Photo: Bruce Damonte

Community Feedback on Long Range Housing Planning

Collected from:

December 2018 through February 2019

at 10 Community Forums throughout San Francisco

To inform:

The Housing Affordability Strategies Project of the San Francisco Planning Department

San Francisco Planning

Executive Summary

The San Francisco Planning Department's Housing Affordability Strategies (HAS) project will provide a framework to help City staff, policymakers, and the public evaluate how our housing policies and plans work together to address housing affordability for our diverse population. As part of this project the Planning Department heard from community members across San Francisco at 10 forums on housing and community development needs hosted by the Mayor's Office of Housing and Community Development (MOHCD) along with Planning and the Office of Economic and Workforce Development (OEWD).

Nearly 300 community members provided verbal and written feedback at the community forums. Discussions of long range housing planning were organized around three main topics: 1) People and Groups Most Affected by Housing Affordability, 2) Metrics for Improved Affordability, and 3) Policy Issues Affecting Affordability. Most feedback fell within the three main discussion topics. However, feedback that did not clearly fall under these topics was still documented. The Planning Department recorded and organized participant feedback to identify key themes, described broadly in paragraphs below and in greater detail in the full summary of feedback that follows the Executive Summary.

People and Groups Most Affected by Housing Affordability

According to community member feedback, housing affordability impacts people across many income groups, racial and ethnic groups, and household types. Participants in most discussions mentioned housing challenges specifically for extremely low, very low, and moderate to middle income households. Participants in at least half of the discussion groups mentioned housing needs across the income spectrum as well as the growing disparity between lower- and high-income earners as a source of increased housing pressure. Household types and people with specific housing challenges include families with children and overcrowded families, in particular, youth in transition, elderly and disabled persons, and people living with a chronic illness or in recovery. Groups of people historically impacted

by housing affordability, such as African Americans, Latinos, immigrants, and non-English speakers continue to be some of those most impacted. Participants also mentioned lower-wage services workers, teachers and first responders like fire, police, and health care workers as well as renters as people most affected by affordability challenges.

Metrics for Improved Affordability

Proposed metrics for measuring improved housing affordability fell mainly into two main areas: housing metrics and people metrics. Participants suggested housing metrics like reduced rents and cost burdens and the mix of units for different household types, physical needs, and incomes. Seven of 10 community meetings included discussion about increasing the number of units affordable to the lowest income people in San Francisco. Around the physical characteristics of homes produced and preserved, many participants mentioned the number of homes that matched a range of family sizes and types, and accessibility or adaptability for seniors and people with disabilities. Metrics related to outcomes for people included tracking displacement and stabilization of people, businesses, and service providers, which were mentioned at 9 out of 10 discussion groups. Participants mentioned addressing income inequality as well as ensuring that workers across the income spectrum are able to live in San Francisco. Participants also mentioned reduction in homelessness as an important metric of improved affordability.

Policy Issues Affecting Affordability

Most policy issues that participants raised fell under the topics presented at the community forums: 1. Funding Affordable Housing, 2. Adding Housing, 3. Jobs and Housing, and 4. Preserving Housing and Protecting Tenants. Major themes are described below with more detail in the full summary that follows.

1. Funding Affordable Housing: In nearly all discussion groups participants expressed the need for more and consistent funding for affordable housing and the belief that the city could channel more investment to housing production, preservation, and services. In a majority of groups, participants

mentioned maximizing the percentage of affordable units required of market rate development as part of the city's inclusionary housing policy. In a majority of groups, participants mentioned the importance of redistributive tax policy to take advantage of the city's concentration of wealth and invest it in housing for low and moderate income people. Participants also mentioned the importance of using vacant or under-utilized public land for affordable housing and raised the need for innovative financing strategies for affordable housing.

2. Adding Housing: Participants in nearly all discussion groups mentioned the need to add housing to improve affordability, including allowing more height and density especially in areas that currently have little development. In particular, many participants supported more height and density for affordable housing and, as mentioned above, wanted to see the percentage of affordable units maximized in new development. In a majority of discussion groups, participants said housing growth should occur near existing transportation infrastructure. In a majority of groups, participants commented that adding housing should be easier, through simplified process or lowered fees. In a majority of groups, participants said that neighborhood planning was needed to manage growth. Participants also mentioned the need to lower construction costs with technologies like modular housing while maintaining high labor standards and living wages.

