owners and https://sfmohcd.org/pricing-and-marketing-inclusionary-units
Appropriateness	Modify. Consider additional measures to identify which groups are least likely to apply and increase outreach investments to these groups.
Lead Agency	Mayor's Office of Housing and Community Development, Office of Community Investment and Infrastructure, San Francisco Housing Authority
Funding Source	Not required
Schedule	Ongoing (part of project review)

Name of Program 46	The Mayor's Office on Housing (MOH) shall work with SFHA, HSA, DPH, and nonprofit and private housing providers to develop a website providing information on affordable housing opportunities within the city, including BMRs, providing specific information about the availability of units and related registration processes, and applications.
Effectiveness	<p>In 2016, the City created DAHLIA, a search and application portal for the city's affordable housing units. DAHLIA offers a central resource to find affordable housing, collect information from prospective renters, and easily track data of applicants: https://housing.sfgov.org/.</p> <p>The City also created a landing page with some of general housing resources around San Francisco, such as Eviction Help, Rental Housing, and Homeownership: https://sf.gov/departments/mayors-office-housing-and-community-development.</p>
Appropriateness	Complete. This landing page has since been creating for various housing programs. Consider changing to completing and expanding the build-out of key housing database pages, such as DAHLIA, to collect data on communities being served by the City's various housing services in order to inform the increase in investments to those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Program funding
Schedule	Online by the end of 2010. Pursue a physical location following the completion of the online version is up and running.

Name of Program 47	<p>The City's Human Rights Commission (HRC) will continue to support and monitor the Fair Housing Access laws and advise the Mayor's Office of Housing and the Mayor's Office on Disability on issues of accessibility and impediments to Fair Housing. The HRC will investigate and mediate discrimination complaints. When appropriate, the HRC will provide referrals to other government agencies.</p>
Effectiveness	<p>In 2016, HRC closed its first annual Fair Chance Compliance Survey, sent to affordable housing providers to assess the effectiveness of the Fair Chance Ordinance. HRC continued its ongoing roundtable discussion sessions with affordable housing providers to assess the FCO Compliance Survey, discuss best practices, and otherwise increase competency in and streamline implementation of the FCO.</p> <p>In 2016, HRC also responded to inquiries from affordable housing providers, property managers, and tenants regarding FCO on an ongoing basis.</p> <p>HRC worked with the SF Sheriff's Department and transgender stakeholders to develop and implement inclusionary housing and programming policies for transgender inmates at County jails. The effort stems from the segregation and disparate treatment of transgender inmates in detention facilities. The long-term goal of the collaboration is for transgender inmates to be housed according to their gender identity (as opposed to assigned sex at birth) and housing preference.</p> <p>In 2016, HRC received 961 inquiries of possible discrimination in housing, employment, and public accommodation. From these initial inquiries, 264 individual and group intake interviews were conducted. Formal complaints were drafted for 54 new Complainants in 2016. The majority of these complaints were based on discriminatory actions in housing. For housing complaints filed in 2016, the most common protected class is disability.</p> <p>The same is also true for public accommodation complaints filed in 2016. For employment complaints filed in 2016, the most common protected class is gender identity. In 2016, HRC staff conducted 13 mediations.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	<p>Continue. Consider setting metrics for this program and releasing an annual report as well as other data to understand trends and how metrics and goals are being met. Adjust HRC measures based on data to increase investments to those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.</p>
Lead Agency	<p>Mayor's Office of Housing and Community Development</p>
Funding Source	<p>Annual work program</p>
Schedule	<p>Ongoing – existing program</p>

Name of Program 48	<p>The HRC will continue to assist in resolving landlord-tenant problems in rental housing, including single room occupancy hotels.</p>
Effectiveness	<p>HRC continues to mediate complaints of discrimination and non-compliance in housing as prescribed by City policy as jurisdiction, regardless of housing type.</p>
Appropriateness	<p>Continue. Consider setting metrics for this program and releasing an annual report as well as other data to understand trends and how metrics and goals are being met. Adjust HRC and City measures based on data to provide direction on anti-displacement efforts, affirmatively further fair housing, prioritizing those who are most vulnerable, at-risk of displacement, and have been harmed by discriminatory programs in the past.</p>
Lead Agency	<p>Human Rights Commission</p>
Funding Source	<p>Annual work program</p>
Schedule	<p>Ongoing – existing program</p>

Name of Program 49	The Board of Supervisors shall continue to uphold local measures prohibiting tenant harassment. Section Sec. 37.10B of the City's Administrative Code prevents landlords or their agents from doing specified acts, such as abusing the right of entry to the unit, threatening or attempting to coerce a tenant to move, or interfering with the tenant's right of privacy.
Effectiveness	The Board of Supervisors continue to uphold City measures prohibiting tenant harassment.
Appropriateness	Continue
Lead Agency	Board of Supervisors
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 50	The City should continue to evaluate the effectiveness of existing programs to discourage displacement and to provide evicted tenants with sufficient relocation accommodations. Relocation services including counseling, locating replacement housing, and moving expenses should be provided to match the needs of displaced tenants. The City and the Board of Supervisors should continue to pursue necessary legislative modifications at local and State levels to minimize the adverse effects of evictions on tenants.
Effectiveness	Over the past three years, the City has significantly increased investment in eviction prevention and tenant counseling services focusing on keeping tenants in their homes. In FY 2014-15, MOHCD invested approximately \$3,600,000 in these service areas. In 2015-16, that amount increased to approximately \$4,300,000. As of July 1, 2016, MOHCD has now allocated over \$7,000,000 in funding to support eviction prevention and tenant counseling, with \$250,000 specific to or prioritized for the Mission District. Since 2013, MOHCD has also convened eviction prevention and tenant counseling group on a bi-monthly basis to discuss policy and funding issues and improve coordination between the City and community-based organizations.
Appropriateness	Continue. Consider the extent and risk of displacement for vulnerable households when providing direction on anti-displacement efforts.
Lead Agency	Board of Supervisors
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 51	DBI shall enforce housing codes where such infractions adversely affect protected resident categories, and shall monitor the correction of such continuing code violations to prevent the loss of housing.
Effectiveness	DBI continues to enforce housing codes. All departments will be required to create a racial equity plan for internal and external processes, including DBI. This may inform any future code amendments that increase equity. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue. Consider specifying other policies and programs that encourage housing equity for families.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing – existing program

Name of Program 52	The City and all of its partners shall continue to provide translation of all marketing materials, registration processes, applications, etc. Such materials should be marketed broadly and specifically target underserved populations.
Effectiveness	A recent example: https://www.calle24sf.org/es/ The City and departments are required to follow the Language Access Ordinance since 2001 (previously called the Equal Access to Services Ordinance). Since March 2015, all City Departments that provide information or services directly to the public are required to follow the Ordinance. https://sf.gov/data/language-access-ordinance-compliance-data <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Consider adjusting text to center outreach and marketing materials around racial and social equity and populations underserved for specific programs.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 53	The Police Department will continue to implement San Francisco's Municipal Police Code under Article 1.2, which prohibits housing discrimination against families with minor children. This law prohibits the most common forms of discrimination, such as restrictive occupancy standards, rent surcharges and restrictive rules.
Effectiveness	SF Police Code Article 1.2: https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_police/0-0-0-444#JD_101 <i>This program addresses housing needs of special populations.</i>
Appropriateness	Modify. Consider requiring annual police reports to include data reporting and tracking cases of discrimination. These reports should inform the City's anti-displacement.
Lead Agency	Police Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 54	The City will continue to promote access to housing by families by enforcing Section 503(d) of the City's Housing Code, and supporting amendments that increase equity.
Effectiveness	SF Housing Code Section 503: https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_building/0-0-0-53885 <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue. Consider specifying other policies and programs that encourage housing equity for families.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing – existing program

OBJECTIVE 6: REDUCE HOMELESSNESS AND THE RISK OF HOMELESSNESS.

Policy 6.1 Prioritize permanent housing and service-enriched solutions while pursuing both short- and long-term strategies to eliminate homelessness.

Policy 6.2 Prioritize the highest incidences of homelessness, as well as those most in need, including families and immigrants.

Policy 6.3 Aggressively pursue other strategies to prevent homelessness and the risk of homelessness by addressing its contributory factors.

Policy 6.4 Improve coordination among emergency assistance efforts, existing shelter programs, and health care outreach services.

Effectiveness of Objective 6: Overview

In 2016, the City and County of San Francisco created a new city department, the Department of Homelessness and Supportive Housing (HSH), to make a significant and sustained reduction in homelessness in San Francisco through the coordinated provision of services. Since 2015, the City has significantly expanded the number of Permanent Supportive Housing units, subsidies for operation of these units, and temporary shelters. This expansion will include approximately 4,000 units of additional site-based and scattered-site Permanent Supportive Housing by end of 2022. The City has also reduced the number of unsheltered families. Within this housing expansion, the City has focused on scattered-site solutions. For example, in July 2020, the city launched the Flexible Housing Subsidy Pool, a scattered-site Permanent Supportive Housing strategy that matches people experiencing homelessness to private market apartments across the city and provides supportive services so that they remain stably housed. These investments have helped the City work towards the goals of Objective 6, likely reducing the number of unsheltered families.

While the City has made significant investments at multiple levels, the number of unhoused residents continuously grew between 2015 and 2019, when there were over 8,000 unhoused people reflected in the 2019 PIT count. The City saw a slight reduction to over 7,700 in the latest Point in Time Count in 2022.

Within San Francisco's homeless populations American Indian and Black people are significantly overrepresented compared to their share of the population. The policies under Objective 6 only highlight families and immigrants as higher incidence of homelessness while these racial groups, or other groups overrepresented in the homeless population such as transgender and nonbinary/gender non-conforming people, or those with prior incidence of homelessness are left out. The Coordinated Entry System run by HSH considers chronic homelessness as one of three priority criteria when assessing people for housing, and this has also been a concern amongst some homeless advocates. Focusing too heavily on chronic homelessness could result in long waits for those who do not rise to the top levels of chronic homelessness, which would eventually worsen their situation while waiting for housing and services. HSH is conducting a Coordinated Entry Evaluation and Reform process as part of its 2022 Strategic

Planning Process and has already tweaked processes in family Coordinated Entry to ensure evaluations are effectively matching people who need housing to vacant units.

Effectiveness of Key Related Programs

Department of Homelessness and Supportive Housing (HSH) Programs and Services

These programs address housing needs of special populations.

HSH operates the City's Homelessness Response System (HRS). As of September 2022, the HRS serves over 154,000 individuals every day, providing nearly over 12,000 units of supportive housing, capacity to shelter over 3,000 guests, and a variety of other services. Information about HSH's organization and strategic planning is available on the HSH [website](#).⁶

There are six core components to HSH's work to address homelessness: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder.

Outreach

HSH connects the most vulnerable individuals living outside with available and appropriate resources within the Homelessness Response System through outreach, engagement and case management. The San Francisco Homeless Outreach Team (SFHOT) provides citywide outreach 7 days a week citywide through a contract with a non-profit service provider.

Temporary Shelter

Temporary Shelters provides temporary places for people to stay while accessing other services to support a permanent exit from homelessness. Temporary shelters offer short-term strategies to eliminate homelessness, called for in Policy 6.1.

HSH provides HUD with an annual [Housing Inventory Count](#) that provides details on the number of shelter beds and housing units in the City's system of care. To determine the number and utilization of available shelter beds, HSH documents the number of beds available and the occupancy rate on a single night early each calendar year. Temporary Shelter, per the HUD definitions, includes programs like congregate shelters, non-congregate shelters, Navigation Centers and SAFE Navigation Centers, Stabilization Beds and Transitional Housing.

The City's shelter resources have overall increased since 2015. San Francisco's emergency shelter system expanded rapidly in 2020 due to the mayor's 1,000 New Shelter Beds Initiative and the expansion of non-congregate shelter (such as the Shelter-in-Place Hotel Program) opened in response to the COVID-19 pandemic. Simultaneously, the City's congregate shelter system capacity decreased by over 70 percent due to social distancing requirements during the COVID-19 pandemic. As some of the emergency interventions are closing, HSH has opened several new shelter sites and reopened beds at the sites that had reduced capacity during the peak of the response to COVID-19.

⁶ San Francisco Department of Homelessness and Supportive Housing (HSH) Strategic Planning and Reports, <https://hsh.sfgov.org/about/research-and-reports/strategic-planning/>

During the COVID-19 pandemic, the city also stood up Safe Sleep sites for people to sleep in tents in a safe and clean place. HSH also has Vehicle Triage Centers where people can sleep in their vehicles and access services. HUD does not categorize these sites as emergency shelter, so these programs are not included in shelter data the city reports to HUD.

The occupancy rate of emergency shelters has slightly decreased between 2015 and 2021, but the utilization climbed back up to 89 percent. The number of beds allocated to people in adult and family households has increased overall.

Table 32. Emergency Shelter Counts

Type of Resource*	2015	2016	2017	2018	2019	2020	2021	2022
Total Beds	2,103	2,313	2,322	2,241	2,721	2,978	4,474	3,767
Family Beds	383	424	538	501	496	657	550	not available at time of publication
Adult-only Beds	1,635	1,697	1,724	1,589	2,129	2,246	1,180	
Other Beds (ex. Seasonal, overflow, voucher)	65	167	35	125	90	75	2,744	
Child-only Beds	20	25	25	26	6	0**	0**	
People Sheltered***	1,994	2,211	2,050	2,011	2,262	2,471	3,588	
Occupancy Rate****	95%	96%	88%	90%	83%	83%	89%	

Source: HSH's Housing Inventory Counts and Point-in-Time Counts.

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18. Child-only beds are for households with only people under 18.

**There were 6 child-only beds in the CoC's system in 2020 and 2021. These beds were miscategorized in 2020 and 2021. For consistency, this table mirrors the HIC- reported numbers.

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

**** Occupancy rate is calculated by: People Sheltered / Total Beds

The occupancy rate in transitional housing has seen a slight decrease in recent years, with 75 percent utilization in 2020. The number of beds among households with children saw a decline in 2020 after nearly doubling between 2018 and 2019.

Table 33. Transitional Housing

<i>Type of Resource*</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Total Beds	465	479	453	551	752	627	537	555
Family Beds	238	231	235	238	402	190	212	<i>not available at time of publication</i>
Adult-Only Beds	227	248	218	313	350	437	325	
People Sheltered***	407	411	440	474	575	473	412	
Utilization**	88%	86%	97%	86%	76%	75%	77%	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed or Sheltered / Total Beds

***The number provided for the number of shelter beds and number of people sheltered a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round.

Navigation Centers

San Francisco's first Navigation Center opened in March 2015 and was a successful pilot serving San Francisco's highly vulnerable and long-term unhoused neighbors who are often fearful of accessing traditional shelter and services. Navigation Centers are low-barrier, housing-focused sites that allow pets, partners, and more possessions and have more privacy than other non-congregate shelter models. HSH has nine Navigation Centers in operation as of September 2022.

Table 34. Navigation Centers in San Francisco

<i>Location</i>	<i>Date Opened</i>	<i>Capacity</i>
125 Bayshore Boulevard	October 2018	128 persons
680 Bryant Street	December 2018	84 persons
224 South Van Ness Avenue	June 2018	186 persons
600 25 th Street	June 2017	64 persons
20 12 th Street	June 2016	112 persons
555 Beale Street	December 2019	200 persons
1925 Evans Street	January 2021	116 persons
700 Hyde Street	February 2021	75 persons
74 6 th Street	September 2022	180 units

Coordinated Entry

Coordinated Entry organizes the Homelessness Response System with a common, population specific assessment; a centralized data system and “by name” database of clients; and a prioritization method based on vulnerability, barriers to housing, and chronicity of homelessness. This process directs clients to the appropriate resources and allows for data-driven decision making and performance-based accountability. The Coordinated Entry process is organized to serve three subpopulations: Adults, Families, and Transitional Aged Youth. HSH continues to analyze Coordinated Entry prioritization on an ongoing basis for equity, including race and LGBTQ+ status. In its role as a coordinated and prioritization system, Coordinated Entry meets Policies 6.2 and 6.4 of the 2014 Housing Element. HSH is conducting a Coordinated Entry review and evaluation process in 2022.

Problem Solving

Problem Solving is an umbrella term used for strategies to help people exit or avoid homelessness without continued support from the Homelessness Response System. Problem Solving includes Targeted Homeless Prevention, which provides opportunities to stop people from entering the Homelessness Response System and supports Policy 6.3. Problem Solving also includes one-time grants to resolve one-time experiences of homelessness, as well as relocation assistance to reconnect people experiencing homelessness with support networks (a program formerly known as Homeward Bound).

Housing

Housing provides permanent solutions to homelessness through subsidies and housing placements to adults, families, and Transitional Age Youth (TAY). This offers a long-term solution to eliminating homelessness, as called for in Policy 6.1. As of September 2022, the HSH housing portfolio includes just under 12,000 units and will continue to expand under the Mayor’s [Homelessness Recovery Plan](#).

Permanent Supportive Housing (PSH)

HSH administers locally and federally funded PSH to provide long-term affordable housing with on-site social services to people exiting chronic homelessness. The PSH portfolio includes both project-based sites and scattered-site PSH through the Flexible Housing Subsidy Pool (Flex Pool), which utilizes housing units available in the private market in various sites across the city. The Flex Pool program launched in 2020.

PSH utilization has generally remained above 90 percent over the past five years. Occupancy rates among households without minor children saw an overall increase up to 2019. As of fall 2022, HSH has over 800 units dedicated to older adults.

In response to the COVID-19 pandemic, legislation and Planning Code Ordinance revisions included a Planning Code amendment (Chapter 41) to allow residential hotels to retain their tourist room designations even if they rent units as permanent supportive housing (PSH) and to use their rooms as Permanent Supportive Housing.

The City’s Homelessness Recovery Plan calls for the City to buy or lease 1,500 new units of Permanent Supportive Housing between June 2020 and July 2022. As of September 2022, the City has purchased or leased 2,413 active units and has 505 units under contract.

Table 35. Permanent Supportive Housing – Beds (Not Units)

<i>Type of Resource*</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Total Beds****	7,051	7,599	8,254	9,556	10,797	10,051	10,292	12,436
Family Beds	1,597	1,912	2,647	1,836	2,205	1,913	2,216	<i>not available at time of publication</i>
Adult Beds	5,454	5,687	5,607	7,720	8,592	8,138	8,076	
People Housed or Sheltered***	6,646	7,260	8,012	9,024	9,577	9,258	9,126	
Utilization**	94%	96%	97%	94%	89%	92%	89%	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed / Total Beds

***The number provided for the number of beds and people housed for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round

****This row combines PSH and Other Permanent Housing. Other Permanent Housing: Includes any permanent housing project that is designated for people experiencing homelessness that provides housing and services or housing only, but for which disability is not required for entry, including SRO projects.

Project Homekey

HSH has received over \$212 million from the state's Project Homekey program to acquire and operate six sites for PSH. In September and October 2020, the City applied for and was awarded a combined \$76.9 million dollars from the State to purchase and operate two hotel properties with 362 units through round 1 of Project Homekey. In the second round of Homekey, HSH received over \$135 million towards the purchase and operation of four additional sites with 77 units for young adults, 120 units for adults, and 240 units with 738 bedrooms for families.

The City is planning to acquire additional properties with a mix of state and local funds in the future.

Emergency Housing Vouchers (EHVs)

The Housing Authority of the City and County of San Francisco (Authority) were awarded 906 Emergency Housing Vouchers (EHVs) from the federal government in 2021. The Housing Authority is partnering with the San Francisco Department of Homelessness and Supportive Housing (HSH) to implement this program. Clients live on their own in the private rental market in San Francisco and typically pay 30 percent of their income on rent, with the rest covered by the voucher. HSH provides housing navigation and supportive services for people living in these units. As a form of Housing Choice Voucher, these units are reflected in HSH's scattered-site PSH portfolio.