3. Jobs and Housing: In a majority of discussion groups, participants commented that the San Francisco and the region had added many jobs and not enough housing and expressed concerns about adding additional jobs without providing more housing and that jobs-rich cities, particularly in Silicon Valley, need to build more housing.

4. Preserving Housing and Protecting Tenants: In nearly all discussion groups, participants mentioned the need to preserve existing housing serving low and moderate income residents. Specific ideas included a rental registry to help track rental housing, efforts to strengthen protections for Single Room Occupancy (SRO) hotels, and the use of the "Small Sites" program to acquire existing rent controlled housing. Participants mentioned the need to reform state laws that limit rent control and housing preservation including Costa-Hawkins and the Ellis Act. In a majority of discussion groups participants, mentioned the need for more efforts to stabilize existing residents in their homes. These stabilization efforts included enforcement of short term rental regulations and evictions rules as well as the need for more services and support for tenants.

Next Steps and Timeline

The Planning Department is working with a team of consultants to integrate feedback from the community forums with ideas from policy experts, advocates, academics, and City staff. The consultant team and Planning will analyze specific policies to improve affordability in San Francisco.

	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1
Housing Needs & Trends Report	●						
Public Engagement							●
Policy Inventory & Analysis						●	
Housing Affordability Document							●
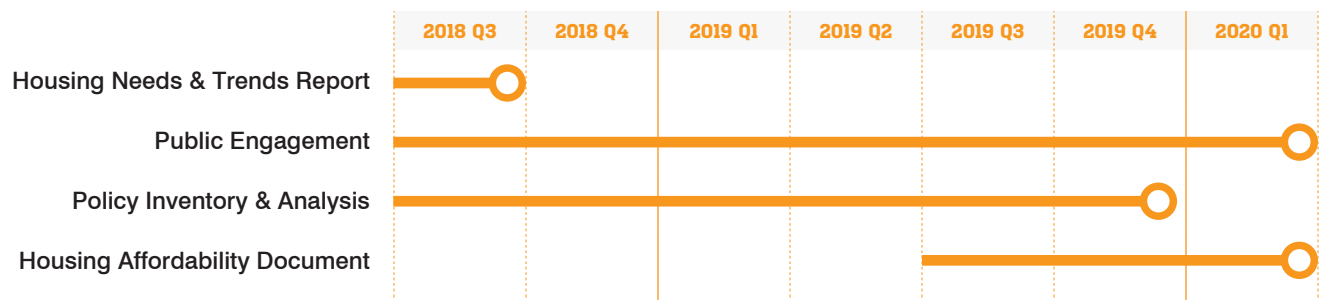
Photo: SF Planning

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Full Community Feedback Summary

Background and Purpose

This report summarizes feedback from members of the public who participated in 20 discussion groups about long range housing planning to inform the San Francisco Planning Department's Housing Affordability Strategies (HAS) project. For the HAS, the Planning Department (Planning) is working with a team of expert housing policy consultants to study how existing and potential policies can be used to improve housing affordability, particularly for low and moderate income people. Feedback from the discussion groups on long range housing planning will help to inform the policy analysis conducted by Planning and its consultants and allow the team to better respond to the ideas, questions, and concerns of the public regarding housing affordability.

The discussion groups were part of 10 community forums on San Francisco's housing and community development needs held from December 2018 through February 2019. The forums were a collaboration between the Mayor's Office of Housing and Community Development (MOHCD), the Office of Economic and Workforce Development (OEWD), and Planning. Feedback from the forums is being used for various plans including the HAS, Planning's Community Stabilization Strategy, MOHCD's Analysis of Impediments to Fair Housing, and MOHCD's 5-year Consolidated Plan, a document that is required to qualify for federal funding by the U.S. Department of Housing and Urban Development (HUD).

The 10 community forums were held in neighborhoods throughout the city including Bayview, Castro, Chinatown, Excelsior/ Outer Mission, Fillmore/ Western Addition, Mission, SOMA, Sunset, Tenderloin, and Visitacion Valley. The forums were held on weeknights and lasted for 2 hours, usually beginning at 5:30pm. Participating City agencies connected with residents through project webpage posts, flyers and department email lists, via media contact, outreach to Supervisors' offices, and community-based organizations that receive grants for housing and other community services. Food, child watch, and language interpretation and translated materials were provided to facilitate broad participation.