Rapid Rehousing

The Rapid Rehousing program provides time-limited rental assistance and services for households exiting homelessness and includes housing identification, temporary rent and assistance and case management.

Households with children have primarily been served through Rapid Rehousing and households without children had an increase over the past 3 years.

Table 36. Rapid Rehousing Numbers

<i>Type of Resource*</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Total Beds*	753	774	176	227	664	1,187	2,101	1,919
Family Beds	753	774	39	181	183	422	1,738	<i>not available at time of publication</i>
Adult-Only Beds	0	0	137	46	481	765	363	
People Housed or Sheltered	753	774	176	227	664	1,187	2,101	

Source: HSH

* Per HUD, family beds are allocated to households with at least one adult over 18 and at least one child under 18. Adult-only beds are for households with only people over the age of 18.

** Utilization is calculated by: People Housed or Sheltered/Total Beds

***The number provided for beds and clients for a given year is a snapshot based on a single point in time. This number represents the number of clients present at a site on the night of the Point-in-Time count and is not a representation of the number of people served at the site year-round

Local Operating Subsidy Program (LOSP)

Affordable units serving extremely low-income or formerly homeless tenants often require additional subsidies to cover ongoing operating costs. This is due to two main factors: (1) the very low rents charged for these units often do not cover operating costs, and (2) models such as Permanent Supportive Housing (PSH), include additional on-site supportive services (e.g., social and mental health services) that increase total operating costs. Demand for sources of state and federal funding often exceeds the supply.

To address this challenge, and to further catalyze the production of units serving extremely low-income and formerly homeless households, the City of San Francisco established its own locally-funded operating subsidy in 2006, the Local Operating Subsidy Program (LOSP). LOSP funds a percentage of PSH units integrated within 100 percent affordable LIHTC projects as well as a limited number of units in 100% affordable PSH buildings. For a given project, the LOSP pays the difference between the cost of operating the PSH units and all other sources of operating revenue. Contracts are structured as 15-year terms and are subject to annual appropriations.

The LOSP, which is currently funded through the City's General Fund, represents a major public investment. In fiscal year 2018-2019, MOHCD's portfolio included approximately 3,000 PSH units, of which 1,160 (40 percent) were supported with funds from the LOSP. The total LOSP budget in fiscal year 2018-2019 was about \$9.2 million, equivalent to \$7,900 per unit. Since fiscal year 2007-2008, the LOSP annual budget has, for the most part, increased year over year. The LOSP budget is set to increase in the next few years as additional PSH units are added (projected at \$26 million by fiscal year 2023-2024). LOSP is funded from the City's General Fund, representing a growing funding commitment over time. A permanent source of funding for LOSP and PSH in general could help to ensure the program continues over time and relieve pressure on the General Fund.

Housing Ladder

The Housing Ladder program offers opportunities for tenants in supportive housing to move to subsidized housing with lower levels of support services. By joining the program, clients make their PSH unit available for other people experiencing homelessness and make strides toward permanent housing, as called for in Policy 6.1. The Housing Ladder also includes opportunities to assist clients to move to a more permanent housing solution outside the Homelessness Response System.

Continuum of Care

A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Local Homeless Coordinating Board (LHCB) is the governing body that oversees the CoC in San Francisco.

Emergency Solutions Grant

HSH receives funding from federal Emergency Solutions Grant program (ESG), which provides funds for a variety of activities to address homelessness as authorized under the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and State program requirements. The California Department of Housing and Community Development (HCD) administers the ESG program with funding received from the U.S. Department of Housing and Urban Development (HUD).

The ESG program provides grant funding to (1) engage homeless individuals and families living on the street, (2) rapidly re-house homeless individuals and families, (3) help operate and provide essential services in emergency shelters for homeless individuals and families, and (4) prevent individuals and families from becoming homeless.

In 2016, in an effort to align the Department's ESG funds with the HEARTH Act priorities, HCD redesigned how it allocates and distributes funding. The redesigned ESG program aims to do the following: Align with local systems' federal ESG and HEARTH goals, invest in impactful activities based on key performance goals and outcomes, improve geographic distribution of funded activities and continuity of funded activities, and create a streamlined delivery mechanism. The ESG's solutions- and prevention-based program and its increased alignment with HEARTH goals help address Policies 6.1, 6.3, and 6.4.

Appropriateness of Objective 6

Policies under this Objective create the right foundation for reducing homelessness. However, San Francisco maintains one of the strongest economies in the country and the region and has enjoyed rapid job growth especially in high paying jobs. These changes have led to increased housing pressures that place more households at risk of homelessness. In 2022, HSH estimated that for every one household the Department is able to house through the programs outlined above, four become homeless. This means there are many households that are not receiving support from the City to resolve their homelessness. The City should advance policies to eliminate homelessness all together, prioritizing those who experience most inequities, but also advancing to address the broader needs. Racial and social equity must be centered in this work by prioritizing people with highest risk of homelessness, such as formerly incarcerated, American Indian, and Black people.

Review of Implementation Programs for Objective 6 from 2014 Housing Element

Name of Program 55	<p>The Department of Public Health, the Human Services Agency; the Mayor's Office of Community Development; the Department on the Status of Women; the Department of Children, Youth and Their Families; the Mayor's Office of Housing continue to implement the 10-year plan to end the "Continuum of Care Five-Year Strategic Plan of San Francisco." The City has also created a new Mayoral office, the Housing, Opportunity, Partnerships and Engagement (HOPE), which find ways to improve outcomes for individuals in all forms of city sponsored housing-including shelters, supportive, public and affordable housing.</p>
Effectiveness	<p>A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals.</p> <p>On July 1, 2016, the City launched a new agency known as the Department of Homelessness and Supportive Housing (HSH). HSH has a singular focus on preventing and ending homelessness for people in San Francisco. HSH is the lead agency for the Continuum of Care and LHCb is the governing body that oversee CoC the Continuum of Care in San Francisco.</p> <p>HSH's first five-year strategic framework was released in 2017 and the most recent Strategic Framework Update was released in March 2021. A new strategic plan will be available in early 2023.</p> <p>In 2018, San Francisco voters passed Prop C. This ballot measure provides significant new funding for homelessness and mental health services. HSH is using Prop C funding to enhance resources across their system of care, with a focus on acquiring new Permanent Supportive Housing.</p> <p>In 2020, Mayor Breed laid out the Homelessness Recovery Plan to help ensure the City's recovery from COVID-19 includes the most vulnerable people. Among other goals, the plan called for the addition of 1,500 new units of PSH and 6,000 placements to shelter and housing. As of October 2022, the City had nearly doubled the PSH goal with 2,918 units active or under contract and had made over 5,000 placements.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	<p>Modify. Continue the interagency collaboration to find ways to improve outcomes for individuals in all forms of city sponsored housing. However, the HOPE office is no longer operating and HSH has incorporated many of the former HOPE office's programs. Most homelessness-related programs should list HSH as a lead implementing agency to eliminate homelessness</p>
Lead Agency	<p>Department of Homeless and Supporting Housing</p>
Funding Source	<p>San Francisco General Fund; private donation, government grants, Proposition C, CDBG and HOME funds</p>
Schedule	<p>Ongoing</p>

Name of Program 56	<p>The San Francisco Local Homeless Coordinating Board (LHCb) will continue to work with the Mayor's Office of Housing, the Human Service Agency, and the Department of Public Health to maintain and expand housing solutions to homelessness by focusing on new housing, coordinated assessment to place the longest-term homeless people in service enriched housing. The "10 Year Plan to End Chronic Homelessness" opened 3,000 new units.</p>
Effectiveness	<p>LHCb continues to oversee CoC the Continuum of Care in San Francisco.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	<p>Continue</p>
Lead Agency	<p>San Francisco Local Homeless Coordinating Board</p>
Funding Source	<p>San Francisco General Fund; private donation, government grants, CDBG and HOME funds, Proposition C</p>
Schedule	<p>Completed and ongoing</p>

Name of Program 57	HSA will continue to facilitate permanent SRO housing through its Master Lease Program, which renovates hotels to be managed by nonprofit agencies providing case management and supportive services on-site, and to fund non-profit agencies to provide on-site supportive services; as well as through programs such as its transitional housing partnership with affordable housing developers.
Effectiveness	HSH provides funding to housing providers to lease and operate a variety of buildings, including master-leased SROs. These sites provide supportive services to the resident population. Building owners retain responsibility for capital improvements. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Department of Homelessness and Supportive Housing
Funding Source	Various local and federal sources
Schedule	Ongoing

Name of Program 58	DPH shall continue to offer permanent supportive housing and shelter programs; as well as services and clinics which deliver a variety of health services to homeless persons; and to provide on-site case managers who can help residents avoid eviction.
Effectiveness	HSH has taken over DPH's housing and shelter programs and folded these programs into the Department's overall portfolio. DPH continues to provide health services to unhoused people. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Continue
Lead Agency	Department of Public Health, Department of Homelessness and Supportive Housing
Funding Source	Various sources
Schedule	Ongoing

Name of Program 59	The Planning Department will ensure that transitional and supportive housing is a residential use through code and/or policy changes.
Effectiveness	The Planning Code was amended in March 2015 to specifically define transitional and supportive housing and clarify that the use is principally permitted in any district where 'Group Housing' is allowed as of right. <i>This program addresses housing needs of special populations.</i>
Appropriateness	Delete. This change was codified in the Planning Code and continues to be enforced through the Planning Department's review process.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Issue 4.

Facilitate Permanently Affordable Housing

OBJECTIVE 7: SECURE FUNDING AND RESOURCES FOR PERMANENTLY AFFORDABLE HOUSING, INCLUDING INNOVATIVE PROGRAMS THAT ARE NOT SOLELY RELIANT ON TRADITIONAL MECHANISMS OR CAPITAL.

Policy 7.1 Expand the financial resources available for permanently affordable housing, especially permanent sources.

Policy 7.2 Strengthen San Francisco's affordable housing efforts by planning and advocating at regional, state, and federal levels.

Policy 7.3 Recognize the importance of funds for operations, maintenance and services to the success of affordable housing programs

Policy 7.4 Facilitate affordable housing development through land subsidy programs, such as land trusts and land dedication.

Policy 7.5 Encourage the production of affordable housing through process and zoning accommodations, and prioritize affordable housing in the review and approval processes.

Policy 7.6 Acquire and rehabilitate existing housing to maximize effective use of affordable housing resources.

Policy 7.7 Support housing for middle income households, especially through programs that do not require a direct public subsidy such as providing development incentives for higher levels of affordability, including for middle income households. (WITH AMENDMENT)

Policy 7.8 Develop, promote, and improve ownership models which enable households to achieve homeownership within their means, such as down-payment assistance, and limited equity cooperatives.

Effectiveness of Objective 7: Overview

Federal funding for affordable housing has continually decreased for the past several decades. In the past 15 years, San Francisco has only built or preserved 13,320 units permanently affordable to extremely low- to moderate-income households, 33 percent of our regional targets. San Francisco also lost a significant and continuous source of funding due to State dissolution of Redevelopment Agencies in 2011. To continue building affordable housing, non-profit developers piece together a variety of public and private funding sources. The City also created new sources of local funding to make up for the loss of redevelopment funds. These include:

- Affordable housing trust fund, established in 2012, a general fund set aside of approximately \$50 million/yr for 30 years.
- Employer gross receipts tax, established in 2018, expected to create \$300 million per year for supportive housing

- Real Estate Transfer tax for properties valued at \$10 million or higher, expected to create \$196 million per year
- Affordable Housing General Obligation Bonds, \$310 million in 2015, and \$600 million in 2019, and \$147 million in the Health and Recovery G.O. Bond in 2020.

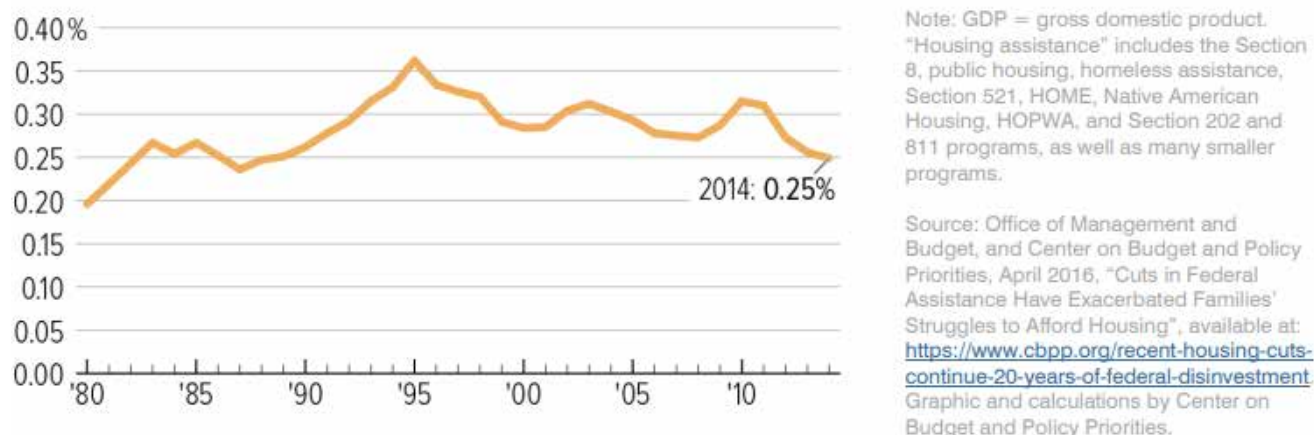
Despite limited funding sources, San Francisco continues to build affordable housing at a faster rate than most other cities. According to the Housing Affordability Strategies report, the City needs to spend over \$517 million per year on building or preserving permanently affordable housing to secure 30 percent affordability of 5,000 new or preserved units. This study assumed an average cost of construction of \$700,000 per unit and a subsidy of \$350,000. The City was able to reach the high funding target in 2019. With the additional funding from the new gross receipts tax for Permanent Supportive Housing, the City reached approximately \$650 million in 2021 for production and preservation of affordable housing.

Effectiveness of Key Related Programs

Federal Funding

Federal funding for affordable housing (Section 8, HOME, CDBG, and Affordable Housing Program) has been flat or in decline over the last two decades. For example, Figure 11 shows that federal discretionary spending for housing assistance relative to gross domestic product has been on a declining trend since 1995.

Figure 11. Federal Discretionary Spending for Housing Assistance Relative to GDP, 1980 – 2016



Source: Affordable Housing Funding, Production, and Preservation, SF Planning, March 2020

Community Development Block Grant (CDBG)

The primary federal objective of the CDBG program is the development of viable urban communities by providing decent housing and a suitable living environment and through expanding economic opportunities, principally, for persons of low- and moderate-income. "Persons of low and moderate

income” are defined as families, households, and individuals whose incomes do not exceed 80 percent of the county median income, adjusted for family or household size.

In the 2020-2024 Consolidated Plan, a total of about \$81 million in CDBG funds are expected to be allocated to meeting the following goals:

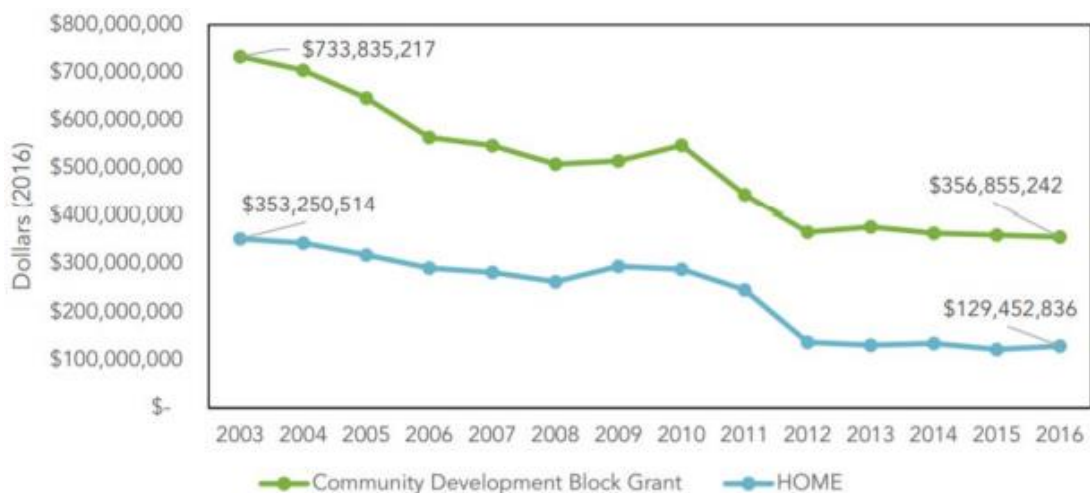
- Preserve affordable housing
- Increase opportunities for sustainable homeownership
- Reduce rate of evictions
- Increase access to services for residents of public and publicly subsidized housing, RAD projects, HOPWA subsidized housing, and single room occupancy hotels
- Provide access to employment opportunities across multiple sectors for unemployed and underemployed populations
- Provide skill development and training resources
- Improve financial literacy and personal finance management
- Increase access to community-based services
- Ensure nonprofit service providers have high quality, stable facilities
- Encourage the development and sustainability of thriving locally owned businesses
- Support the development and sustainability of robust commercial corridors in low-income neighborhoods
- Support neighborhood-based planning efforts
- Reduce displacement of residents and businesses

HOME Investment Partnerships (HOME)

The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds are awarded annually as formula grants to participating jurisdictions (PJs). The program's flexibility allows states and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits. HOME regulations require that participating jurisdictions match federal HOME funds that are used for housing development, rental assistance or down payment assistance with local sources at a rate of 25 percent.

In the 2020-2024 Consolidated Plan, a total of about \$33.4 million in HOME funds are expected to be allocated to meeting the goal of creating more affordable housing. MOHCD estimates approximately 84 extremely low-income, low-income, and moderate-income families will be provided affordable rental housing during 2021–2022 time period using HOME funds. Figure 12 shows a declining trend in both CDBG and HOME allocations to California.

Figure 12. Federal HOME and Community Development Block Grant Allocations to California (Adjusted for Inflation in 2016 Dollars), 2003 – 2016



Source: Affordable Housing Funding, Production, and Preservation, SF Planning, March 2020

Senate Bill 35 (SB 35)

California Senate Bill 35 (SB-35) was signed by Governor Jerry Brown on September 29, 2017 and became effective January 1, 2018. SB-35 applies in cities that are not meeting their Regional Housing Need Allocation (RHNA) goal for construction of above-moderate income housing and/or housing for households below 80 percent area median income (AMI). SB-35 amends Government Code Section 65913.4 to require local entities to streamline the approval of certain housing projects by providing a ministerial approval process. This process accommodation aligns with Policy 7.5 of the 2014 Housing Element. Currently, San Francisco meets its RHNA goal for construction of above-moderate income housing. However, the City has not met the RHNA goals for affordable housing below 80 percent AMI. Therefore, projects providing on-site affordable housing at 80 percent AMI are eligible for administrative approval in San Francisco provided they meet all of the eligibility criteria.

In the last few years, projects totaling with more than 1,660 units with 1,500 units affordable at lower incomes have received ministerial approvals due to Senate Bill 35. SB 35 requires streamlined approval of housing if a city has underproduced housing in a particular income category relative to the RHNA targets. Because San Francisco has not met its low-income RHNA targets, projects that comply with the planning code and that provide at least half of their units affordable at low-income of 80 percent of AMI or below can qualify for ministerial approvals. Most developments using SB 35 are 100 percent affordable, however, a few mixed income developments with at least half of units affordable at low incomes have been proposed.

Table 37. SB 35–Construction of Units Using SB 35

<i>Status</i>	<i>Projects</i>	<i>Net Units</i>	<i>Affordable Units</i>
Planning Application Filed	5	797	650
Building Permit Filed	2	100	98
Building Permit Approved	1	70	70
Building Permit Issued	5	696	696
Total	13	1,663	1,514

Note: Five SB35 projects also use density bonus programs

Source: 2019 Housing Inventory

First-time Homeowner Assistance Programs

The Mayor's Office of Housing and Community Development offers several funding programs to assist moderate and low-income households in purchasing their first property. These funds include the Downpayment Assistance Loan Program (DALP), City Second Loan Program, and Mortgage Credit Certificate Program (MCC) that assist with the funding of a down payment and increase a household's ability to qualify for a mortgage. The Office of Housing also administers assistance programs targeted specifically at police and first responders (First Responders Downpayment Assistance Loan Program and Police in the Community Program) and teachers (Teacher Next Door Program). These homeownership assistance programs fully support Policy 7.8 of the 2014 Housing Element.

Prop C: Affordable Housing Trust Fund (2012)

In 2012, the voters of San Francisco approved the creation of the Housing Trust Fund, with funding to begin in 2013. The Housing Trust Fund began with a set aside of \$20 million in general fund revenue and will increase to \$50 million over time. An estimated \$1.1 billion will be invested in affordable housing production over the next 30 years. The fund will:

- Develop thousands of units of permanently affordable housing for residents whose average median income (AMI) is 60 percent or below. Those projects include the HOPE SF rebuild of Sunnydale and Potrero;
- Preserve the affordability of existing rent-controlled housing by acquiring the properties through MOHCD's Small Sites Program and enforcing affordability restrictions while not displacing any current residents;
- Invest in the conversion of over 3,400 distressed public housing to stable nonprofit private ownership and management under HUD's Rental Assistance Demonstration Program;
- Invest in a down payment assistance program for residents to purchase a home in San Francisco with no-interest loans to first-time homebuyers, with more than \$24 million dedicated to this use through June 2021;
- Create a Complete Neighborhoods program that invests in improved community amenities in neighborhoods impacted by increased housing density;

- Support increased access to rental and ownership housing services;
- Support increased eviction prevention services, and
- Fund a Homeowner Emergency Loan Program to help distressed homeowners remain in their Homes

Prop C (2012) funds have addressed Policies 7.1, 7.6, and 7.8 of the 2014 Housing Element through its creation of a funding source in San Francisco, use toward rehabilitation of existing affordable housing, and funding toward homeownership assistance programs.

Table 38. Housing Trust Fund Investment

	<i>Invested (approximately)</i>
2020-2021	\$34 million
2019-2020	\$37 million
2018-2019	\$8.5 million
2017-2018	\$16.6 million
2016-2017	\$43.4 million
2015-2016	\$50.6 million

Source: MOHCD Consolidated Annual Performance and Evaluation Report (CAPER) 2015-2021

In 2019-2020 the City invested over \$37 million from the Housing Trust Fund into affordable housing and related programs, including a one-time augmentation of the Trust Fund by \$8.8 million and borrowing against future Trust Fund allocations of \$6.5M. More than \$34 million was disbursed or encumbered in 2020-2021.

In-lieu Fees from Inclusionary Housing Program

As adopted by the Board of Supervisors, the inclusionary ordinance prescribes that in-lieu fees may be paid for residential developments that otherwise require the inclusion of BMR units. The City's in-lieu fee schedule was last updated in December 2019 and an adjustment followed. MOHCD was able to initiate its Small Sites Program in 2014 using funding from the Housing Trust Fund and inclusionary in-lieu fees. In-lieu fees collected since 2015 amount to \$373,315,449.

Prop C: Our City, Our Home (2018)

This program addresses housing needs of special populations.

At the November 6, 2018 general municipal election, the voters approved Proposition C, which imposed additional business taxes to create a dedicated fund (the Our City, Our Home Fund or "the Fund") to support services for people experiencing homelessness and to prevent homelessness.

The Board of Supervisors established the Our City, Our Home Oversight Committee in 2019. The Committee makes sure the City uses the Fund in ways that are consistent with the intent of the voters. The Committee assesses the needs of homeless people served by the Fund. The Committee makes

annual spending recommendations to the Mayor and Board of Supervisors. The voices of people experiencing homelessness guide the Committee's work. The Committee promotes transparency and cultural sensitivity in the implementation of the Fund.

Prop K: Affordable Housing Authorization

This program addresses housing needs of special populations.

In 1950, California voters approved the creation of Article 34 in the state constitution, which requires that any “low rent” housing development be approved by voters in the municipality in which it was proposed. The article defines low-rent housing as any subsidized affordable rental housing project that is developed, constructed, acquired or financed by local government.

In 2020, San Francisco voters passed Proposition K, which authorized the City to own, develop, construct, acquire or rehabilitate up to 10,000 units of low-income rental housing. Under Proposition K, the City owns, develops, constructs, acquires or rehabilitates these units without working with nonprofits or companies, addressing Policy 7.6 of the 2014 Housing Element.

OCII funding levels (Tax Increment Financing)

OCII continues to work with MOHCD to provide affordable housing in former redevelopment areas. OCII obtains funding of its redevelopment projects through a financing method called “tax increment financing.” Under this method, assessed values of properties within the Redevelopment Project Areas at the time the redevelopment plan was approved by City Council/San Francisco Redevelopment Board become the Base Year Value. Any increase in taxable values of properties in the redevelopment area in subsequent years over the Base Year Value becomes tax increment. Like other California redevelopment agencies, the Agency has no power to levy property taxes, thus relying exclusively from the collection of property tax increments. This funding source continues to facilitate permanently affordable housing, supporting Policy 7.1.

Redevelopment Law requires the Agency to set aside not less than 20% of all tax increment revenues into a low- and moderate-income housing fund to be used for the purpose of increasing, improving and/or preserving the supply of low- and moderate-income housing.

Figure 13. How Tax Increment Financing Works



Source: Office of Community Investment and Infrastructure

Figure 14. How Repayment Works



Source: Office of Community Investment and Infrastructure

OCII manages these affordable housing development obligations through direct oversight and underwriting along with services procured from MOHCD through a 2014 Memorandum of Understanding.

As a result of these retained Affordable Housing Obligations, OCII is responsible for overseeing the creation of thousands of units of affordable housing related to the major development projects in the Hunters Point Shipyard/Candlestick Point, Mission Bay, and Transbay Project Areas, as well as a few remaining projects in other Redevelopment Project Areas.

Table 39. Total OCII Housing Completions by Fiscal Year

<i>Fiscal Year</i>	<i>Produced</i>
2013-2014/2014-2015	506
2015-2016	189
2016-2017	603
2017-2018	374
2018-2019	1,072
2019-2020	798
2020-2021	468

Source: <https://sfocii.org/housing>

Jobs-Housing Linkage Program

In February 2001, the Office-Affordable Housing Production Program (OAHPP) was revised and expanded; it was also renamed the Jobs-Housing Linkage Program (JHLP). The original OAHPP required office development project sponsors to directly provide housing or to contribute land or in-lieu fees to a housing developer as a condition of approval for large-scale office development. The JHLP was expanded in scope and application to include all types of commercial development (e.g., hotels, entertainment, R&D, large retail etc.); monitoring and collection of fees paid was also enhanced. The JHLP meets Policy 7.1 as a permanent source for affordable housing.

The Jobs Housing Linkage Fee is updated yearly. In 2019, this fee increased for commercial development, from \$28.57/gsf to \$69.60/gsf for Office, and \$19.04/gsf to \$46.43 for Laboratory. A significantly increased jobs-housing nexus was a result of methodological changes and updates to underlining data for calculations in the Jobs Housing Nexus Analysis and higher cost of building affordable housing.

Regional Grants

The Association of Bay Area Governments (ABAG) seeks to encourage growth near transit in the Bay Area and designated several neighborhoods in San Francisco as Priority Development Areas (PDAs). PDAs are regionally-designated areas prioritized for housing development, and therefore eligible for grant funding. In 2021 the Board of Supervisors designated several additional PDAs, including the Richmond District, Lombard Corridor, and Sunset Corridors PDAs, and expanded several other PDAs. These PDAs were incorporated into Plan Bay Area 2050. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C. The regional nature of this grant addresses Policy 7.2, which calls for San Francisco to plan and advocate at regional, state, and federal levels.

Appropriateness of Objective 7

Funding and resources continue to be critical to facilitating permanently affordable housing. These are policies and objectives that should be retained. However, the new RHNA goals have increased significantly and will require substantially larger investments. Initial analysis shows a significant deficit per year to meet the affordability targets ranging from \$1.3 billion in 2023 to \$2.5 billion in 2031. This gap also relies on private development providing a portion of our affordable housing units through inclusionary requirements, and contributing to housing related fees such as jobs housing linkage fees. The City should also consider additional local paths to secure consistent funding for permanently affordable housing including advocating for state and federal funding.

Review of Implementation Programs for Objective 7 from 2014 Housing Element

Name of Program 60	The City shall continue to require that new development contributes towards the related affordable housing need they generate, either through financial contributions or through development of affordable housing units. The City shall continue to monitor the inclusionary housing program, including annually updating the nexus and feasibility analysis as appropriate.
Effectiveness	<p>The Jobs Housing Linkage Fee is updated yearly. In 2019, this fee increased for commercial development, from \$28.57/gsf to \$69.60/gsf for Office, and \$19.04/gsf to \$46.43 for Laboratory. A significantly increased jobs-housing nexus was a result of methodological changes and updates to underlining data for calculations in the Jobs Housing Nexus Analysis and higher cost of building affordable housing.</p> <p>The Planning Department's annual Housing Inventory tracks affordable housing units created through the inclusionary housing program and through other means.</p> <p>In August 2017, the inclusionary requirements were changed to 12 percent of on-site units for projects with 10 to 24 units, and 18 percent on-site for rental projects with 25 units or more and 20 percent on-site for ownership projects with 25 units or more. Inclusionary requirements increase annually for several years.</p> <p>The 405 inclusionary units built in 2019 represented a 149 percent increase from the 163 inclusionary units that were built in 2018. The number of inclusionary housing units built in 2019 is also 17 percent above than the five-year annual average of 345 units. The total number of inclusionary units that constructed from 2015-2019 was 1,724.</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Self-funded (above programs)
Schedule	Ongoing

Name of Program 61	The Office of Community Investment and Infrastructure ("OCII"), as the successor to the San Francisco Redevelopment Agency, will contribute to the development of permanently affordable housing by fulfilling its enforceable obligations which require OCII to fund and otherwise facilitate the construction of thousands of affordable housing units. OCII will maximize its contribution by continuing to leverage tax increment funding with outside funding sources wherever possible to ensure timely delivery of affordable units pursuant to those enforceable obligations.
Effectiveness	<p>OCII continues to work with MOHCD to provide affordable housing in former redevelopment areas.</p> <p>OCII manages these affordable housing development obligations through direct oversight and underwriting along with services procured from MOHCD through a 2014 Memorandum of Understanding.</p> <p>As a result of these retained Affordable Housing Obligations, OCII is responsible for overseeing the creation of thousands of units of affordable housing related to the major development projects in the Hunters Point Shipyard/Candlestick Point, Mission Bay, and Transbay Project Areas, as well as a few remaining projects in other Redevelopment Project Areas.</p> <p>https://sfocii.org/housing</p>
Appropriateness	Continue
Lead Agency	Office of Community Investment and Infrastructure
Funding Source	Tax increment funding
Schedule	Ongoing

Name of Program 62	HSA and DPH will continue to administer operating subsidies for special needs housing through their supportive housing programs.
Effectiveness	<p>The Chronicle Season of Sharing Fund provides rental assistance to help people in the Bay Area and operates independently of the City and County of San Francisco.</p> <p>The Homeless Prenatal Program (rental subsidy) continues to receive funding from HSH, HSA, MOHCD. MOHCD maintains lists of Affordable and Low-Income Housing Opportunities for Seniors and Adults with Disabilities, and Housing for the Elderly and Disabled Persons both of which share subsidized housing. HSH operates some units of permanent supportive housing set aside for older adults and people with disabilities and should be added as a lead agency in this program.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	Modify. Expand rent subsidy programs to increase housing opportunities for people with disabilities.
Lead Agency	Human Services Agency, Department of Homelessness and Supportive Housing
Funding Source	San Francisco General Fund; state and federal grants
Schedule	Ongoing

Name of Program 63	MOH, and SFHA will continue efforts to provide financial support to nonprofit and other developers of affordable housing, through CDBG and other funding sources.
Effectiveness	MOH, now MOHCD, continues this effort. Read more about funding sources and federal funding as a key related program listed for Objective 7.
Appropriateness	Continue. Consider specifying the types of programs to continue funding for non-profits and other developers of affordable housing.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program, Community Development Block Grants
Schedule	Ongoing

Name of Program 64	The City's housing agencies shall keep apprised of federal and state affordable housing funds and other grant opportunities to fund affordable housing for the City of San Francisco, and shall work with federal Representatives to keep the abreast of the specifics of the housing crisis in San Francisco. MOH, MOCD and other agencies shall continue to use such funds for affordable housing
Effectiveness	Although the SFRA was disbanded in 2012, the Mayor's Office of Housing and Community Development continue to keep apprised of federal and state affordable housing funds.
Appropriateness	Continue. Consider adjusting language to be more specific around types of affordable housing programs to be funded by federal and state affordable housing funds. The City should consider additional local paths to secure consistent funding for permanently affordable housing, including advocating for state and federal funding.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Local, state and federal grant programs
Schedule	Ongoing

Name of Program 65	In accordance with the Proposition K Affordable Housing Goals ballot- initiative measure passed in November 2014, the City shall strive to achieve thirty-three percent of new residential units affordable to low- and moderate-income households in new Area Plans and Special Use Districts with significantly increased development potential or those amended to significantly increase development potential. MOH and Planning shall consider, within the context of a community planning process, zoning categories which require a higher proportion of affordable housing where increased density or other benefits are granted. Options include Affordable Housing Only Zones (SLI); Affordable Housing Priority Zones (UMU) or Special Use Districts on opportunity sites.
Effectiveness	The City continues to strive to increase the amount of permanently affordable housing created in San Francisco, through updates to the Inclusionary Ordinance and programs such as HOME-SF (an optional bonus program which requires 23-30 percent on-site affordable housing in new developments), as well as through negotiating increased affordable housing delivery through development agreements.
Appropriateness	Continue. Consider programs that also help achieve affordable housing goals in neighborhoods with historically low density.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 66	Planning shall monitor the construction of middle-income housing under new provisions included within the inclusionary requirements of the Eastern Neighborhoods Area Plans, and consider expanding those provisions Citywide if they meet Housing Element goals.
Effectiveness	The Eastern Neighborhoods Plans include an option, restricted to infill sites in the newly created UMU district, for developers to provide a higher number of affordable units at a higher, "middle-income" price as a way of satisfying the inclusionary requirements.
Appropriateness	Continue. The Planning Department has monitored construction within the Eastern Neighborhoods Area Plans and previously reported through monitoring reports. Future monitoring may be in the form of a dashboard as the department updates and streamlines reporting methods.
Lead Agency	Planning Department
Funding Source	Annual work program (part of existing reporting requirements)
Schedule	Ongoing

Name of Program 67	MOH shall continue to administer first time home buyer programs.
Effectiveness	MOHCD continues to administer first-time homebuyer programs. These include Downpayment Assistance Loan Program (DALP), City Second Loan Program, and Mortgage Credit Certificate Program (MCC) that assist with the funding of a down payment and increase a household's ability to qualify for a mortgage. The Office of Housing also administers assistance programs targeted specifically at police and first responders (First Responders Downpayment Assistance Loan Program and Police in the Community Program) and teachers (Teacher Next Door Program).
Appropriateness	Modify. Centering this program around racial and social equity, prioritize investment of these programs toward communities harmed by past discriminatory government actions.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	CalFHA, participating lenders
Schedule	Ongoing

Name of Program 68	Planning shall continue implementing the City's requirement set forth in Planning Code Section 167 that units be sold and rented separately from parking so as to enable the resident the choice of owning a car.
Effectiveness	SF Planning continues to implement Planning Code Section 167. Project sponsors can also elect to incorporate unbundled parking as a measure in their TDM plan.
Appropriateness	Modify. Implementation of Section 167 will continue. However, the Housing Element should align with the City's Transit-First policy and adjust policies and programs to encourage sustainable trip choices and reduce vehicular parking.
Lead Agency	Planning Department
Funding Source	Not required
Schedule	Ongoing

Name of Program 69	The City shall pursue federal and state opportunities to increase programs for a variety of affordable homeownership opportunities. Programs specific to the recent foreclosure trends should be pursued as appropriate. Upon implementation, all programs have a significant prepurchase counseling program, and that consumers are supported by a post-purchase services network to assure access to information and services to prevent foreclosure.
Effectiveness	<p>MOHCD has a section of its website devoted to foreclosure-related concerns and programs: https://sfmohcd.org/foreclosure-resources.</p> <p>MOHCD includes funding for pre- and post-purchase counseling in its annual budget. MOHCD requires every adult household member applying for a City administered homeownership assistance program, in connection with the purchase of a residential unit, to attend Pre-Purchase Homeownership workshop, and meet with a counselor for a one-on-one counseling session.</p>
Appropriateness	Modify. While the programs are still important, the foreclosure trends are not as relevant for the updated version of the Housing Element as they were in the previous. Consider strengthening the pre- and post-purchasing counseling program by prioritizing underserved populations.
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work plan
Schedule	Ongoing

OBJECTIVE 8: BUILD PUBLIC AND PRIVATE SECTOR CAPACITY TO SUPPORT, FACILITATE, PROVIDE AND MAINTAIN AFFORDABLE HOUSING

Policy 8.1 Support the production and management of permanently affordable housing.

Policy 8.2 Encourage employers located within San Francisco to work together to develop and advocate for housing appropriate for employees.

Policy 8.3 Generate greater public awareness about the quality and character of affordable housing projects and generate community-wide support for new affordable housing.

Effectiveness of Objective 8: Overview

Non-profit developers continued to build 100% permanently affordable housing with support from the City. The City also supported public private partnership especially on public sites such as the Balboa Reservoir to ensure increased number of total permanently affordable housing units. The City also increased and strengthened requirements around jobs housing linkage fees as described under Objective 7 and continued the requirements around institutional master plans for large employers. With regards to Policy 8.3, community opposition to permanently affordable housing still is persistent in many San Francisco neighborhoods including lawsuits and lengthy negotiations to scale down permanently affordable housing projects. These processes significantly add costs to building the much-needed housing for low-income households.

Effectiveness of Key Related Programs

In addition to the key related programs listed below, a number of other programs listed in other sections of the 2014 Housing Element Evaluation support the production and management of permanently affordable housing as listed in Policy 8.1: Inclusionary Housing Program (Objective 1); HOME Investment Partnerships (Objective 7); Prop C: Affordable Housing Trust Fund (Objective 7); In-Lieu Fees from Inclusionary Housing Bonus Program (Objective 7); Prop K: Affordable Housing Authorization (Objective 7); OCII Tax Increment Financing (Objective 7); Jobs-Housing Linkage Program (Objective 7); HOME-SF (Objective 8); Local 100% Affordable Housing Bonus Program (AHBP) (Objective 1).