The forums' agenda consisted of a short introduction, followed by two 40-minute discussion groups, and a brief closing. The discussion groups covered four topics: 1) housing needs, 2) community development, 3) fair housing and housing discrimination, and 4) long range housing planning. Over the course of each forum, participants had the opportunity to provide feedback in at least two of these discussion groups based on their interest in the topics. The forums drew 655 total participants, at least 276 of whom attended the discussion groups on long-range housing planning that were facilitated by Planning staff. Planning staff took both hand-written and computer notes as well as digital recordings of feedback.

Summary of Feedback

Because long range housing planning involves many different factors and considerations and there are many opinions and ideas about the issues, Planning tried to organize the conversation around three major questions and each question included examples or sub-questions:

» **Question 1:** People and Groups Most Affected by Housing Affordability

» **Question 2:** Metrics for Improved Affordability

» **Question 3:** Policy Issues Affecting Affordability

The summary of the feedback is based on the audio recordings and notes taken during each discussion group. Planning analyzed the notes using a spreadsheet to identify key themes that emerged in response to the questions. Planning also noted which themes were mentioned in which forums (see Appendix A for detailed table on the themes by forum).

The summary below is organized around the questions as they were asked to the public. Each question is reproduced as it was asked to participants and is then followed by the feedback that participants provided on that question. Because participants sometimes offered comments or ideas in response to one question that were related to another question Planning also considered those responses in relation to the most relevant question or topic. Planning has tried to identify key themes and emphasize which themes were more frequently and consistently mentioned. Planning has noted how often themes came up at different forums but has done so in a general way because the discussion groups were not a vote or poll on specific policies. Rather the discussions were an opportunity to hear themes and ideas that seemed most interesting or relevant to participants. While key themes are summarized here, Planning will continue to consider and note the full range of feedback.

Question 1
People and Groups Most Affected by Housing Affordability Challenges

We are working to improve housing affordability so that people of various economic, racial, and cultural backgrounds can live in San Francisco and thrive over the course of their lives. In particular we think housing affordability is important for the following:

- **Stabilize or reverse losses of particular groups** including low and moderate income people, families with children, people of color (for example African Americans), immigrants, and LGBTQ+ people
- **Address special needs** including those of seniors, people with disabilities, and children.
- **Help reduce homelessness**

Do you agree that housing affordability is particularly important for these groups? Who else in your community is most affected?

Summary of Feedback on Question 1

Participants in the majority of discussion groups around the city affirmed the people and groups mentioned in the question above while adding additional detail and nuance. The feedback confirmed that there are large housing needs across many income groups, racial and ethnic groups, and household types and the city will need additional resources and creative policies to address these needs.

Income Groups: Participants in discussion groups at 7 out of 10 forums affirmed the housing affordability challenges of low income people (households earning up to 80% of area median income) and just as frequently pointed out that people with extremely low & very low incomes

(earning less than 30% and less than 50% of median income, respectively) have the most acute needs. Participants in 7 of 10 discussion groups also mentioned moderate & middle income people (households earning 80-120% and 120-150% of median, respectively) as being negatively affected by housing affordability. In at least half of discussion groups, participants noted that there was housing need across the income spectrum, and that the addition of many jobs and high income households had put a lot of pressure on the city's housing stock, worsening the affordability challenges for everyone. When speaking about challenges within certain income brackets, many participants commented and questioned the calculations of "low- and middle-income" according to federal or state program guidelines since the reality of what constitutes low- and moderate-incomes may differ drastically from what people perceive these incomes to be.

Families and Children: Participants in nearly all discussion groups affirmed the affordability challenges and special needs of families with children, including the increased cost of providing sufficient space for children and that renters with children sometimes face discrimination when searching for apartments. Participants mentioned the challenges of families living in SRO rooms, unstably housed or homeless families, and other families in overcrowded conditions, often in multigenerational families. Participants also mentioned the specific needs of youth, including young children who need stable housing to support healthy development and education and teenagers who have trouble picturing their future in an increasingly expensive San Francisco. Participants mentioned the needs of women and families with children fleeing domestic violence, and the need for shelters and housing for people confronting this challenge.