Non-profit Support

The Mayor's Office of Housing and Community Development continues to administer Housing Program Grants from the federal Community Development Block Grant program (CDBG), which amounted to \$15.6 million between 2007 and 2014. These funds are granted to local non-profit housing agencies to build local capacity and support housing activities consistent with the consolidated plan.

Appropriateness of Objective 8

The City should continue to support public private partnerships with non-profit and private developers to achieve the maximum number of permanently affordable housing units on larger sites. Stronger policies and strategies are required to encourage and require larger employers to address the housing needs of their employees through fees, or employer provided housing. And lastly, the City should support permanently affordable housing throughout the city through broader outreach and engagement to avoid project by project negotiations and facilitate streamlined approval and construction of such housing.

Review of Implementation Programs for Objective 8 from 2014 Housing Element

Name of Program 70	MOH shall continue to coordinate local affordable housing efforts and set strategies and priorities to address the housing and community development needs of low-income San Franciscans.
Effectiveness	MOHCD continues to coordinate local affordable housing efforts. The agency regularly releases plans and progress reports that monitor their programs and allow for adjustments throughout the City. MOHCD consistently releases the following related to strategies, funding, and priorities for housing and community development: Action Plan, Consolidated Plans, HIV/AIDS Housing Five-Year Plan, Consolidated Annual Performance and Evaluation Report (CAPER), Annual Progress Report, and Affordable Housing General Obligation Report.
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 71	The City shall continue to implement the Housing Trust Fund. The San Francisco Housing Trust Fund was a ballot-initiative measure that was passed in November of 2012. The Housing Trust Fund begins in year one with a general fund revenue transfer of \$20 million and increases to \$50 million over time. The Housing Trust Fund will capture revenue from former Redevelopment Agency Tax Increment funds (an example of what is being referred to as "boomerang" funds in post-redevelopment California), a small portion of the Hotel Tax which has been appropriated yearly for affordable housing, plus an additional \$13 million in new General Fund revenue from an increase in business license fees. The consensus business tax reform measure, Proposition E, which also passed on the November ballot, will generate \$28.5 million in the first year—\$13 million of which will go to fund affordable and workforce housing. It is estimated that \$1.5 billion will be invested in affordable housing. In addition to the Housing Trust fund, City Agencies and other institutions will continue to work on additional funding sources for affordable housing in accordance with the Proposition K Affordable Housing Goals ballot-initiative measure passed in November of 2014. Upon implementation or passage of policies, legislation, executive orders, rules, regulations, and procedures impacting the creation, preservation, improvement, or removal or residential housing, the Mayor, the Board of Supervisors and all other elected officials, and all City Agencies shall implement such policies, legislations, executive orders, rules, regulations, and procedures in such a manner as to further or maintain Proposition K Affordable Housing Goals.
Effectiveness	The Housing Trust Fund is funded by property taxes and a small portion of hotel taxes. Approximately \$190 million have been invested in affordable housing and related programs from 2014 to 2021. On April 25, 2015, the Board of Supervisors passed Ordinance 53-15, which codified in the City's Planning Code the annual hearing and reporting requirements defined in Proposition K. SF Planning continues to report goals set forth in Prop K through the Housing Balance Report.
Appropriateness	Continue
Lead Agency	Office of Economic and Workforce Development
Funding Source	
Schedule	Continue

Name of Program 72	MOH, OCII, and other housing agencies shall continue to provide support to nonprofit and faith-based organizations in creating affordable housing, including both formal methods such as land donation, technical assistance and training to subsidized housing cooperative boards, and informal methods such as providing information about programs that reduce operations costs, such as energy efficient design.
Effectiveness	MOH, now MOHCD, continues to support nonprofit and faith-based organizations in creating affordable housing: http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor's Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 73	Planning, MOH, DBI and other agencies shall continue to provide informational sessions at Planning Commission, Department of Building Inspection Commission and other public hearings to educate citizens about affordable housing, including information about its residents, its design, and its amenities.
Effectiveness	Planning, MOHCD, and DBI continue to provide informational sessions at public hearings to share more about affordable housing projects. The Planning Department with other City agencies and community partners have also provided education on affordable housing through community engagement for the Excelsior Outer Mission Neighborhood Strategy, Housing Affordability Strategies, and Sunset Forward.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 74	Planning staff shall support affordable housing projects in the development review process, including allowing sponsors of permanently affordable housing to take full advantage of allowable densities provided their projects are consistent with neighborhood character.
Effectiveness	See Planning Director's Bulletin No. 2, last updated in September of 2020, which states that affordable housing developments be prioritized ahead of all other applications: https://sfplanning.org/sites/default/files/documents/publications/DB_02_Priority_Processing.pdf On July 2018, SF Planning's HOME-SF program was passed, offering project sponsors priority processing, relief from density controls, and up to two extra stories of height.
Appropriateness	Modify. Continue with support in the development review process and encouraging maximum densities to support affordable housing. However, acknowledge the tradeoffs between a potentially quicker process and ensuring that projects are consistent with neighborhood character. The City should support affordable housing through broader outreach and engagement to avoid project by project negotiations, and facilitate streamlined approval and construction of such housing.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

<i>Name of Program</i> 75	The City shall encourage manufactured home production, per California law (Government Code 65852.3), and explore innovative use of manufactured home construction that works within the urban context of San Francisco.
<i>Effectiveness</i>	SF Planning released a Housing Affordability Strategies (HAS) report in 2020. The purpose of HAS is to help residents, City staff, and policy makers understand how different policies and funding strategies work together. The analysis and outreach are intended to inform the 2022 Housing Element Update. One of the HAS strategies to reach the City's housing targets is to reduce construction costs by facilitating the use of new technology, including modular housing through building code and permitting updates.
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i> 76	OEWD and Planning shall continue to apply a 3-year time limit to Conditional Use Authorizations, by tying approvals to building permits (which expire in 3 years). Planning shall work with DBI to ensure notification of Planning when building permits are renewed, and review the appropriateness of continuing the Conditional Use Authorization along with building permit renewal.
<i>Effectiveness</i>	Standard language in the Conditions of Approval for Conditional Use Authorizations: "The Commission may also consider revoking the approvals if a permit for the project has been issued but is allowed to expire and more than three (3) years have passed since the Motion was approved."
<i>Appropriateness</i>	Continue
<i>Lead Agency</i>	Planning Department
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

OBJECTIVE 9: PRESERVE UNITS SUBSIDIZED BY FEDERAL, STATE OR LOCAL SOURCES.

Policy 9.1 Protect the affordability of units at risk of losing subsidies or being converted to market rate housing.

Policy 9.2 Continue prioritization of preservation of existing affordable housing as the most effective means of providing affordable housing.

Policy 9.3 Maintain and improve the condition of the existing supply of public housing, through programs such as HOPE SF.

Effectiveness of Objective 9: Overview

The City continued to invest in preserving the affordability of existing permanently affordable housing. Units at risk of expiring affordability impose high risk of displacement for their long-term residents. The City has been able to invest in those buildings and will continue prioritizing such investments. HOPE SF and the acquisition and rehabilitation program have been critical in preserving the affordability of existing housing stock and preventing displacement of very low-income residents in case of HOPE SF, and low to moderate income tenants in case of the acquisition and rehabilitation program.

While many SROs have been transferred to non-profits to preserve affordability of SROs, some SROs are still in states of disrepair. Additional support to properly maintain SROs and their affordability is needed.

Effectiveness of Key Related Programs

The Partnership for HOPE-SF

This program addresses housing needs of special populations.

In 2006, San Francisco launched HOPE-SF, a public-private partnership to rebuild and replace 1,900 units in the City's most distressed public housing sites, directly addressing Policy 9.3. The Partnership for HOPE-SF achieves San Francisco's goal of preserving affordable units for the City's most vulnerable residents while increasing density to create more mixed-income housing opportunities; totaling more than 5,300 units across four sites. A critical component of HOPE-SF is the one-to-one replacement of public housing units and right of return policies for existing residents. For example, Hunters View had all existing residents housed with 70 percent of original families from the site retained. However, challenges associated with tenant retention remain. Some families are displaced during temporary relocation and residents living in HOPE-SF sites but are not officially listed on the lease are unable to take advantage of the one-to-one replacements and right to return policies. Another challenge for HOPE SF has been delays in construction. The Partnership for HOPE-SF continues to provide wrap around services to ensure residents are about to benefit from the improvements in their neighborhood.

Table 40. Proposed New Units and Completed Units under the Partnership for HOPE-SF

HOPE SF Site	Existing Units	Proposed Future Units	Replacement Units		Tax Credit Units		Market Rate Units		Construction Start	Estimated Completion
			Proposed	Built	Proposed	Built	Proposed	Built		
Hunters View	267	650	267	214	119	72***	264	0	2010	2017
Alice Griffith	256	1,150*	256	226**	248	107**	646*	0	2015	2021
Sunnydale	775	1,400-1,700	775	41**	269	14**	729	0	2017-18	2033
Potrero Terrace and Annex	619	1,400-1,600	619	54**	385	19**	800	0	2016-18	2034

*Includes inclusionary and workforce housing units serving 60% to 160% of AMI.

** Includes units under construction.

***Includes manager units.

Acquisition of At-Risk Affordable Housing

The acquisition of affordable housing units at-risk of converting to market rate due to expiring HUD mortgages or other subsidies has been an important part of the City's efforts to increase the stock of affordable housing. Concerted efforts by MOHCD and OCII have resulted in securing financing for most of these properties to come under non-profit ownership to ensure permanent affordability. While most traditionally at-risk conversions have been averted, a new need has emerged to preserve affordability and community stability of rental housing stock restricted by the City's rent stabilization ordinance. Because many such sites are too small for traditional local financing models (less than 20 units) MOHCD developed the Small Sites program, which allows the acquisition and rehabilitation of smaller sites and requiring a creative model addressing the specifics of these properties. Table 41 lists the number of units that have been rehabilitated and/or acquired between 2011 Q1 and 2020 Q4 to ensure permanent affordability by neighborhood. These are mostly single-room occupancy hotel units that are affordable to extremely low and very low-income households. The City's ongoing work to acquire at-risk affordable housing continues to address and be driven by Policy 9.1.

Read more about the Small Sites Acquisition Program and its progress as a key related program listed for Objective 3.

Table 41. Acquisitions and Rehabilitation of Affordable Housing, 2011 Q1 – 2020 Q4

<i>Planning District</i>	<i>Number of Buildings</i>	<i>Number of Units</i>
Bernal Heights	4	112
Buena Vista	4	190
Central	1	22
Downtown	14	958
Ingleside	1	16
Inner Sunset	-	-
Marina	-	-
Mission	10	254
Northeast	6	198
Outer Sunset	4	34
Presidio	-	-
Richmond	2	28
South Bayshore	-	-
South Central	-	-
South of Market	6	677
Treasure Island	-	-
Western Addition	6	259
Total	58	2,748

Source: San Francisco Planning Department Housing Balance Report No. 12, April 2021

The Rental Assistance Demonstration

This program addresses housing needs of special populations.

The 2014 Housing Element mentions “Publicly Funded Rehabilitation” as a strategy to converse and improve the existing housing stock that was administered by the Mayor’s Office of Housing and Community Development and the now-dissolved San Francisco Redevelopment Agency.

In 2014, San Francisco opted to use the Rental Assistance Demonstration (RAD) program provided by the United States Department of Housing and Urban Development (HUD) to give the San Francisco Housing Authority the ability to preserve and improve public housing properties and address its backlog of deferred maintenance. The RAD programs does the following:

- Allows public housing agencies (i.e., the San Francisco Housing Authority) to leverage public and private debt and equity to reinvest in its public housing stock and address critical housing capital needs

- Public housing units move to a Section 8 platform with a long-term contract that must be renewed in perpetuity to ensure that the units remain permanently affordable to low-income households
- Ensure a right of return for residents and residents continue to pay 30 percent of their income towards the rent. Residents also maintain the same basic rights as they possess in the public housing program. Residents can exercise a new option to request a tenant-based Section 8 voucher which allows them to retain affordable housing if they wish to move from the property
- Requires ongoing ownership or control of the properties by a public or non-profit entity
- Shifts existing levels of public housing funds to the Section 8 accounts as properties convert.

RAD converted existing public housing funding to long term Section 8 operating subsidies, using both RAD and non-RAD subsidies made available through the disposition of eight SFHA buildings. The combination of RAD and Section 8 rental subsidies allowed the City to leverage over \$720 million in tax credit equity and an additional \$240 million in debt to address rehabilitation needs for 3,480 units of public housing. All 28 projects have finished their rehabilitation and are fully operational with their new owners/operators. The RAD and Section 8 programs support the preservation of existing affordable housing as an effective means of providing affordable housing as called for in Policy 9.2.

Other RAD conversions outside of the 28-unit portfolio were completed in 2015-2017 and include new units at Alice Griffith and Hunters View HOPE SF sites, as well as a turnkey conversion of Valencia Gardens, San Francisco's most recently completed HOPE VI project, which required no rehabilitation to convert.

Since 2017, MOHCD has provided technical assistance to owners of San Francisco projects originally subsidized by HUD's Section 8 Moderate Rehabilitation program, in support of RAD conversions that will result in increased operating income for these projects. Comprising a total of 1,052 units, these legacy projects date from the 1980s and 1990s and primarily house formerly homeless individuals. Only one of the 23 projects remains to convert under RAD.

MOHCD is also supporting the transition of six existing HOPE VI projects out of the public housing program and into Housing Choice Vouchers, including a five-site, 70-unit scattered sites project that is currently in predevelopment and will commence rehabilitation beginning in early 2022. While not technically a RAD project, the scattered sites transaction incorporates key RAD principles including a right to return for all residents, the provision of new supportive services for residents, and the opportunity to transfer to other RAD units in case of any emergency.

Table 42 shows the number of units that used public financing for rehabilitation and the number of public housing units that were rehabilitated under the RAD program.

Table 42. Units Rehabilitated by Rental Assistance Demonstration (RAD) Program, 2015 – 2019

<i>Year</i>	<i>RAD Rehabilitation of Public Housing</i>	<i>Low-Income Units Turned Over/Rehabilitated</i>	
2015	0	<i>Data unavailable</i>	
2016	2,042	118	
2017		0	<i>Data unavailable</i>
2018	934	233	
2019	<i>Data unavailable</i>	<i>Data unavailable</i>	
2020	<i>Data unavailable</i>	<i>Data unavailable</i>	
Total	3,092	351	

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

Appropriateness of Objective 9

The policies under this objective are still relevant and appropriate and should continue to be strengthened and expanded in terms of funding allocated.

Review of Implementation Programs for Objective 9 from 2014 Housing Element

Name of Program 77	MOH and MOCD shall continue monitoring of all “at risk” or potentially at risk subsidized affordable housing units, to protect and preserve federally subsidized housing.
Effectiveness	MOHCD continues to protect and preserve subsidized units. http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 78	MOH shall continue to ensure relocation of all tenants who are displaced, or who lose Section 8 subsidies, through housing reconstruction and preferential consideration.
Effectiveness	SFRA has been disbanded as of March 1, 2012. The Office of Community Investment and Infrastructure, the successor agency, continues to work with MOHCD to ensure relocation of tenants who are displaced or who lose Section 8 subsidies. http://sfmohcd.org/former-sfra-housing-programs
Appropriateness	Continue
Lead Agency	Mayor’s Office of Housing and Community Development
Funding Source	Tax increment funding
Schedule	Ongoing

Name of Program 79	MOH shall continue to lead a citywide effort, in partnership with SFHA and other City agencies to prioritize and facilitate the preservation and redevelopment of the City’s distressed public housing according to the recommendations of the HOPE SF task force.
Effectiveness	HOPE SF will completely rehabilitate four of the City’s Housing Authority sites (Hunters View, Potrero Terrace and Annex, Sunnydale, and Alice Griffith). Potrero Terrace and Annex (up to 1,675 housing units) was entitled in January 2017. Sunnydale (up to 1,770 units) was entitled in March 2017. 286 units were completed at Hunters View by 2018, with one phase left to complete. Alice Griffith (306 units) was completed in November 2018. These projects are results of continued partnerships between OCII, HOPE SF, MOHCD, SF Planning, HUD, and development partners.
Appropriateness	Continue
Lead Agency	San Francisco Housing Authority, Mayor’s Office of Housing and Community Development Program: HOPE SF
Funding Source	Local public funding, private capital, HOPE VI, and other federal funding
Schedule	Ongoing

Issue 5.

Remove Constraints to the Construction and Rehabilitation of Housing

OBJECTIVE 10. ENSURE A STREAMLINED, YET THOROUGH, AND TRANSPARENT DECISION-MAKING PROCESS.

Policy 10.1 Create certainty in the development entitlement process, by providing clear community parameters for development and consistent application of these regulations.

Policy 10.2 Implement planning process improvements to both reduce undue project delays and provide clear information to support community review.

Policy 10.3 Use best practices to reduce excessive time or redundancy in local application of CEQA.

Policy 10.4 Support state legislation and programs that promote environmentally favorable projects.

Effectiveness of Objective 10: Overview

Developers and homeowners commonly express frustration around the uncertainty of time, process, and outcomes when seeking entitlements and permits in San Francisco. While some time constraints come from the technical requirements of development impacts on the city, many discretionary actions are affected by whether the rules and public benefits surrounding communities have been structured into outcomes.

The Department's adopted area plans were the primary way the City codified community parameters for development which provided increased certainty with significant reduction in approval timelines, meeting Policy 10.1. These plans also worked to streamline the application of CEQA by providing Community Plan Exemptions, as described in Policy 10.3. While internal staff efforts continue to refine and streamline CEQA processes, excessive time and challenges do occur with local community intervention and appeals on specific projects.

Community engagement in planning processes is challenging, with those with more time and resources more able to participate and have their views represented in adopted measures. Many of the planning processes in the past two decades were able to capture residents present during that window, but with changes due to displacement and increasing pressures, residents' perspectives and experiences can change quickly not necessarily resulting in a match between the rules and the desired outcomes. The Department has created a new Community Equity Division and Community Engagement Team which is developing new protocols, goals, and techniques for reaching participants often previously absent including communities of color, vulnerable populations, and those with fewer access points to public process including languages spoken other than English. This work is on-going and will be considered in Housing Element proposed policies for this update.

The Department prioritized permit streamlining to address Policy 10.2 with significant attention to reducing delays in the entitlement process. This was supported by the Mayor's Executive Directives which set timeframes for review but involves many layers of review, interagency workings, and public interaction. There is also an inherent contradiction between providing efficient review and community review in the forms that it has taken thus far in the Department's history. Most community review

procedures are either public hearings or discretionary reviews filed by neighbors both of which are time and labor intensive and subject to unpredictable timeframes. To resolve this conflict, more long-range planning processes with full community engagement will need to codify flexible metrics to make sure that needs are addressed structurally and responsive to changing people and conditions. This continues to be a significant priority for the Department with data tracking processes that create metrics for improvement.

With respect to environmentally friendly projects, the current State-required CEQA process heavily weights environmental review per project but not very specifically tailored to San Francisco conditions. As a highly urbanized area, development in San Francisco can be highly sustainable relative to areas outside of it—reinforcing use of existing infrastructure, encouraging proximity between locations, and applying sustainability goals in a place with values that support them. For example, San Franciscan's use less water per person than suburbanized areas outside of it. This means that having development impact San Francisco is the right course of action for the wider and greater good of avoiding larger destructive forces elsewhere—in wilderness, deserts, or wetlands-- with much broader and more severe environmental consequences to California as a whole. With the local adoption of the 2021 Climate Action Plan and on-going work on Connect SF, a comprehensive, multijurisdictional transportation and mobility planning process that includes goals towards housing, the City has demonstrated support for Policy 10.4. The City will continue to support environmentally friendly policy at the State level as long as it serves the greater whole of the environment and is not a disproportionate constraint to housing production in a place that serves that purpose.