People of Color and Immigrants: Participants in nearly all discussion groups mentioned that immigrants & non-English speakers faced particular housing affordability challenges and affirmed that the city should address particular needs and historic disparities and impacts on people of color, specifically African Americans and Latinos. Participants pointed to histories of housing discrimination such as redlining and urban renewal that had particularly affected African Americans and

expressed the need to correct that history as well as ongoing loss and displacement of communities of color.

Age Groups: Seniors and Younger People:
Participants in nearly all discussion groups emphasized the housing affordability needs of seniors and those who are almost seniors; this included affordability as well as and home adaptation and aging-in-place issues. While some seniors struggle with affordability, others may be in homes they can afford but are a mismatch with their current needs. For example, living in a unit much larger than currently needed but with few options to move into a unit that is a better match in terms of space. The situation of these seniors can be in stark contrast with some family households who don't have enough room for children or extended family. In a majority of discussion groups, participants emphasized the housing affordability needs of younger people ("Millennials" and "Generation Z") who they see struggling with lower wages and high debt, as well as students (typically college and university students) and Transitional Age Youth aging out of foster care or otherwise unstably housed.

People with Disabilities, Chronic Illness, or in Transition: In 8 of 10 forums, discussion group participants mentioned housing and affordability challenges for people with mental health and physical disabilities as well as chronic illnesses like HIV. A number of participants also brought up the particular housing needs of people in transition including people in recovery and formerly incarcerated people or people with records.

Tenants and Displaced Residents: Many discussion group participants mentioned that tenants face particular housing affordability challenges since, by definition, they have less secure tenure and depend on housing protections to stabilize housing costs. Many participants also mentioned the needs of displaced residents and trying to find ways for people displaced to remain or return to San Francisco.

People Facing Cultural or Social Discrimination:
A number of discussion group participants mentioned the housing affordability challenges of LGBTQ people who may face discrimination in housing and employment and may not receive family support when they face housing insecurity. Participants also mentioned cultural refugees and cultural workers, people who have moved to San Francisco from more socially conservative places and may not have the wealth or resources to secure stable housing.

Homeless and Formerly Homeless: Participants in a majority of discussion groups emphasized the importance of addressing the housing needs of homeless, formerly homeless, and unstably housed people. Given that over 7,000 people in San Francisco are unhoused as of 2017, many participants felt that addressing homelessness should be a particular focus of housing affordability efforts.

Workers: In a majority of discussion groups, participants mentioned particular workers who were struggling with housing affordability that impacted the quality of life in San Francisco including: service workers (in restaurants, stores, and other personal services), teachers & childcare workers, and nonprofit & community workers. A number of participants also mentioned first responders including health care workers, police, and fire, as well as other key City workers like bus drivers. In addition, participants mentioned the housing needs of artists and cultural workers as well as veterans. In a few workshops, participants noted that there are special challenges finding stable, affordable housing for workers who are paid in cash or people with no credit history or poor credit histories.

In thinking about housing for multiple populations, participants noted that housing and service needs can be unique and specific to certain populations. For example, accessible buildings and homes for seniors, or locating homes for people undergoing rehabilitation outside of areas and buildings historically known to have high drug and alcohol use. This points to the importance for the city to consider various needs and how they are built into the physical and programmatic designs of housing for various populations.

Question 2
Metrics for Improved Affordability

To improve housing affordability we will likely develop metrics related to housing challenges such as:

- Reduce rents and housing cost burdens and stabilize housing prices
- Align housing production with growth in jobs and income
- Reduce evictions
- Develop housing to meet various needs (singles, couples, families with children, seniors, people with disabilities, etc.)
- Focus housing programs on people with greatest needs and/ or greatest risk of leaving the city

Is the list above missing important issues that the city should try to measure and improve? (Developing metrics will depend on data availability and staff capacity)

Summary of Feedback on Question 2

Participants in the discussion groups broadly affirmed the importance of these metrics as ways to set targets and track improvement in trends of housing affordability. Participants also offered additional metrics or targets that they considered important to addressing affordability, especially for low and moderate income households and groups with special housing needs. The use of particular metrics will depend on available data and staff availability to track and monitor any data that is not already tracked as part of existing practices.

The summary below organizes the feedback on metrics to improve affordability into two broad themes: housing and people. Further discussion of specific metrics related to these themes follow below.

Housing Metrics

Lower rents and cost burdens. Participants in the discussion groups affirmed that lower rents and cost burdens are important metrics to guide San Francisco's efforts to improve affordability.

Mix of units by affordability and size. In nearly all discussion groups, participants expressed that a broader mix of housing produced is an important metric, in terms of affordability to different incomes and the size and type of housing.

» **Affordability at lower incomes, especially extremely low incomes.** Participants mentioned increasing the number of units affordable to lower income households along with overall housing production. Participants also mentioned that many people seeking housing services are extremely low income (ELI) so the number of units affordable for ELI households is an important affordability metric. Some participants also mentioned that housing affordability should account for neighborhood incomes.

» **Housing Ladder.** A number of participants mentioned the "housing ladder" or need for units at different income levels to ensure people who are ready to leave shelters or supportive housing can find stable housing as they return to the workforce or school and as their income rises over time.

» **Housing type and size.** Participants mentioned metrics on how new or remodeled housing meets the needs of varied households including multi-bedroom units for families with children and units for singles and couples as well as for special needs populations like people with disabilities.

Reduce vacancy: Participants in a majority of workshops mentioned reducing vacancy as an important metric for affordability.

Preservation of affordable units: Participants in a majority of discussion groups also mentioned preservation of units serving low and moderate income households as an important metric to address affordability. Preservation could be acquisition of rent controlled housing with affordable

Photo: Gelfand Architects

rents, extension of restrictions on existing affordable housing, and reducing loss of rent controlled units to Ellis Act or other types of evictions.

Track and Reduce Housing Speculation:
Some participants mentioned metrics on housing speculation to help reduce speculative activity such as "flipping" homes for high profit or marketing rent-controlled properties based on rents that depend on evicting current tenants, though availability of data on these activities could be limited.

Units under nonprofit or community ownership:
Another metric to improve affordability mentioned in a number of discussion groups was the number of units under public, nonprofit, or community ownership.

Enforcement of short-term rental regulation:
Participants in at least half of discussion groups mentioned tracking short-term rentals and enforcement of rules to prevent removal of rental housing from the market.

Units produced and time to approval: Participants in a few discussion groups also mentioned metrics and tracking of the number of units that are constructed and entitled as well as the time required for city approval of new housing as important for improving affordability.

People Metrics

Stability/ reduced displacement of residents and community-serving businesses and organizations: Participants in nearly all discussion groups mentioned the importance of metrics not only on housing units produced or preserved but also on the stability or reduced displacement of residents and community serving businesses or organizations. Due to privacy concerns and the lack of real-time data, tracking resident stability may rely on broad population data from the Census.

» **Reduce evictions.** Related to metrics on displacement, participants in many discussion groups mentioned metrics on reducing evictions and on services for people experiencing or at risk of eviction.

» **Return of displaced people.** Participants in at least three workshops mentioned metrics on people returning to the city and how housing programs help displaced people to return. For example, numbers of redevelopment certificates of preference that holders have used as part of city affordable housing programs.

Workers in SF and Jobs and Housing: Participants in discussion groups in 8 of 10 forums mentioned the importance of metrics on number of workers in SF who are also able to live in SF, especially lower income and service workers.

» **Jobs and Housing:** A number of workshop participants mentioned metrics on jobs and housing in the city and the region with emphasis on the need for cities with large job concentrations, particularly in Silicon Valley, to also provide housing at different income levels.

Economic inequality and opportunity: Participants in a majority of discussion groups discussed the need to address economic inequality and opportunity along with housing affordability, since housing affordability is not only about the lack of housing affordable at different levels but the result of income inequality between people. Participants mentioned metrics and goals on issues including:

Photo: MOHCD

» **Reducing poverty and income inequality** (especially by race or ethnicity)

» **Increasing living wage jobs**

» **Educational attainment and programs to grow skills and earnings** for lower income people

» **Increasing diversity in high wage industries such as technology**

Reduce homelessness: Participants in a majority of discussion groups mentioned reducing homelessness as an important measure of improved affordability.