Effectiveness of Key Related Programs

Program EIRs/Community Plan Exemptions

A major new policy in the 2009 *Housing Element* encouraged the preparation of detailed Program Environmental Impact Reports (EIR) and the use of subsequent community plan exemptions, where appropriate, for new planning areas to streamline environmental review by reducing duplication in the EIR process. In addition to directly supporting Policy 10.3 in reducing the application of CEQA, this program also addresses Policies 10.1 and 10.2 by providing a clearer and streamlined path to project approval.

The Central SoMa Plan and Market & Octavia Area Plan Amendment (The Hub) are both projects with a housing component for which Program EIRs have been approved in the 2015-2023 reporting period. During this reporting period, 39 projects received Community Plan Exemptions, 35 of which are in the Eastern Neighborhoods Area Plan and 4 in the Market & Octavia Area Plan.

Housing Sustainability Districts

CA Government Code Section 66200 gives local jurisdictions incentives to create Housing Sustainability Districts (HSDs) to encourage housing production on infill sites near public transportation. Housing projects that are compliant with applicable general plan and zoning standards are eligible for streamlined approval by the City, and must be approved within 120 days of receipt of a complete application, meeting the call to implement planning process improvements in Policy 10.2.

An HSD was established within the Central SoMa Plan Area and was approved in conjunction with the adoption of the area plan. The HSD became effective in 2019. The Central SoMa HSD provides a streamlined, ministerial process for approval by the Planning Department of developments in the Central South of Market Plan Area that meet the requirements of AB 73 and other eligibility criteria.

HOME-SF

Planning Department staff continue to look for potential adjustments that can be made to the HOME-SF program to ensure it produces the maximum amount of permanently affordable units, including streamlining the process, removing some of the eligibility criteria, and adjusting the required on-site inclusionary rate to maximize feasibility of providing on-site affordable units.

When first introduced, HOME-SF consisted of only one option, requiring 30 percent on-site affordable units. While several projects did apply, the Department received feedback that the high on-site requirement made projects infeasible on many sites. In response, a trial program was developed in 2018, which allowed a varying percentage of on-site affordable units required based on the amount of extra height requested under the program. The trial also required that HOME-SF projects be approved, approved with conditions, or disapproved by the Planning Commission within 120 days of receipt of a complete HOME-SF application. The HOME-SF process offers clear parameters for approval and sets a clear application review timeline, meeting both Policies 10.1 and 10.2.

Read more about the HOME-SF program and its progress as a key related program listed for Objective 1.

Removal of Citywide Parking Requirements

In December 2018, the City passed an ordinance to eliminate minimum parking requirements for all land uses across all of San Francisco. The elimination of parking minimums for new development can facilitate construction of affordable housing. Parking is costly and inhibits design options for new developments. The removal of this policy may allow developers to shift costs and design to building more housing. The removal of this requirement increases certainty for a project and can promote environmentally favorable projects, supporting Policies 10.1 and 10.4.

Process Improvements

The City and its agencies have implemented various process improvements that have improved communication, decreased application review and approval times, offered clear parameters for development, and encouraged environmentally favorable developments. These have supported Policies 10.1, 10.2, and 10.4 of the 2014 Housing Element.

Executive Directives

In December of 2013, San Francisco Mayor Ed Lee issued Executive Directive 13-01, directing City departments with legal authority over the permitting or mapping of new or existing housing to implement process improvements to facilitate the production of affordable housing units and preserve existing rental stock. In response, a number of City departments formed a Housing working group, releasing a memo recommending a number of process improvements to meet the mayor's directive. Included among them are priority and concurrent review processing for residential projects that include higher levels of affordable units, inter-agency MOUs relating to the review and approval process for affordable housing projects, and expediting the hiring of City staff who review housing permits.

The Planning Department implemented an online Permit & Project Tracking System (PPTS), which allows the public to file entitlements online. The Planning Department launched PPTS in the fall of 2014.

City departments have also responded to Executive Directive 17-02. This charged City Departments to work collaboratively toward faster approvals for housing development projects at both the entitlement and post-entitlement permitting stage. A plan for process improvements was released on December 2017 (https://sfplanning.org/sites/default/files/documents/admin/ExecutiveDirective17-02_ProcessImprovementsPlan.pdf). The PPA process was streamlined in April 2018 by changing the PPA response time from 90 days to 60 days, using a new streamlined PPA response letter, no longer offering pre-PPA meetings, and increasing the threshold for when PPA's are required. As part of the plan for process improvements, notification requirements for Building Permit Applications were consolidated in 2019 from two Planning Code sections into one. SF Planning published two informational reports that shared progress on process improvements identified in the Process Improvement Plan in December 2018 and June 2019: <https://sfplanning.org/project/mayoral-executive-directives>

Parallel Processing

In response to Mayor Edwin M. Lee's Executive Directive 17-02, the Planning Department and the Department of Building Inspection (DBI) implemented a voluntary Parallel Processing Program focused on those Housing Projects defined in Executive Directive 17-02. This program is offered at no additional cost and is intended to accelerate housing production in San Francisco.

Parallel Processing is the simultaneous review of a development project by staff at both DBI and the Planning Department. This approach typically involves DBI's review of a site or building permit application for a given project while the Planning Department reviews the project's entitlement application(s), analyzes potential environmental impacts pursuant to the CEQA, or completes required neighborhood notification.

Through Parallel Processing, Project Sponsors can potentially save months of review time compared to conventional serial processing, provided that the project is stable and does not substantially change once Parallel Processing has begun. Essentially, this process enables both the Planning Department and DBI to identify project deficiencies simultaneously.

While Planning Department approval will continue to be required prior to building permit issuance, through Parallel Processing, in some cases permit issuance by DBI may be possible soon after Planning Department approval.

Local 100% Affordable Housing Bonus Program (AHBP)

AHBP was developed along with the HOME-SF program in 2016 and offers incentives to developing 100 percent affordable projects. 100 percent affordable housing projects may qualify for an administrative review process under Planning Code Section 315. The primary benefits that Section 315 offers are priority processing, a streamlined review process, and exemption from Planning Commission hearings and Discretionary Review.

Read more about the Local 100% Affordable Housing Bonus Program (AHBP) and its progress as a key related program listed for Objective 1.

Electronic Plan Review

The City now offers electronic plan review for all projects other than those approvable over-the-counter, in an effort to streamline the permitting process. It eliminates the need for applicants to come to the City's permit center, enables better tracking/records management, allows applicants to see the City's comments in real-time, and allows for concurrent review of permitting agencies once a project is cleared by Planning.

Urban Design Guidelines and Design Review Matrix

The Urban Design Guidelines reduced and clarified expectations for housing projects seeking entitlement after they were adopted in 2018 by the Planning Commission with the strong support of the local chapter of the American Institute of Architects. Prior to their adoption, the over thirty sets of applicable guidelines, some of which conflicted, and staff review procedures had created iterative internal review that was highly frustrating to project applicants and their architects. Within the context of a discretionary process, the adoption and implementation of the UDGs simplified and reduced review, streamlined design guidance, and reduced Commission approvals that came with requested modifications. Along with the guidelines, staff implemented a new Design Review Matrix that streamlined and documented all design review comments to clarify outstanding non-compliance to be resolved for all parties. The Housing Crisis Act eliminated the ability of the city to pass any new design guidelines and future efforts are to create objective design standards only.

Discretionary Review Management

The Department has begun various forms of DR reform over the past ten years without success given the desire of many constituents to affect outcomes in their neighborhoods. To address this process internally, the Department instituted a principal planner level staff position in 2018 to coordinate and manage all DRs efficiently, systematizing application timing and process. This has been very effective as it has streamlined the hearing time, discussion, potential mitigations to resolve the issues, and even in many cases, helps parties negotiate to eliminate the DR altogether. Although a small number of projects are taken through the DR process, and an even smaller number are actually adjudicated by the Planning Commission, the process increases risk and reduces certainty in the process; it makes projects discretionary which then triggers CEQA review for projects that are typically ministerial in other jurisdictions and has created an environment where property owners are asked to make significant changes to avoid the risk of going to a DR hearing.

Permit Center at 49 South Van Ness (49SVN)

In addition to the online permit and project tracking systems, the City constructed a new permit center at 49 South Van Ness (49SVN) in spring 2020, which provides a centralized place for construction, special events, and business permitting. Previously, 13 different locations in San Francisco offered different permitting services. Now, almost all permitting can be completed at 49SVN, including business, special events, and construction permitting. The larger permit center can now offer Expanded Services, such as expansion of Over The Counter (OTC) Fire-Only Permits and expansion of Trade Permits, all of which can be completed online): <https://sf.gov/information/permit-center-construction-services>

Accessory Dwelling Unit (ADU) Roundtable and Flex Team

Mayor London Breed announced Executive Directive 18-01 in 2018 to accelerate the approval of Accessory Dwelling Units (ADUs) and clear its application backlog. In response, the City cleared its backlog of applications and amended the Planning Code to provide further flexibility in the Accessory Dwelling Unit Program within the available Zoning Administrator waivers, and expansion controls (Board File 180268). A streamlined roundtable review process was introduced where multiple reviewing departments came together concurrently to review applications, allowing all agencies to provide comments at once.

The Planning Department also created a Flex Team to more efficiently and equitably prioritizing and reviewing projects. The Flex Team is currently responsible for reviewing: (1) Accessory Dwelling Units (ADUs) citywide; (2) Projects that require Conditional Use Authorizations under the City's Community Business Priority Processing Program; (3) Priority projects as identified in the Department's Director's Bulletin #2, and (4) other projects when volume on the quadrant teams exceeds available staffing levels. This team also reviews applications that do not fit within the traditional quadrant framework (i.e., spanning multiple quadrants).

The Flex team has implemented significant process improvements associated with review of ADUs in an effort to streamline process. These include robust concurrent review of applications, issuance of consolidated City comments, and recordation of documents with the Assessor Recorder's Office. The Flex team also implemented an online application for ADUs that benefits from a fully digital and concurrent review. This process has been replicated for other City projects.

Housing Delivery Team

While past process required each developer to meet independently with all permitting agencies and departments, the City has developed two internal processes to coordinate and reduce potential conflicts and challenges. The first is a Housing Delivery team, under the Mayor's office and the Director of Housing Delivery, that organizes and shapes city decision-making across agencies and departments for very large projects such as development agreements. This team includes high level representatives from each jurisdiction or permitting function and the consistent collaboration allows alignments and reconciliation when requirements conflict.

Housing Advisory Team

The Planning Department established the Housing Advisory Team (HAT) and subsequent office hours to assist planners as they review housing projects. Given the recent adoption of State legislation and the complexity of the San Francisco Planning Code, the creation of a specific team to address housing production and the associated challenges was critical. HAT has weekly office hours to assist planners and focus on State Density Bonus projects, relocation and replacement provisions established by California's Housing Crisis Act, and implementation of additional State programs including The California HOME Act (SB-9) and SB-35.

Streetscape Design Advisory Team

The Streetscape Design Advisory Team (SDAT), administered by the Planning Department, includes SFMTA, Public Works, SFPUC, and the Fire Department. SDAT reviews projects outside of DAs, mostly

on individual parcels, to facilitate approaches and direction prior to entitlement that significantly decreases later permitting stress. This team has had the further benefit of helping agencies work together to align on long-range changes.

SF Climate Action Plan

In 2013, San Francisco updated its Climate Action Plan which summarized the City's progress to date, shared examples of successful policies and programs, and outlined an initial set of actions to be taken by citizens, businesses, and government to strive toward emission reductions. Since then, the intensifying impacts of a changing climate have been irrefutable: increasing heat waves, worsening drought, and regional wildfires that blanket the city in smoke are becoming more commonplace. At the same time, racial, social, and economic inequalities have also become more severe and pronounced. Tackling the interwoven and widening climate, equity, and racial justice challenges we face has been the driving force for the development of the 2021 Climate Action Plan. The development of this data-driven, people-focused plan brought together City departments, residents, community-based organizations, and businesses to collaborate on creating solutions. The result, a plan that offers a detailed set of strategies and actions to achieve net-zero emissions while addressing racial and social equity, public health, economic recovery, and community resilience.

Appropriateness of Objective 10

The Objective 10 policies are in line with reducing uncertainty and constraints in housing production through a process that supports community needs, however Objective 10 does not differentiate between or prioritize community histories, lived experiences, or data-found knowledge to establish different processes to change future outcomes. As well, for improved outcomes across communities who have been historically underserved and/or dispossessed of land rights requires deeper level changes than simply allowing for their “review” of projects; addressing systematic forms of discrimination and historic harm need to be built into community planning and processes. Certainty comes from a broad spectrum addressing of inequities, a commitment to equitable practices, a trust of the system overall and ways to build consensus when there are competing needs. It is a more complex process than described in Objective 10.

While CEQA comes from state regulation, it is implemented locally and adapted to different contexts. Policy 10.3's goal to reduce excessive time or redundancy could come not from the internal workings of the Planning Department, they may also relate to the way communities or members of the public use CEQA processes to voice dissent at various levels of approval. Using best practices is a good goal, but without specifying what that means and whose practices, it may not get to the root of the challenge that needs to be addressed. Policy 10.4 feels misaligned to the complex way San Francisco sits in environmental regulation with the State. Many of the State's legislation around environmental conditions are designed to mitigate places where development encroaches on wilderness—wetlands, forest, and natural grasslands. As San Francisco is highly urbanized, some of the environmental considerations are reversed—rather than seeing development as a damage to wild space, placing housing in San Francisco reduces the impact to these outer edges in suburbs and exurbs. Instead, development can be

looked at more specifically through the lens of sustainability—what materials are used in the building or its energy efficiency. This is all well-covered in the Green Building Code and CEQA. Asking for more State legislation is likely to create non-San Francisco requirements for a unique place and may undermine broader regional goals.

Review of Implementation Programs for Objective 10 from 2014 Housing Element

Name of Program 80	Where conditional use authorization is required, the Planning Code should provide clear conditions for deliberation, providing project sponsors, the community, and the Planning Commission with certainty about expectations.
Effectiveness	The process for obtaining Conditional Use Authorization, including the Planning Commission's conditions for deliberation, is detailed in the CUA application packet, available at the Planning Information Center and on the department's website: https://sfplanning.org/sites/default/files/forms/CUA_SupplementalApplication.pdf . The latest version of the CUA packet was updated in May 2021.
Appropriateness	Continue. However, the City could consider changes to the CUA requirements to encourage production of housing and affordable housing across income ranges and household types.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing as community plans are completed and/or amended

Name of Program 81	Planning shall continue to implement a Preliminary Project Assessment phase to provide project sponsors with early feedback on the proposed project, identify issues that will may overlap among the various departments, and increase the speed at which the project can move through all City review and approval processes.
Effectiveness	On February 1, 2011, the department began requiring any project proposing to add 6 or more dwelling units, or to construct more than 10,000 square feet of non-residential space to submit a Preliminary Project Assessment (PPA). In 2018, this was updated to requiring any project proposing 10 or more dwelling units, and/or expansion of group housing use, and/or construction of new non-residential building or addition of 10,000 square feet or more. To date, over 420 PPA applications have been filed with the department. Completed PPA letters are posted on the department's website as well as on the SF Property Information Map: https://sfplanning.org/resource/ppa-application
Appropriateness	Continue. The City should also consider more long range planning and outreach processes to ensure that needs are addressed early and applied to future projects.
Lead Agency	Planning Department
Funding Source	Planning Department Application Fees
Schedule	Completed and ongoing

Name of Program 82	Planning shall continue to utilize, and explore ways to increase the benefits of Community Plan exemptions and tiered environmental reviews. As a part of this process, Planning shall prioritize projects which comply with CEQA requirements for infill exemptions by assigning planners immediately upon receipt of such applications.
Effectiveness	The first Community Plan Exemption (CPE) for a project was issued for a 35-unit mixed use building in the Market-Octavia Plan Area in July of 2009. Since then, hundreds more projects have received CPE's. A current list of CPEs is available here: https://sfplanning.org/resource/ceqa-exemptions
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Implemented/Ongoing

Name of Program 83	The Department of the Environment, Planning and other agencies shall coordinate City efforts to update the Climate Action Plan, create climate protection amendments to the San Francisco General Plan, and develop other plans for addressing greenhouse gases necessary per AB 32 and SB 375.
Effectiveness	<p>Climate Action Strategy 2017 Transportation sector update was presented to the Planning Commission in October 2017: http://commissions.sfplanning.org/cpcpackets/Climate%20Action%20Strategy.1pdf.pdf</p> <p>Each department required to produce and update a Department Climate Action Plan annually. In 2010, the Planning department published the first Greenhouse Gas Reduction Strategy in compliance with the CEQA Air Quality Guidelines. The 2021 Climate Action Plan (CAP) can be found here: https://sfplanning.org/project/san-francisco-climate-action-plan</p>
Appropriateness	Continue
Lead Agency	Department of the Environment
Funding Source	Annual work program, state grants
Schedule	Ongoing

Name of Program 84	Planning shall continue to implement tools and processes that streamline CEQA compliance, thereby reducing the time required for production of environmental documents and CEQA processes. In addition to contracting with previously established pools of qualified consultants to produce necessary technical studies (e.g., transportation) and environmental documents (e.g., EIRs), Planning will continue to implement streamlined processes, including but not limited to: Community Plan Exemptions that tier from previously certified Community Plan EIR's; participate in the preparation of Preliminary Project Assessments that outline the anticipated requirements for CEQA compliance, including necessary technical studies; and implement recent and pending updates to the CEQA Guidelines that provide mechanisms for streamlining the environmental assessment of infill development projects.
Effectiveness	<p>Planning continues to implement streamlined processes. Since 2014, Planning has issued two area plan EIRs: Central SoMa, and Hub. These EIRs allow for streamlined review via Community Plan Evaluations for potentially thousands of new units. Planning must issue these evaluations within 12 months of stable project descriptions per Mayoral Executive Directive 17-02. Planning is using a similar approach for the Housing Element 2022 update: the EIR will allow streamlined review for potentially tens of thousands of new units. Planning also uses exemptions and ministerial approval processes for housing projects, when applicable, such as infill exemptions and affordable housing projects.</p> <p>The Planning Department made staffing adjustments to move all historic preservation staff into Current Planning to help streamline the CEQA process. The preservation planner is now also the project planner, reducing redundancy and potentials for conflicting feedback.</p> <p>https://sfplanning.org/division/environmental-planning</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Issue 6.

Maintain the Unique and Diverse Character of San Francisco's Neighborhoods

OBJECTIVE 11: SUPPORT AND RESPECT THE DIVERSE AND DISTINCT CHARACTER OF SAN FRANCISCO'S NEIGHBORHOODS.

Policy 11.1 Promote the construction and rehabilitation of well-designed housing that emphasizes beauty, flexibility, and innovative design, and respects existing neighborhood character.

Policy 11.2 Ensure implementation of accepted design standards in project approvals.

Policy 11.3 Ensure growth is accommodated without substantially and adversely impacting existing residential neighborhood character.

Policy 11.4 Continue to utilize zoning districts which conform to a generalized residential land use and density plan and the General Plan.

Policy 11.5 Ensure densities in established residential areas promote compatibility with prevailing neighborhood character

Policy 11.6 Foster a sense of community through architectural design, using features that promote community interaction.

Policy 11.7 Respect San Francisco's historic fabric, by preserving landmark buildings and ensuring consistency with historic districts.

Policy 11.8 Consider a neighborhood's character when integrating new uses, and minimize disruption caused by expansion of institutions into residential areas.