Reduce crowding: Participants in a number of discussion groups also mentioned reducing crowding, especially for low income families, as an important metric for affordability.

Housing Adaptation for Seniors and Families: In a few workshops participants mentioned the need to adapt and retrofit existing buildings for changing needs including seniors aging in both older, multifamily buildings as well as single family homes. Some participants also mentioned that families needed flexibility to adapt existing homes and buildings as they add children or other family members such as aging relatives.

Question 3

Policy Issues Affecting Affordability

Below are policy issues that we often hear most affect housing affordability. What issues do you think have the most impact and why? What other ways could we improve housing affordability?

Policy Issue 1: Funding Affordable Housing

A. Public funding is not sufficient to build and preserve enough housing affordable at low and moderate incomes.

Policy Issue 2: Adding Housing

B. Apartments and condominiums aren't allowed in enough areas of San Francisco. The city's Planning Code restricts apartments in most of the city, limiting the number of units and building height.

C. Adding homes to existing buildings is difficult. The city allows accessory units in residential buildings, but approval processes and construction costs can make it difficult to add units.

D. Construction costs are high, making it more expensive and difficult to build housing.

E. Processes to add housing are too uncertain and time consuming and fees are too expensive.

Policy Issue 3: Jobs & Housing

F. San Francisco has added many jobs and not enough housing.

Policy Issue 4: Preserving Housing & Protecting Tenants

G. We don't have enough policies to preserve existing housing that is affordable for people with low and moderate incomes.

H. We don't have sufficient protections for tenants or enough enforcement of existing rules.

The feedback from the public on policy issues affecting housing affordability is summarized below under the four main issue areas discussed as part of the question. The Housing Affordability Strategies project will provide deeper analysis on some of the policy ideas raised through these discussions depending on staff and consultant capacity and expertise and feedback from technical and policy experts. These ideas will inform the development of the toolkit of potential policies to improve housing affordability as part of the HAS and Community Stabilization Strategy. As more analysis of policy options become available, Planning will conduct further engagement with the community to share the findings of the analysis and receive additional feedback on policy approaches to improve housing affordability.

Summary of Feedback on Policy Issue 1: Funding Affordable Housing

Increase city funding for affordable housing: In nearly all discussion groups, participants expressed that the city can consistently invest more in affordable housing and that the city should find more funding for affordable housing production, preservation, and services, especially given the concentration of wealth and higher income households in the city.

» **Maximize % of inclusionary affordable units in new development:** In nearly all discussion forums participants said they wanted to see the maximum percentage of affordable units produced as part of new market rate developments and many expressed that the percentage should be higher than it is now and sometimes mentioned rates as high as 40% - 50%.

» **Redistributive tax policy for housing affordability:** In a majority of discussion groups, participants mentioned raising funding for affordable housing by taxing high income residents and/or employers with large numbers of high wage workers.

» **Innovative financing tools including leveraging private funds:** In at least half of the discussion groups, participants mentioned the need for creative ways to fund affordable housing including public/private partnerships, city pension investments, incentives for people to transfer homes/properties into land trusts, more cooperatives and alternative ownership and funding structures.

» **Impact of parcel tax on lower income home owners:** In a few discussion groups, participants expressed concern about the impact on lower income home owners of a parcel tax for affordable housing.

» **Proposition C Gross Receipts tax as model and as major tool:** In a few discussion groups participants mentioned the recently passed Proposition C as an example of a more equitable tax and as a potential source for housing, though its focus is specifically addressing homelessness.

Prioritize public land and pursue land acquisition for affordable housing: In 8 of 10 discussion groups participants expressed that public land from city, state, and federal agencies should be used for affordable housing.

Changes/ expansion of existing programs such as the small sites program: In about half of discussion groups, participants mentioned expanding or improving existing programs such as expanding the Small Sites program in more neighborhoods and to different building types.

Photo: MOHCD

Summary of Feedback on Policy Issue 2: Adding Housing

Increasing zoning for housing and geographic equity of development: In nearly all discussion groups, participants mentioned the need to allow more housing to be built in San Francisco, including increasing heights and density, and specifically that neighborhoods where little development occurs, such as in the north and west of the city, could or should receive more housing.

» **Maximize % of inclusionary affordable units in new development:** As mentioned in the discussion of funding, many participants linked allowing more housing to inclusion of affordable housing.

» **Adding density along Infrastructure like transit corridors:** In nearly all discussion groups, participants mentioned that if the city allows more housing, it should be where there is the physical infrastructure to support the housing including transit, schools, hospitals, parks, etc.

» **Zoning for Affordable Housing:** In a majority of discussion groups participants specifically mentioned allowing denser, multifamily housing affordable for low and moderate income people to be built in more areas of the city and said this was a priority if more height and density are allowed.

» **Skepticism of market-rate development's affordability impacts and housing balance concerns:** In at least six of the discussion groups, participants expressed doubt that adding more housing, specifically privately-owned, market-rate housing, would help improve affordability and others mentioned needing a "balance" of new market rate and affordable housing.

» **Neighborhood Planning:** In about half of discussion groups, participants said that neighborhood planning is needed to accommodate more housing while preserving neighborhood character and to bring positive change, like more jobs for residents. Participants also mentioned that plans need more legal mechanisms to enforce agreements and should better address displacement.

» **Design and environmental concerns:** In half of workshops participants mentioned concerns about the appearance of new development as well as concerns about development in contaminated areas or that development will worsen environmental impacts.

Family friendly housing: In at least one discussion group, participants mentioned the need for more family housing in areas with good schools and parks. In nearly all workshops, participants affirmed families with children as strongly impacted by affordability.

Process Improvements: In 8 of 10 workshops participants commented that process improvements could help add housing--some focused on the lack of transparency and consistency in approvals and inspections while others pointed to fees on housing development. Improvements to the transparency to permit tracking and status were specifically noted. A few participants emphasized making it easier for existing homeowners to add housing and units to their homes.

» **Accessory Dwelling Unit (ADU) Need & Barriers:** In at least half of discussion groups, participants said that accessory dwelling units were a good way to add homes in single family neighborhoods and the city could do more to encourage ADUs, like lower fees and property tax increases and ease approvals. However, some participants raised concerns that adding ADUs in existing buildings means conversion of parking spaces or storage used by current tenants in other units in the buildings.

» **Adding to buildings:** In at least three discussion groups, participants mentioned that adding housing to existing buildings is a solution to provide more housing and could be incentivized and facilitated.

High Construction Costs: In a majority of discussions, participants commented on ways to address high construction costs including innovative construction like modular, growing the supply of labor by working with training programs like City College, and looking at alternative models like Habitat for Humanity. Some commented that laborers should earn a living wage and efforts to lower high construction costs should not come at the expense of labor.

» **Modular Housing:** In four discussion groups, participants mentioned expanding use of modular or pre-fab housing to build apartments or ADUs more cheaply and easily.

» **Small Homes:** In a few discussion groups participants mentioned small homes as a way to add homes that are more affordable, for example backyard cottages.

Summary of Feedback on Policy Issue 3: Jobs and Housing

Jobs-Housing imbalance: In a majority of discussion groups, participants commented that the San Francisco and the region had added many jobs and not enough housing and expressed concerns about adding more jobs without providing more housing or better linking the two.

State and regional coordination on jobs and housing: In 4 of 10 discussion groups participants felt that there should be more regional and state coordination and in particular that jobs-rich cities in the region--particularly in Silicon Valley--need to build more housing.

Summary of Feedback on Policy Issue 4: Preserving Housing & Protecting Tenants

Rental housing preservation: In nearly all discussion groups participants expressed that preserving and protecting existing housing that is serving low- and moderate-income people is a priority and suggested various approaches:

» **Rental Registry:** Participants in a majority of discussion groups suggested a rental registry could be an important tool to preserve housing and protect tenants because it would provide a full inventory of existing housing and information on the tenants and rents in each unit.

» **Preserving rent controlled housing, SROs, Small Sites:** In a majority of discussion groups, participants mentioned the importance of preservation of rental housing serving low- and moderate-income tenants such as rent-control buildings and SROs using the Small Sites program and other tools. For SROs, participants mentioned that some owners were holding rooms vacant or using residential rooms inappropriately as tourist units. Participants mentioned additional enforcement of regulations on SROs along with acquisition for vacant or poorly managed properties.