Policy 11.9 Foster development that strengthens local culture sense of place and history.

Effectiveness of Objective 11: Overview

The Planning Department had a direct and consistent approach to the application of design review and guidelines through internal processes that improved significantly during this time. New design guidelines were developed by a new team of architects brought into the Department to put together a clear architectural practice approach. Their procedures and new documents were based in existing Urban Design Element policy which focused on neighborhood character. Staff architects worked closely with review planners to implement guidance through Commission approvals.

While two areas of attention around the design of new buildings and historic preservation of older ones predominated the interpretations of these policies, another developed in between which was confusing and lead to challenging policy decision-making: desire to maintain older buildings with texture and character that do not qualify as historic resources. These were sometimes described as "cute" or "cottage-like" and often represented smaller scales within neighborhoods than adjacent structures. While design guidance around compatibility with scales and densities of surrounding properties was effectively established, it provided very little room for any forms of innovation, beauty and flexibility.

When new long-range planning work was developed, including HOME-SF, the Affordable Housing Bonus Program, and area planning, they were designed with existing scales and neighborhood types in mind. Bonus programs limited increase to two to three stories and, when significant changes to heights were proposed, for example in Central SoMa, following community guidance, staff designed bulk controls to mediate the experience of taller buildings.

The biggest engagement in design practice at the department during this time was less around architecture and more around streetscape design which was highly interactive with community members and promoted a sense of place and engagement with the built environment.

Historic Preservation standards and practices in the Department were aligned with policy goals in Objective 10 – rigorous and attentive to districts and individual resources, especially between 2015 and 2018 as the decision-making was held within one primary manager who had a conservative interpretation of historic preservation requirements including the Secretary of Interior Standards. In 2019, the structure of Historic Preservation staffing was modified to include three managers with different areas of expertise more integrated into the review process. This provided efforts that met the goals in this policy but with more flexibility and practicality. Additionally, the adoption of the Retained Element Special Topic Design Guidelines provided a way to keep the expression of older structures without maintaining the full resource status to balance new community use needs—such as housing or services-- with older structures.

Effectiveness of Key Related Programs

Design Review Management

Design review practices within the Department increase substantially between 2015 and 2018. Design review had been previously handled by planners without detailed or specific knowledge in architecture or landscape architecture which led to confusing or iterative requests to project teams that were not based in design language or skill. In 2012, there was one staff architect who planners consulted with for advice. By 2018, an entire team of staff architects was hired and included two principal planner-level managers (licensed architects), three staff architects (licensed architects), and with one architectural designer. There were three design advisory teams that coordinated consistent approaches to design review inputs centered on specific adopted documents: the Residential Design Guidelines, the Urban Design Guidelines, and the Better Streets requirements. This became a highly effective way to provide consistency, create new guidelines, and document feedback for applicants to be resolved linearly and efficiently.

Cultural Districts

This program addresses housing needs of special populations.

In 2018, the local Cultural District program was created by Ordinance No. 126-18 “to formalize a collaborative partnership between the City and communities and bring resources and help in order to

stabilize vulnerable communities facing or at risk of displacement or gentrification and to preserve, strengthen, and promote our cultural assets and diverse communities so that individuals, families, businesses that serve and employ them, nonprofit organizations, community arts, and educational institutions are able to live, work and prosper within the City.” Cultural Districts most directly address Policy 11.9 of the 2014 Housing Element and were provided a formal definition as “a geographic area or location within the City and County of San Francisco that embodies a unique cultural heritage because it contains a concentration of cultural and historic assets and culturally significant enterprise, arts, services, or businesses, and because a significant portion of its residents or people who spend time in the area or location are members of a specific cultural, community, or ethnic group that historically has been discriminated against, displaced, and oppressed.” In the same year, the San Francisco voters passed Proposition E by 75 percent, providing funding to the Cultural Districts each year of approximately \$3 million as an appropriation from the hotel room tax fund. The program ordinance directed MOHCD to coordinate the program and grant funding with input and support from Arts Commission, OEWD, Planning and other key agencies. It also required that each Cultural District produce a Cultural, History, Housing, and Economic Sustainability Strategy (CHHESS) to be adopted by the Board of Supervisors and to update it regularly.

There are currently eight Cultural Districts: Japantown Cultural District, LEATHER & LGBTQ Cultural District, Transgender Cultural District, SoMa Pilipinas – Filipino Cultural District, African American Arts & Cultural District, Calle 24 Latino Cultural District, Castro LGBTQ Cultural District, American Indian Cultural District, and Sunset Chinese Cultural District. Each Cultural District maintains a community-based advisory board, staffing, and ongoing community and City partnerships. Below are three of the primary activities of each Cultural District:

- Sharing resources and information and leveraging programming to stabilize their community.
- Connecting community with City programs and efforts to increase reach and efficacy.
- Working to foster cultural safety, pride, and improve the quality of life for its community members.

The program also offers an opportunity for agencies to provide direct technical assistance to build capacity of each district for community planning. The program’s focus on historically discriminated, displaced, and oppressed communities aligns well with the racial and social equity goals of the Planning Department and the department’s resolution to center planning around equity.

To date, no CHHESS reports have been adopted. Three or more are scheduled for adoption in 2022, beginning with the SoMa Pilipinas and Japantown CHHESS reports. No housing specific strategies have been implemented by or for the districts; however, a few districts have implemented special area design guidelines and public realm improvements. Calle 24 has also implemented a Special Use District (Planning Code Section 249.59), which is intended to preserve the prevailing neighborhood character of the Calle 24 Latino Cultural District while accommodating new uses and recognizing the contributions of the Latino community to the neighborhood and San Francisco.

Historic Resources

This program addresses housing needs of special populations.

San Francisco designated the Clyde and Crooks Warehouse Historic District and the Mint-Mission Conservation District and twenty-eight individual landmarks during the 2015-2023 reporting period. The historic designations promote San Francisco's historic fabric, meeting Policy 11.7 of the 2014 Housing Element. Individual landmarks include Ingleside Presbyterian Church and the Great Cloud of Witnesses, Japanese YWCA/Issei Women's Building, El Rey Theater, Paper Doll, and the Sunshine School.

In 2020, the Historic Preservation Commission directed the Planning Department to recenter preservation work through Resolution No. 1127: Centering Preservation Planning on Racial and Social Equity. Key recommendations to the Planning Department include (1) exploring creative approaches to "incorporate new ways of honoring and sustaining cultural heritage" and (2) expanding participation, building capacity, and funding partnerships with American Indian, Black, and other communities of color to ensure these communities can guide and lead the preservation of their historic resources and cultural heritage.

The San Francisco Citywide Cultural Resources Survey (SF Survey) was initiated in 2020. SF Survey is a multi-year effort to identify and document places that are culturally, historically, and architecturally important to San Francisco's diverse communities. Once completed, this analysis will help guide the Department's decisions on future landmark designations and other heritage-based work, as well as on new development, area plans, and building permit applications. SF Survey is comprised of the following interwoven components: community engagement, Citywide Historic Context Statement, field survey, findings and adoption, and ultimately the Cultural Resources Inventory.

In 2020, as part of SF Survey, the Planning Department initiated the development of a methodology to identify and document Intangible Cultural Heritage through a series of stakeholder focus groups conducted through early 2021. Ongoing consultation with culture bearers and completion of the methodology will take place in 2022.

Historic Context Statements were completed on architectural, cultural, and geographic themes during the reporting period. These include Earthquake Shacks, Citywide Historic Context Statement for LGBTQ History in San Francisco, and neighborhood context statements on Central SOMA, Corbett Heights, and Eureka Valley. The Planning Department is developing a Citywide Historic Context Statement. Historic context statements nearing completion and included in the Citywide study include histories of San Francisco's Chinese American, African American, and Latino communities. Architectural theme studies focusing on building typologies and styles currently underway include early residential, small flats and apartments, private institutions, Italianate, Mediterranean Revival, and Queen Anne. Histories of public art and statues and the City's American Indian and Jewish communities will begin in 2022. It is anticipated the studies outlined above will be completed over the next one to three years.

Table 43. Landmarks Designated in San Francisco, 2015-2021

<i>Landmark No.</i>	<i>Name of Landmark</i>	<i>Location by Address</i>	<i>Assessor's Block/Lot*</i>	<i>Legislative History</i>
267	Swedish American Hall Building	2174-2178 Market Street	3542/017	Ord. <u>61-15</u> File No. 150246 App. 5/8/2015
268	R. L. Goldberg Building	182-198 Gough Street	0837/014	Ord. <u>71-15</u> File No. 150002 App. 5/21/2015
269	University Mound Old Ladies' Home	350 University Street	5992/001	Ord. <u>201-15</u> File No. 150866 App. 11/25/2015
270	The Cowell House	171 San Marcos Avenue	2882/035	Ord. <u>52-16</u> File No. 151164 App. 4/22/2016
271	The Bourdette Building	90-92 Second Street	3707/012	Ord. <u>77-16</u> File No. 151211 App. 5/20/2016
272	Alemany Emergency Hospital and Health Center	35-45 Onondaga Avenue	6956/016 6956/017	Ord. <u>99-16</u> File No. 160293 App. 6/17/2016
273	Ingleside Presbyterian Church and the Great Cloud of Witnesses	1345 Ocean Avenue	6942/050	Ord. <u>222-16</u> File No. 160820 App. 11/22/2016
274	El Rey Theater	1970 Ocean Avenue	3280/018	Ord. <u>161-17</u> File No. 170430 App. 7/27/2017
275	Third Baptist Church Complex	1399 McAllister Street	0778/013	Ord. <u>226-17</u> File No. 170923 App. 11/15/2017
276	Gaughran House	2731-2735 Folsom Street	3640/031	Ord. <u>240-17</u> File No. 170922 App. 12/15/2017
277	New Era Hall	2117-2123 Market Street	3543/012	Ord. <u>49-18</u> File No. 170755 App. 3/29/2018
278	Phillips Building	234-246 First Street	3736/006	Ord. <u>148-18</u> File No. 180387 App. 6/28/2018
279	Arthur H. Coleman Medical Center	6301 Third Street	4968/032	Ord. <u>203-18</u> File No. 180559 App. 8/10/2018
280	New Pullman Hotel	228-248 Townsend Street	3787/018	Ord. <u>253-18</u> File No. 180720 App. 11/2/2018
281	Piledrivers, Bridge, and Structural Ironworkers Local No. 77 Union Hall	457 Bryant Street	3775/085	Ord. <u>254-18</u> File No. 180721 App. 11/2/2018
282	Hotel Utah	500-504 4th Street	3777/001	Ord. <u>255-18</u>

<i>Landmark No.</i>	<i>Name of Landmark</i>	<i>Location by Address</i>	<i>Assessor's Block/Lot*</i>	<i>Legislative History</i>
				File No. 180722 App. 11/2/2018
283	Dunham, Carrigan & Hayden Building	2 Henry Adams Street	3910/001	Ord. <u>11-19</u> File No. 181144 App. 1/25/2019
284	Benedict-Gieling House	22 Beaver Street	3561/060	Ord. <u>32-19</u> File No. 181175 App. 2/22/2019
285	Theodore Roosevelt Middle School	460 Arguello Boulevard	1061/049	Ord. <u>37-19</u> File No. 180003 App. 3/15/2019
286	Sunshine School	2728 Bryant Street	4273/008	Ord. <u>38-19</u> File No. 180005 App. 3/15/2019
287	Paper Doll	524 Union Street	0103/009	Ord. <u>114-19</u> File No. 181107 App. 6/25/2019
288	Kinmon Gakuen Building	2031 Bush Street	0676/027	Ord. <u>243-19</u> File No. 190644 App. 11/1/2019
289	"History of Medicine in California" frescoes	In Toland Hall auditorium in UC Hall, 533 Parnassus Avenue	2634A/011	Ord. <u>241-20</u> File No. 201033 App. 11/25/2020
290	Royal Baking Company	4767-4773 Mission Street	6084/021	Ord. <u>267-20</u> File No. 201034 App. 12/23/2020
291	Japanese YWCA/Issei Women's Building	1830 Sutter Street	0676/035	Ord. <u>60-21</u> File No. 210064 App. 4/30/2021
292	Lyon-Martin House	651 Duncan Street	6604/036	Ord. <u>74-21</u> File No. 210286 App. 5/21/2021
293	Ingleside Terraces Sundial and Sundial Park	Within Entrada Court	6917B/001	Ord. <u>153-21</u> File No. 210423 App. 10/8/2021
294	Fresco titled "The Making of a Fresco Showing the Building of a City"	In the Diego Rivera Gallery, San Francisco Art Institute, 800 Chestnut Street	0049/001	Ord. <u>169-21</u> File No. 210565 App. 10/15/2021
295	San Francisco Eagle Bar	396-398 12th Street	3522/014	Ord. <u>175-21</u> File No. 210734 App. 10/29/2021
296	2778 24th Street	2778 24th Street, Casa Sanchez Building	4210/018	Ord. <u>17-22</u> File No. 211233 App. 2/11/2022

Residential Design Guidelines

In 1989, the Planning Department proposed a set of design guidelines to help ensure that new residential development respects the unique character of many of San Francisco's neighborhoods. These guidelines were refined and adopted as part of the 1990 Residence Element update and were updated again in 2003 as part of the 2004 Housing Element program.

Design Guidelines added since 2014: Urban Design Guidelines, Excelsior Streetscape Design Guidelines, 100% Affordable Housing Bonus Program/HOME-SF Design Guidelines, Polk Street Special Area Design Guidelines, Calle 24 Special Area Design Guidelines, Retained Element Special Topic Design Guidelines, and Japantown Special Area Design Guidelines.

Plans for design guidance: Given the Housing Crisis Act, which does not allow the application of new design guidelines effective January 1, 2020, the Department does not have plans to create any new design guidelines. Any design policy implementation proposed would be in the form of objective design standards. Currently, the only design standards project accompanies the implementation of the California HOMES Act and would support the addition of housing units in areas currently zoned for single-family housing.

Appropriateness of Objective 11

San Francisco's urban design policy, anchored in the Urban Design Element, has long been predicated on maintaining the unique character of its neighborhoods, so ensure compatibility of scale, texture, types, and densities across blocks and precincts. These are common goals and practices in American city design practice that come out of the experiences of many neighborhoods during Modernization in the mid-Twentieth century when new technologies changed the ways buildings were built and new aesthetic sensibilities arose from the development of technology and futuristic optimism. This version of history represents the experience of some people, white populations whether affluent or part of the growing middle class, who had choices, financial resiliency, few restrictions on the ability to gain land or capital, and access to jobs and opportunities to anchor roots. For others, especially members American Indian, Black, Latina/e, Chinese, Japanese, or Filipino communities, and other communities of color were systematically, intentionally excluded from these same opportunities by governmental and private entities. People in these communities were dispossessed of land, denied access to capital, in threat of incarceration and, in many cases, did not express their cultural identities for fear of attack, erasure, or further harm. Other parts of this history of the mid Twentieth century describe the displacement and dismantling of communities of color-- settled in neighborhoods rich with belonging, property ownership, and cultural identity-- through redevelopment. As those built environments were destroyed, soon thereafter, low density neighborhoods that had rules to allow small, multifamily housing could have accommodated these households, reduced their density to one and two-family structures, essentially cementing the restrictive and exclusive environment even after fair housing laws had eliminated racial covenants and redlining. In light of these histories in combination, this desire built into design guidance at the end of the Twentieth-century to "maintain" the character and density of the residential environment could also be seen not just as a desire for familiarity, but as a way for these residents to stabilize their

investments, reduce the proliferation of housing, keeping high values on single and two family housing types, and avoid intrusion by “outsiders” with different habits and sensibilities. The Urban Design Element was adopted in 1972, with the first residential design guidelines created in 1989, followed by the current set adopted in 2003. The residential design guidelines have significantly more emphasis on compatibility than the Urban Design Element.

Architecture and urban design have become tools for maintaining the status quo, to the detriment of authenticity, shared experience, across generations and the natural evolution and innovation of culture and expression. Many of the same people who complain that new projects are “generic” and “look the same” lift up the same echoes of compatibility which reinforce the repeating of materials, forms, and scales. And the emphasis has dropped from dramatic changes in architectural scales or qualities to more superficial reflections of shapes and sizes—for example asking windows to be vertical rather than horizontal or roof shapes to match. San Francisco has long expressed city values around inclusion, inviting people of all places, backgrounds, ethnicities, races, preferences, genders, and artistic lens to come, join, be who you are and live your truth. It has invited people to make and find families to bring their talents together, yet our design expressiveness has been held by patterns citywide without differentiation of quality, meaning, and evolution. Design policies have also preferenced buildings over people, focusing on historic aesthetics and forms over the symbolism, impressions, and even legacies. When a member of Japanese American communities in San Francisco sees a Victorian house, it may evoke memories or stories of their displacement journey, while those from the Trans and LGBTQ+ communities may connect to stories of saved Victorians that helped anchor their communities. Architecture symbolism is in the eye of the experiencer.

While reflective of the time, design policy that maintains neighborhood character reduces housing opportunities, personal and cultural expression, and inclusion on social and physical levels. To provide housing choice and places of belonging, density and architecture must expand. The majority of policies in Objective 11 are no longer appropriate. Policy 11.6 will be continued in the Housing Element Update 2022, however, as there are features which encourage relationships between inside and outside and community interaction. Policy 11.9 will also be expanded to clarify and prioritize the role of Cultural Districts and other area of cultural identity that anchor those who have been subject to past system harm and at current risk for displacement.

Review of Implementation Programs for Objective 11 from 2014 Housing Element

Name of Program 85	Planning staff shall coordinate the City's various design guidelines and standards, including those in the General Plan, Planning Code, and Residential Design Guidelines into a comprehensive set of Design Standards. This effort shall include development of Neighborhood Commercial Design Standards as well as updates to existing standards.
Effectiveness	The Department developed the Urban Design Guidelines adopted by the Planning Commission in 2018 which applies in all mixed-use, neighborhood commercial, and downtown commercial districts; on large parcels in residential districts; but not in Historic Districts. https://sfplanning.org/project/urban-design-guidelines
Appropriateness	Delete. This program has been completed.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 86	Planning staff shall reform the Planning Department's internal design review process to ensure consistent application of design standards, establish a "Residential Design Team" who shall oversee application of the standards on small projects, and continue the "Urban Design Advisory Team" to oversee design review for larger projects.
Effectiveness	The Urban Design Advisory Team (UDAT) and Residential Design Advisory Team (RDAT) functions were consolidated into a single Design Review Team in 2020. Planning staff presented information on designs and recommendations of design guidelines at Planning Commission hearings until implementation of the Housing Crisis Act in 2020: https://sfplanning.org/hearings-cpc
Appropriateness	Continue. Staff should conduct an audit/analysis of the Design Review program for consistency and efficacy. The analysis should include recommendations for program improvement to Department leadership.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 87	Planning staff shall continue to work with the design community to provide informational sessions at the Planning Commission, Department of Building Inspection Commission and in public forums to educate decision makers and citizens about architectural design, including co-housing, shared housing and group housing.
Effectiveness	The Department worked with faculty at the California College of the Arts in 2019 through 2022 to research, explore, and demonstrate models of group and co-housing which was presented at the Planning Commission in March 2022.
Appropriateness	Continue. Design Review Staff should work with the Design Community to revise the Urban Design Element of the General Plan and craft Objective Design Standards to implement Design Policy.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 88	Planning staff shall continue to use community planning processes to develop policies, zoning, and design standards that are tailored to neighborhood character; and shall include design standards for mixed use, residential and commercial buildings in development of new community plans (if not covered by the City's comprehensive Design Standards described above).
Effectiveness	Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019.
Appropriateness	Delete during implementation of the Housing Crisis Act.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 89	Planning Department staff shall continue project review and historic preservation survey work, in coordination with the Historic Preservation Commission; and shall continue to integrate cultural and historic surveys into community planning projects.
Effectiveness	<p>Planning Department staff continue to review projects and historic preservation survey work, presenting twice a month to the Historic Preservation Commission. The San Francisco Citywide Cultural Resources Survey (SF Survey) was initiated in 2020. SF Survey is a multi-year effort to identify and document places that are culturally, historically, and architecturally important to San Francisco's diverse communities.</p> <p>Read more about the Citywide Cultural Resources Survey as a program listed for Objective 11.</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program and grants from the Historic Preservation Fund
Schedule	Ongoing

Name of Program 90	Planning Department staff shall continue to develop a process for Neighborhood Design Guideline review and approval including developing next steps for public dissemination.
Effectiveness	<p>In March 2018, the Planning Commission adopted the Urban Design Guidelines. The Urban Design Guidelines, intended to create a coordinated and consistent design review process and promote a more thoughtful and holistic approach to city building, can be found here: https://sfplanning.org/project/urban-design-guidelines</p> <p>Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019.</p>
Appropriateness	Delete during the implementation of the Housing Crisis Action
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Complete

Name of Program 91	Planning Department staff shall research mechanisms to help preserve the character of certain distinctive neighborhoods and unique areas which are worthy of recognition and protection, but which may not be appropriate as historical districts. Such mechanisms should recognize the particular qualities of a neighborhood and encourage their protection, maintenance and organic growth, while providing flexibility of approach and style so as not to undermine architectural creativity, existing zoning, or create an undue burden on homeowners
Effectiveness	<p>Department facilitated the creation of the Special Area Design Guidelines for the Calle 24 Cultural District, the Japantown Cultural District, and the Polk Street neighborhood all adopted by the Planning Commission in 2019.</p> <p><i>This program addresses housing needs of special populations.</i></p>
Appropriateness	<p>The Planning Department worked on the Heritage Conservation Element (formerly Preservation Element), a new Element added to the General Plan, in 2014.</p> <p>The Conservation Element process has been indefinitely placed on hold, and may resume late 2022 or 2023 as SF Planning gains more momentum with the Cultural Resource survey and cultural districts work.</p> <p>A working draft of the Conservation Element is complete and may be used as a foundation when work resumes.</p>
Lead Agency	Planning Department, Citywide Division
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 92	The Planning Department has a completed draft of the Preservation Element and the final document will undergo Environmental Review in 2015.
Effectiveness	<p>The Planning Department worked on the Heritage Conservation Element (formerly Preservation Element), a new Element added to the General Plan, in 2014.</p> <p>The Conservation Element process has been indefinitely placed on hold, and may resume late 2022 or 2023 as SF Planning gains more momentum with the Cultural Resource survey and cultural districts work.</p> <p>A working draft of the Conservation Element is complete and may be used as a foundation when work resumes.</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program and grant from the Historic Preservation Fund
Schedule	Ongoing

Issue 7.

Balance Housing Construction and Community Infrastructure

OBJECTIVE 12: BALANCE HOUSING GROWTH WITH ADEQUATE INFRASTRUCTURE THAT SERVES THE CITY’S GROWING POPULATION.

Policy 12.1 Encourage new housing that relies on transit use and environmentally sustainable patterns of movement.

Policy 12.2 Consider the proximity of quality of life elements, such as open space, child care, and neighborhood services, when developing new housing units.

Policy 12.3 Ensure new housing is sustainably supported by the City’s public infrastructure systems.

Effectiveness of Objective 12: Overview

Objective 12 focuses on how new housing contributes to delivering neighborhoods and communities where people can live in proximity to their daily needs and maintain healthy lifestyles and social connections. The City recognizes the importance of community infrastructure and continues to make progress in understanding infrastructure and community needs while implementing capital improvement projects. New housing has played a role in supporting the funding needed for such improvements. Because much of the city’s housing has been concentrated on the east side of the city, the growth of infrastructure has also been concentrated in these areas. These policies have been effective in supporting the new housing, and the neighborhoods where they are located, with more investment but such investment has not always served the existing residents, many of which are low-income people of color.

“Quality of life” elements in Policy 12.2 are essential to fostering a sense of belonging. Open space, child care, and neighborhood services are equally important to considering the growth of an area. Programs in the 2014 Housing Element for this Objective did not include ways to support these neighborhood services as housing grows.

Effectiveness of Key Related Programs

Parking and Transportation-Related Requirements

Changes to parking and transportation-related requirements have allowed for growth in more environmentally sustainable patterns, as called for in Policy 12.1. In December 2018, the City passed an ordinance to eliminate minimum parking requirements for all land uses across all of San Francisco. This proposal was initially recommended by the Planning Commission as part of an amendment to the Better Streets Plan.

The Transportation Demand Management (TDM) program became effective in March 2017. The TDM program’s primary purpose is to reduce vehicle miles traveled (VMT) generated by new development projects. Projects have a menu of options from which to choose to achieve a minimum score based on project site location, project size, land use type, etc. One of the TDM menu categories is Parking

Management, where the following options are available: Unbundled Parking, Short Term Daily Parking Provision, Parking Cash Out for Non-residential Tenants, and Parking Supply (lowering parking ratios).

In March 2016, the Planning Commission adopted a resolution to move forward with state-proposed guidelines that modernize the way City officials measure the transportation impacts of new development. This resolution removed automobile delay (Levels of Services, or LOS) as a significant impact on the environment and replaced with a vehicle miles traveled (VMT) threshold for all CEQA environmental determinations. This means that the primary consideration in transportation environmental analysis is now the amount and distance that a project might cause people to drive.

In December 2015, a new law was passed requiring new development to invest more in the transportation network to help offset the growth created by their projects. The Transportation Sustainability Fee (TSF) can help pay for improvements like more Muni buses and trains, improved reliability on Muni's busiest routes, roomier and faster regional transit, and better streets for pedestrians and bicyclists.

Interagency Plan Implementation Committee (IPIC)

The Interagency Plan Implementation Committee (IPIC) continues to help turn Area Plan visions into on-the-ground improvements, working with community members, development project sponsors, and City agencies. IPIC is key to ensuring that communities include quality of life elements, as called for in Policy 12.2. IPIC reports are published annually and provide snapshots of the success of certain Area Plans, assessing development patterns, impact fee projections, and capital projects. Since the creation of IPIC, the City has collected \$267 million of infrastructure-related impact fees and expects to collect \$510,000,000 over the next ten years. The annual report for 2021 introduced a new section on Equity Considerations that described how racial and social equity is integrated into IPIC.

The Central SoMa Implementation Strategy, adopted December 2018, is comprised of an Implementation Matrix and Public Benefits Package. The matrix describes the actions, and agencies, and stakeholders that will implement objectives and policies of the plan. The Public Benefits Package includes investments in Affordable Housing; Transit; Parks & Recreation; Production, Distribution, and Repair; Complete Streets; Cultural Preservation & Community Services; Environmental Sustainability & Resilience; and Schools & Childcare.

The Market & Octavia Area Plan Amendment adding community improvements to the original plan, including Improvements to Transit Service and Capacity in the Hub; streetscape improvements; building a park at 11th and Natoma; and public open space improvements.

City agencies are required to monitor and report on the implementation of the Central SoMa and Market & Octavia Area Plans, similar to the process in other established plan areas.

Development Agreement Project Public Benefits

Development agreements (DAs) offer a variety of public benefits that project sponsor must agree to providing, including transit, commercial, open space, and space for neighborhood institutions. The Planning Department collaborates with other agencies, particularly the Office of Economic and Workforce Development (OEWD) to develop project plans and associated benefits. DAs typically include

a Master Infrastructure Plan and commitments to additional community benefits, strongly supporting Policy 12.3. In the DAs that have been approved between 2014-2019, infrastructure improvements to accompany growth have included: open space, child care facilities, workforce development programs and spaces, community facilities, grocery stores, and fees to expand utility systems.

ConnectSF

ConnectSF is a multi-agency collaborative process to build an effective, equitable, and sustainable transportation system for San Francisco's future. ConnectSF will identify policies and major transportation investments that will help reach the city's priorities, goals, and aspirations. The process to develop a vision started in 2017. Phase 2 consists of identifying existing and future travel needs and options, developing major projects for the City's transportation needs, and narrowing in on a list of priority project concepts. These will culminate in the last phase (2018-2023), guiding the completion of two policy-related documents: the San Francisco Transportation Plan (SFTP) 2050 and the Transportation Element Update. The SFTP establishes the City's transportation priorities and positions San Francisco for regional, state, and federal funding. Since its initiation, the ConnectSF project has coordinated with the 2022 Housing Element to ensure that housing plans for the future align with transit plans and the City's plans for public infrastructure, as called for in Policies 12.1 and 12.3.

Community Facilities Assessment

The Planning Department completed a Southeast Framework Community Facility Needs Assessment in July 2021. The report represents the information and analysis informing recommendations to provide equitable access to community facilities in the southeast part of the city. The recommendations try to bridge gaps and find potential for integration across City agencies to quality access to libraries, fire stations, public health clinics, childcare facilities, recreation centers, public schools, and police stations.

The Planning Department also completed the Greater SoMa Community Facilities Needs Assessment, which identifies the capital needs of ten types of community facilities in the greater South of Market area, including the Tenderloin, Mission Bay, Showplace Square, and Market and Octavia neighborhoods. Community facility types analyzed in this report include public schools, recreation centers and parks, public and non-profit health facilities, libraries, arts and culture facilities, social welfare facilities and facilities serving the homeless. Community Facilities Assessments continue to be critical to understanding the quality-of-life elements that are needed and wanted to support communities, as called for in Policy 12.2.

Coordination with San Francisco Unified School District (SFUSD)

The Planning Department coordinates with the San Francisco Unified School District (SFUSD) on a regular basis, meeting quarterly to review planned and projected housing development and demographic projections used to inform school facilities planning, as well as to coordinate ongoing major facilities and development projects under consideration by SFUSD. SFUSD is currently planning construction of a new school in the Mission Bay neighborhood to open by 2025 to serve recent and planned residential growth in that part of the city. This coordination supports Policies 12.2 and 12.3 of the 2014 Housing Element.

Appropriateness of Objective 12

Planning for infrastructure improvements should both serve existing needs to address historic inequities in public investment, while also serving new residents. Recognizing that not all infrastructure needs can be provided at the same time and finding methods to decide prioritization of infrastructure will help bring the City another step closer to equitable investments in neighborhood amenities and resources. Improvements to quality of life should be planned for all neighborhoods regardless of whether or not new housing is planned, with equity considerations.

Policies should also ensure that neighborhood quality of life fosters a sense of belonging, responds to community needs, is equitable to those who need it most.

Review of Implementation Programs for Objective 12 from 2014 Housing Element

Name of Program 93	Planning shall cooperate with infrastructure agencies such as SFMTA and DPW to plan for adequate transportation to support the needs of new housing, and within each community planning process shall develop clear standards for transit and transportation provision per unit.
Effectiveness	The Street Design Advisory Team (SDAT) is an advisory body that provides a regular forum for City agencies to review and comment on proposed changes to the public right-of-way. Area plans and Major Development Agreements and Projects continue to include regular infrastructure coordination meetings. These groups include members from SFMTA, Public Works, SFFD, and SFPUC.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing (community planning processes will be identified in the Department's work program on an annual basis)

Name of Program 94	Planning shall ensure community plans for growth are accompanied by capital plans and programs to support both the "hard" and "soft" elements of infrastructure needed by new housing.
Effectiveness	SF Planning continues to ensure community plans for growth are accompanied by capital plans and programs. The Central SoMa Plan, adopted in 2018, includes a comprehensive Implementation Plan that funds over \$2 billion in public benefits, including affordable housing, transit, complete streets, public open space, community facilities, and funding for cultural preservation and social services.
Appropriateness	Modify. The program should specify how "hard" and "soft" elements are determined, as "soft" elements may vary by community in fostering sense of belonging. Neighborhood infrastructure should include consideration for childcare, neighborhood services, and local-serving businesses that support "quality of life."
Lead Agency	Planning Department
Funding Source	Annual work program (funded under the Implementation Group)
Schedule	Ongoing (community planning processes will be identified in the Department's work program on an annual basis)

Name of Program 95	The Planning Department's "Implementation Group" shall continue to manage the implementation of planned growth areas after Plan adoption, including programming impact fee revenues and coordinating with other City agencies to ensure that needed infrastructure improvements are built.
Effectiveness	The Interagency Plan Implementation Committee (IPIC) Annual Report was last released in January 2022. From the latest report, revenue came in more slowly than anticipated for the third year in a row. As a result, many infrastructure projects for which funds were appropriated in fiscal year 2021 and prior have not received the funds as originally planned. https://sfplanning.org/project/implementing-our-community-plans#monitoring-plan-success
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 96	The Planning Department continues to update CEQA review procedures to account for trips generated, including all modes, and corresponding transit and infrastructure demands, with the Goal of replacing LOS with a new metric measuring the total number of new automobile trips generated. The Planning department is currently refining the metric to be consistent with State Guidelines.
Effectiveness	The city adopted updates to its transportation impact fee in 2015 to capture housing impacts. The department replaced LOS with vehicle miles traveled metric in 2016 (first county in California to do so) and comprehensively updated SF transportation impact analysis guidelines in 2019. It provided more certainty to transportation review process, and it aligned transportation review with adopted policy so that projects that reduce vehicle trips are not penalized for their location in a dense, infill location. The results are substantial, as most housing projects that previously required a consultant prepared transportation review no longer such review or the review is focused on issues of city concern.
Appropriateness	Delete. This program has been completed.
Lead Agency	Lead: Planning Department Support: Office of Economic and Workforce Development, San Francisco County Transportation Authority (TA), San Francisco Municipal Transportation Agency, City Attorney's office
Funding Source	Annual work program
Schedule	Complete

Name of Program 97	Planning should maintain and update as necessary other elements of the City's General Plan.
Effectiveness	The Planning Department is currently updating the Housing Element and is expected to complete the update in 2023. Other element updates currently underway include the Safety and Resilience Element (Summer 2022), Environmental Justice Framework (draft in Winter 2022), and Transportation Element (Winter 2022). An updated Recreation & Open Space plan was released in April 2014, and updated Waterfront Plan was released in 2019.
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 98	Planning and the SFMTA continue to coordinate housing development with implementation and the Transit Effectiveness Project (TEP). The TEP adjusts transit routes to increase service, improve reliability, and reduce travel delay to better meet current and project travel patterns throughout the City. The Department in coordination with the SFMTA should provide annual updates on the TEP.
Effectiveness	Muni Forward is SFMTA's ongoing program that implements the findings and recommendations from the Transit Effectiveness Project. The program includes service and capital improvements (e.g., installing bus-only lanes, improving intersection crossings for pedestrian) to make transit more reliable and faster. SFMTA continues to provide Project Updates and Reports on their Muni Forward page: https://www.sfmta.com/projects/muni-forward
Appropriateness	Continue
Lead Agency	San Francisco Municipal Transportation Agency
Funding Source	San Francisco Proposition K funding; outside grants
Schedule	Ongoing

Name of Program 99	Planning and other relevant agencies shall maintain consistency of development fees, while updating such fees through regular indexing according to construction cost index to maintain a correct relationship between development and infrastructure costs. Fees to be updated include the Transportation Impact Development Fee, Area Plan specific impact fees, downtown impact fees, and other citywide impact fees.
Effectiveness	<p>The Planning Department completed an update to the Citywide Infrastructure Nexus Analysis in December 2021. The analysis suggested impact fees for facilities across the city, which mostly exceed the highest previous fees charged at either the citywide or neighborhood level and supports a number of the City's impact fees.</p> <p>The Jobs-Housing Linkage Fee Nexus was updated in 2019 and a fee adjustment followed.</p> <p>The current schedule of fees, updated regularly, is available to the public here: https://sfplanning.org/project/development-impact-fees</p>
Appropriateness	Continue
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 100	The PUC will continue to ensure charges for system upgrades are equitably established, so that new growth will pay its way for increased demands placed on the system, while all residents pay for general system upgrades and routine and deferred maintenance.
Effectiveness	<p>The SFPUC's rates policy is available here: http://www.sfwater.org/modules/showdocument.aspx?documentid=3236</p>
Appropriateness	Continue
Lead Agency	San Francisco Public Utilities Commission
Funding Source	Not required
Schedule	Ongoing

Name of Program 101	The PUC will continue to implement conservation regulations and incentives such the City's Green Building Ordinance and the Stormwater Design Guidelines.
Effectiveness	<p>The SFPUC's website includes a page devoted to Conservation which includes tips, resources, information about rebates and incentives. http://www.sfwater.org/index.aspx?page=136</p>
Appropriateness	Continue
Lead Agency	San Francisco Public Utilities Commission
Funding Source	Not required
Schedule	Ongoing

Issue 8.

Prioritizing Sustainable Development

OBJECTIVE 13: PRIORITIZE SUSTAINABLE DEVELOPMENT IN PLANNING FOR AND CONSTRUCTING NEW HOUSING.

Policy 13.1 Support “smart” regional growth that locates new housing close to jobs and transit.

Policy 13.2 Work with localities across the region to coordinate the production of affordable housing region wide according to sustainability principles.

Policy 13.3 Promote sustainable land use patterns that integrate housing with transportation in order to increase transit, pedestrian, and bicycle mode share

Policy 13.4 Promote the highest feasible level of “green” development in both private and municipally-supported housing.

Effectiveness of Objective 13: Overview

Objective 13 and its policies are focused on sustainable growth that depends highly on inter-departmental and regional collaboration. San Francisco continues to maintain active participation in local and regional collaborative efforts, such as the Climate Action Plan, Our Child Our Families Council, ConnectSF, and ABAG’s Missing Middle Working Group. As a result of this work, the City now has increased guidance, resources, and incentives to building sustainably; a multi-modal vision and short and long-term plans for sustainably connecting San Franciscans and the region; coordinated plans for creating a family-friendly city; and increased funding opportunities for housing and transportation. San Francisco successfully identified new areas of the city to prioritize for planned growth, increasing the city’s ability to receive regional, state, and federal bonds and grants for planning such areas.

Beyond the key programs included in the 2014 Housing Element, the City has explored other programs to promote resiliency and sustainable development, prioritizing the safety and health of the City’s most vulnerable populations: Sea Level Rise Action Plan (March 2016), Better Roofs ordinance (January 2017), Sustainable Neighborhood Framework (January 2020), Hazards and Climate Resilience Plan (April 2020), Islais Creek Southeast Mobility and Adaptation Strategy (August 2021), and Safety and Resilience Element (updated in 2022).

Below key programs and initiatives are evaluated in terms of their effectiveness in achieving this objective.

Effectiveness of Key Related Programs

Green Building

In 2008 the City adopted a Green Building Ordinance that requires all new residential and commercial construction, as well as renovations to certain buildings, to meet green building standards. The Green Building Code is regularly updated to maintain alignment with the California Green Building Standards Code and to adopt stricter local requirements Electric-Vehicle Ready Ordinance requires new construction and certain major alterations to be “EV Ready”, meaning the project must include electric

infrastructure, such as wiring and switchgear, to include sufficient capacity to charge electric vehicles in 20% of off-street spaces constructed for light-duty vehicles.

The City's All-Electric New Construction requirements prohibits gas piping in new construction that applies for building permit after June 1, 2021. This change will likely require additional transformer vaults and other utility infrastructure but also produces houses that do not need gas infrastructure. It is intended to be neutral in cost.

Energy efficiency requires any mixed-fuel new construction that applies for building permit after February 17, 2020, to reduce energy use at least 10% compared to California Building Energy Standards (Title 24 Part 6, 2019). Similar requirements were in place from January 1, 2017, to December 31, 2019, for residential new construction. Each ordinance above was supported by a study by credible experts documenting no net cost impact, and/or utility cost savings greater than marginal cost. Each was accompanied by outreach to affordable housing developers. Prior to adoption the practice imposed by the ordinance was observed to be commonly implemented by several affordable housing developers in recent projects in San Francisco, except for the EV Ready Ordinance.

Effective January 1st, 2017, San Francisco became the first U.S. city to mandate solar and living roofs on most new construction through the Better Roofs program. With the passage of this legislation, between 15 percent and 30 percent of roof space on most new construction projects will incorporate solar, living roofs, or a combination of both.

Non-Potable Water Requirement

In 2021, the Board of Supervisors modified the 2017 non-portable water requirement, adding a considerable constraint on the production of housing. Regulated by the SFPUC, the non-potable water reuse infrastructure requirement affects housing projects that are over 100,000 square feet and requires them to provide their own in-house water treatment and reuse of water from black and gray water sources.

Eco-District

The Central SoMa Area Plan, approved in 2018, includes the City's first Eco-District, an area organized around shared goals and infrastructure. The plan also requires projects that meet certain criteria to build living and solar roofs and living walls. All projects must commit to fulfilling all on-site electricity demands through renewable energy.

SF Climate Action Plan

In the more than two decades since its first environmental plan, the City has adopted progressively more ambitious policies to reduce emissions while simultaneously decoupling emissions from economic growth. Since 1990, San Francisco has reduced 1990-2019 San Francisco trends emissions by 41%, while its population has grown by 22%. The Climate Action Plan continues to support Policies 13.4 and 13.5 of the 2014 Housing Element. The update to the Climate Action Plan, completed in 2021, targets goals for key areas of the city and seeks to mitigate the climate crisis challenges equitably with environmental justice. These actions will not only help to reduce San Francisco's impacts on the environment, but to reduce harm to people and address its consequences:

- Use 100% renewable electricity and phase out all fossil fuels

- Electrify existing buildings
- Invest in public and active transportation projects
- Increase density and mixed land use near transit
- Accelerate adoption of zero emission vehicles and expansion of public charging infrastructure
- Utilize pricing levers to reduce private vehicle use and minimize congestion
- Implement and reform parking management programs
- Increase compact infill housing production near transit
- Reduce food waste and embrace plant-rich diets
- Enhance and maintain San Francisco's urban forest and open space

Environmental Justice Framework and General Plan Policies

The City began the development of an Environmental Justice Framework in 2020. The City's environmental justice work will set clear goals and actions to advance health in communities of color and low-income communities that face higher pollution and other health risks. These City commitments will be developed in collaboration with communities and spelled out in an Environmental Justice Framework and related General Plan policies.

Appropriateness of Objective 13

Policies under the Objective continue to be critical to encouraging city and regional collaborative planning for sustainable growth and fostering resilient communities. As climate change continues to threaten San Francisco's most vulnerable populations, it is essential that programs associated with these policies keep racial and social equity at the forefront. To do this, policies related to sustainable and smart growth must prioritize people with highest risk of impact. Consider programs that could prioritize incentives and sustainable and resilient planning for at-risk populations. Planning for sustainable growth must recognize that all communities are not starting from equal ground, many are already in places with higher air, water, or soil risks. Communities of color and low-income communities need repair from past environmental harms along with planning for better outcomes.

Policy 13.1 could be more adapted to recognize that "smart" growth should not only consider jobs and housing, but types of work which may be distributed outside of traditional commercial or industrial buildings or not on predictable daily schedules such as part-time, off-daytime hours, or rotational. Additionally, many people do not work outside of the house or provide other caregiving duties, more commonly responsibilities for women of color and white women, which need to be recognized through proximity, not simply mobility. Placing people near their needs is a way to find disparities and access challenges rather than just planning for the greatest density or most common pathways for trips.

Smart growth should also recognize that development is not inherently an environmental risk or cause damage, especially in an already highly urbanized environment like San Francisco. Planning housing, especially well-built and affordable housing, in places with shared infrastructure and resources reduces impacts to the regional environment or even impacts causing the Climate Crisis.

Knitting neighborhoods together is a very important goal for the emotional and physical health of individuals, their communities, and the use of resources. Land use patterns that integrate services,

housing, open space, transportation, and feel inviting and safe reinforce walking, biking, rolling, and using public transit.

“Green development” can improve the overall impact of development on ecosystems, and it can also help improve the quality of resident outcomes as well. One example is the 100% electric ordinance which not only means more sustainable energy sources that can have less carbon emissions, but studies show that cooking with gas can affect the rates of childhood asthma. These policies are appropriate and important in the development of San Francisco with some reinforcement of who is being served and their needs.

Review of Implementation Programs for Objective 13 from 2014 Housing Element

Name of Program 102	Regional planning entities such as ABAG shall continue to prioritize regional transportation decisions and funding to “smart” local land use policies that link housing, jobs and other land uses, including focusing on VMT reduction. The City shall encourage formalization of state policy that similarly prioritizes transportation and infrastructure dollars transit infrastructure for “smart growth” areas such as San Francisco, rather than geographic allocation.
Effectiveness	In October 2021 Plan Bay Area 2050 was adopted by MTC and ABAG. The Plan includes the region’s Sustainable Communities Strategy and the 2050 Regional Transportation Plan. Regional planning entities MTC and ABAG continue to prioritize regional transportation decisions and funding to “smart” local land use policies that link housing, jobs and other land uses, including focusing on VMT reduction. The City continues to advocate for state policy that prioritizes transportation and infrastructure dollars transit infrastructure for “smart growth” areas such as San Francisco, rather than geographic allocation.
Appropriateness	Continue.
Lead Agency	Association of Bay Area Governments
Funding Source	Proposition 84, other grants
Schedule	Ongoing

Name of Program 103	Plan Bay Area, the nine-county Bay Area’s long-range integrated transportation and land-use housing strategy through 2040, was jointly approved by ABAG and MTC on July 18th, 2013. The Planning Department will continue to coordinate with regional entities for implementation of the Plan
Effectiveness	Throughout 2021 and 2022, the Planning Department has been participating on a Technical Advisory Committee that is advising ABAG/MTC on an update to the Transit Oriented Development policy to implement the land use policies of Plan Bay Area.
Appropriateness	Continue.
Lead Agency	Planning Department
Funding Source	Annual Work Program, with Proposition 84 grants
Schedule	Completed and ongoing

Name of Program 104	The San Francisco County Transportation Authority (SFCTA) was supportive of MAP-21 the latest Federal Transportation Reauthorization Act and continues to play an active role in federal transportation dollars that support transit-oriented development. In March of 2014 the SFCTA lead staff as well as SFCTA commissioners traveled to DC to speak to federal transportation officials about Bay Area transportation priorities. SFCTA will continue to advocate at the federal level for transit-oriented development
Effectiveness	In 2021 the Board of Supervisors designated several additional PDAs, including the Richmond District, Lombard Corridor, and Sunset Corridors PDAs, and expanded several other PDAs. These PDAs were incorporated into Plan Bay Area 2050. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State’s Prop 1C.
Appropriateness	Continue.
Lead Agency	Mayor’s Office
Funding Source	Not required
Schedule	Completed and ongoing

Name of Program 105	On a local level, the City shall prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C.
Effectiveness	Ongoing. The City continues to prioritize planned growth areas such as designated Priority Development Areas (PDAs), Area Plans or Redevelopment Areas for regional, state and federal bond and grants, especially for discretionary funding application processes such as the State's Prop 1C.
Appropriateness	Continue.
Lead Agency	Mayor's Office, Board of Supervisor's
Funding Source	Annual Work Programs
Schedule	Ongoing

Name of Program 106	The San Francisco Transportation Authority shall implement regional traffic solutions that discourage commuting by car, such as congestion pricing, parking pricing by demand, and shall continue to work with the Metropolitan Transportation Commission (MTC) on funding strategies.
Effectiveness	SFCTA continues to develop and adopt a Congestion Management Program to monitor activity on San Francisco's transportation network and adopt plans for mitigating traffic congestion. A report is released every two years for the program. Pricing programs that SFCTA are currently considering to reduce congestion include: Carpool and express lanes on freeways, Downtown congestion pricing, tolls to enter and exit Treasure Island, and reservations and pricing system for the crooked section of Lombard Street.
Appropriateness	Continue .
Lead Agency	San Francisco Transportation Authority
Funding Source	Proposition K Funding; state and Federal grants
Schedule	Ongoing; Geary BRT to being construction TBD, with service potentially beginning in 2015

Name of Program 107	The City shall continue to support efforts to use state or regional funds to give housing subsidies or income tax credits to employees who live close to their workplaces, and shall consider offering housing subsidies or income tax credits to employees who live close to their workplaces.
Effectiveness	<p>The City continues to identify opportunities for workforce housing, particularly for San Francisco's essential workers, such as teachers and first responders. MOHCD's Teacher Next Door program helps SFUSD educators buy their first home in San Francisco. MOHCD also administers a First Responders Downpayment Assistance Loan Program for active members of SFPD, SFFD, or SFSD. The City is also building over 100 affordable rental units at Francis Scott Key Annex specifically for low-, moderate-, and middle-income SFUSD educator households.</p> <p>Applicants who live or work in San Francisco also receive priority in the City's affordable housing lottery.</p>
Appropriateness	Continue. Also acknowledge that while many employers are returning to the office after COVID-19, many have transitioned employees to being fully remote and may no longer see a need to offer incentives for employees to live close to workplaces. Tax credits and housing subsidies should prioritize vulnerable populations and those most at-risk of displacement
Lead Agency	Mayor's Office
Funding Source	Not required
Schedule	Ongoing

Name of Program 108	The City will continue to support transit-related income tax credits to encourage employees to commute to work via transit. The City shall also require master developers to provide transit passes as a condition of approval in major development projects, such as Visitacion Valley, Executive Park and Bayview; and shall explore local requirements that require new developments to provide residents with a MUNI FastPass as part of condominium association benefits to promote local transit use.
Effectiveness	<p>Planning Commission first adopted TDM Program Standards in 2016 to reduce vehicle miles traveled generated by new development projects. Measures to encourage alternative modes of transportation are included on the TDM Menu of Option, including subsidized transit passes, bike share memberships, and car share memberships.</p> <p>The City has required provision of transit passes as a condition of approval in the Treasure Island project, Visitacion Valley/Schlage Lock project, the Executive Park project, the Park Merced project, and the Hunter's Point Shipyard project.</p> <p>The TDM program produces reports regularly: https://sfplanning.org/transportation-demand-management-program#plans-monitoring</p>
Appropriateness	Continue.
Lead Agency	Planning Department
Funding Source	Annual work program
Schedule	Ongoing

Name of Program 109	OEWD will facilitate employer-supported transit and transportation demand management (TDM) programs, including rideshare matching, transit improvements, bicycle and pedestrian facility improvements, parking management and restriction of free parking; and continue to require that employers offer commuter benefits per Section 421 of the Environment Code to encourage employees to use transit or carpool.
Effectiveness	<p>SF Planning continues to facilitate the TDM program. Any Development Project that meets the applicability criteria of Planning Code Section 169.3 shall be subject to TDM program requirements and must submit a TDM program.</p> <p>The TDM program produces reports regularly: https://sfplanning.org/transportation-demand-management-program#plans-monitoring</p>
Appropriateness	Continue.
Lead Agency	Office of Economic and Workforce Development
Funding Source	Not required
Schedule	Ongoing

<i>Name of Program</i>	DBI, Planning, and the Department of Environment shall continue to implement the City's Green Building Ordinance, mandating that newly constructed residential buildings must meet a sliding scale of green building requirements based on the project's size in order to increase energy and water efficiency in new buildings and significant alterations to existing buildings.
110	
<i>Effectiveness</i>	The Municipal Green Building Task Force (MGBTF) advises the Department of the Environment on updates to the San Francisco Environment Code Chapter 7: Green Building Requirements for City Buildings. The Task Force consists of one member of the public appointed by the mayor and a representative with building design, construction, and/or finance experience from many city departments. The MGBTF recently advanced a comprehensive draft of revisions to Chapter 7 for consideration and adoption.
<i>Appropriateness</i>	Continue to participate in the Municipal Green Building Taskforce to advise the SF Department of the Environment on updates to the San Francisco Environment Code.
<i>Lead Agency</i>	Planning Department, Department of Building Inspection, Department of the Environment
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

<i>Name of Program</i>	The City shall continue local and state incentive programs for green upgrades.
111	
<i>Effectiveness</i>	Department of the Environment continues to offer incentives for green upgrades to homes and businesses: https://sfenvironment.org/buildings-environments/green-building/policy-incentives-and-resources/incentives
<i>Appropriateness</i>	Continue.
<i>Lead Agency</i>	Department of Building Inspection, Department of the Environment, San Francisco Public Utilities Commission
<i>Funding Source</i>	Annual work program
<i>Schedule</i>	Ongoing

Housing Needs of Special Populations

Since the 2014 Housing Element, San Francisco has continued to implement programs that better understand and address the housing needs of special populations, including the Language Access Ordinance, preventing loss of housing for protected resident categories, launching a Citywide Cultural Resources Survey, preserve historic resources, and recognizing cultural heritage as important qualities of a neighborhood. Still, housing needs of special populations are not fully met, especially housing affordability, protection from discrimination, tenant and evictions protections, and population-specific design.

The follow is a brief overview of 2014 Housing Element programs addressing the housing needs of special populations and their progress. A detailed description of each program is provided throughout the 2014 Housing Element Evaluation.

Housing for Seniors and People with Disabilities

Existing SRO hotels continue to be preserved through the Residential Hotel Conversion Ordinance, helping prevent the displacement of low-income, elderly, and disabled persons. The City has many programs and policies in place to support housing for seniors and disabilities, including the Community Living Fund, Reasonable Accommodation, and increased options for principally permitting housing for seniors and people with disabilities. These vary from providing funding, offering services, code requirements, enforcement, to regular reporting. Additional measures can be taken to meet the housing needs of seniors and people with disabilities. In addition to housing that is designed to meet specific physical needs, access to on-site services, assistance, and care are equally important. Increasing access and funding to these housing types will be important to addressing the needs of seniors and people with disabilities.

Related Programs:

- Residential Hotel Conversion Ordinance
- Community Living Fund and Community Living Fund Annual Plan
- Implement Planning Code Sections 209.1 and 209.3
- Reasonable Accommodation
- Planning Code amendment to define Homeless Shelters
- Tenants' Rights to Relocation for No-Fault Evictions

Housing for Families with Children

San Francisco has taken steps to better understand the housing needs of families with children and address these needs. City-initiated reports have reinforced this need, especially as the city continues to lose families with children. This has been partially attributed to lack of affordable housing for families, discrimination against households with children, and inadequate design and space. Recent programs,

such as HOME-SF, and amendments to the Planning Code and General Plan require and encourage housing projects to provide the space needed to house families with children. City code also prohibits the housing discrimination against families. In spite of these measures, families with children continue to face barriers related to housing. Beyond the existing measures, San Francisco should focus attention on housing affordability to families, family-friendly design, and services for families to know their rights.

Related programs:

- Housing for Families with Children report
- Amendments to 2014 Housing Element promoting family-friendly housing
- HOME-SF bedroom requirements
- Required minimum dwelling unit mix for residential projects with 10+ units
- Dwelling unit mix requirements
- Enforcement of Police Code Article 1.2
- Enforcement of Housing Code 503(d)

Housing for People Experiencing or At Risk of Homelessness

Since the 2014 Housing Element, San Francisco launched a new agency specifically focused on preventing and ending homelessness for people in the city, the Department of Homelessness and Supportive Housing (HSH). Some of HSH's programs are also specifically dedicated to housing and services for older adults and people with disabilities. HSH focuses work around six core components: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder. Beyond HSH's work, San Francisco voters passed a major ballot measure that provides significant new funding for homelessness and mental health services. These programs demonstrate that San Francisco has invested in and prioritized programs for the housing needs of people experiencing or at risk of homelessness, but the city's economic state continues to put many households at risk and has inequitable impacts on those at higher risk, including formerly incarcerated, American Indian, and Black people. The City needs to continue advancing programs that eliminate homelessness, further prioritizing preventing and eliminating homeless for those highest at risk.

Related Programs:

- HSH core components: Outreach, Temporary Shelter, Coordinated Entry, Problem Solving and Prevention, Housing, and Housing Ladder
- Proposition C

Housing for Extremely Low and Low-Income Households

Many of San Francisco's housing programs are applicable and offered to all income levels, including Extremely Low and Low-Income Households. Some of the ones that are specific to the lowest income levels, include administering Housing Choice Vouchers (HCV), Emergency Rental Assistance, Rental Assistance Demonstration, and Partnership for HOPE-SF. These programs offer subsidies, housing, housing rehabilitation, and services to low-income households. San Franciscans also passed a ballot

measure that allows the City to own, develop, construct, acquire, or rehab low-income rental housing. Extremely low and low-income households still face some of the most challenges with housing affordability. Most of these households are unable to receive HCV due to limited funding for the program, and, if they do have HCV, may face administrative barriers with using them. The City's inclusionary housing units are also often out of reach for extremely low and low-income households. Additional funding and programs should ensure that these households know about resources available to them, and that additional funding and housing is provided to meet these deep levels of affordability.

Related programs:

- Housing Choice Vouchers
- Emergency Rental Assistance
- Proposition K: Affordable Housing Authorization
- Partnership for HOPE-SF
- Rental Assistance Demonstration

Housing for Transgender, Non-Binary/Gender Non-Conforming, and LGBTQ+ People

San Francisco has long strived to provide a home for transgender, non-binary/gender non-conforming, and LGBTQ+ people, who experience some of the highest rates of homelessness in San Francisco. The city has a number of services that offer housing specific to transgender and gender non-conforming youth and adults, including Our Trans Home SF, which offers rental assistance, transitional housing and navigation, and advocacy and provider training. HRC continues to monitor fair housing laws and worked with the SF Sheriff's Department to develop and implement inclusionary housing and programming policies for transgender inmates. Beyond housing itself, the continued development of the LEATHER & LGBTQ+, Transgender, and Castro LGBTQ Cultural Districts leverages City programming aimed to foster cultural safety and stabilize these communities. Housing for transgender, non-binary/gender non-conforming, and LGBTQ+ people can be further supported by increasing affordable housing options, efforts to better understand the particular needs of this population, and designing and providing housing that specifically meets these needs.

Related programs:

- Our Trans Home SF
- HRC support and monitoring of fair housing laws
- Housing and programming for transgender inmates
- Cultural Districts
- Permanent Supportive Housing (including the 2022 Ending Trans Homelessness Initiative)

Housing for Persons with HIV/AIDS

The Mayor's Office of Housing and Community Development (MOHCD) continues fund housing, housing subsidies, and services for people living with HIV/AIDS (PLWHA). The City also has dedicated housing units specifically for PLWHA, which are further dedicated to different needs, including transitional

housing, substance abuse treatment, and residential care facilities. As the housing needs for the PLWHA population continues to change, the City should continue efforts to better understand what these needs are through the HIV/AIDS Housing Five-Year Plan and coordinate an interagency path toward implementation.

Related programs:

- Housing Opportunities for Persons with Aids (HOPWA)
- Plus Housing Programs
- HIV/AIDS Rent Subsidy Program
- HIV/AIDS Housing Five-Year Plan