» **A vacancy tax:** Participants in a majority of discussion groups mentioned a vacancy tax to encourage property owners to return vacant units to the market. Participants also mentioned taxes to target housing speculation like "flipping" homes, buying and reselling at higher cost.

» **Repeal Costa-Hawkins, expand rent control, and Ellis Act Reform:** In at least half of discussion groups, participants called for reform to state law including Costa-Hawkins to expand rent control to some or all types of housing currently excluded and to address vacancy de-control. Participants also mentioned reforming the Ellis Act to maintain rental housing.

» **Anti-speculation Policies:** In three of 10 discussion groups participants mentioned taxes or regulations aimed at housing speculators who buy homes and soon after "flip" them for significantly more money and who may try to evict longtime tenants in the process.

Tenant protections and services: In a majority of discussion groups, participants mentioned that we need more protections for tenants or more enforcement of protections and policies that exist.

» **Enforcement:** In at least half of discussion groups, participants mentioned the need for more enforcement of existing rules such as short-term rental regulations or permits for renovations or additions of ADUs that could be negatively impacting tenants.

Photo: MOHCD

» **Outreach and services for vulnerable populations:** In at least half of discussion groups participants mentioned that the city needed to do more community outreach and education about affordable housing programs and protections especially to vulnerable communities. Some participants pointed out that it's easier to keep someone housed than try to help them when they're homeless so homeless prevention and tenant services are important. Participants mentioned that those with special needs like non-English speakers and hearing or visually impaired need special attention. Other participants mentioned services and education for youth including financial and housing market literacy to help youth better navigate the housing market in San Francisco to remain in the city.

» **Affordable Housing Eligibility, Lottery Preferences, and Selection:** In at least half of the discussion groups, participants emphasized that affordable housing built with public funds or inclusionary should have strong preferences for neighborhood residents, city residents and workers, or those displaced from the city. In addition, participants mentioned that some extremely low-income people are disqualified from affordable housing because they would be paying over 50% of income and perhaps more flexibility on rent to income ratios for extremely low income renters would be appropriate as well as more units affordable at that income level.

» **Local Rent Subsidy:** In three of 10 discussion groups, participants mentioned that a local rent subsidy could be used to stabilize tenants in existing housing, prevent homelessness, and help extremely low-income households with severe cost burdens.

Landlords' concerns: In at least three of 10 discussion groups, participants expressed that tenants have sufficient protections and that many small landlords are reluctant to rent units because they are afraid of difficult tenants and owners of rent controlled properties can struggle with maintenance costs.

Low income homeowner support: In at least two discussion groups participants mentioned that lower income homeowners, especially seniors, may struggle with their home finances and maintenance and that assistance and outreach would be helpful. In addition, concerns about increasing property taxes particularly affect these homeowners.

Business displacement: In at least one discussion participants mentioned the need to stabilize local neighborhood businesses, especially legacy businesses, as well as residents.

Additional Community Feedback

Other cities as examples: In at least half of discussion groups, participants commented that SF could look to cities in China with more density or other U.S. cities like New York for funding and protection ideas. Participants in one discussion mentioned efforts by the San Mateo Community College District to build affordable teacher and staff housing (MOHCD has already been looking at that example to inform San Francisco's approach to building affordable housing for public school teachers and employees).

Prop 13 reform: In at least four of 10 discussions, participants mentioned reform of the state's Proposition 13 to make land and housing property taxes fairer as well as making it easier to generate local revenue.

Housing and Health and Community Services: In four of 10 discussion groups, participants discussed that health is connected to housing stability and affordability as well as the need for community services.

Next Steps and Timeline

Planning will begin to work intensively with a team of consultants to explore the impacts of some of the policy ideas raised here along with additional ideas raised by policy experts, advocates, academics, and the consultant team. Planning will share results of this analysis with the public in coming months.

For more information check the Housing Affordability Strategies webpage and sign up for further updates.

	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1
Housing Needs & Trends Report	──○						
Public Engagement	────────────────────────────						○
Policy Inventory & Analysis	────────────────────					○	
Housing Affordability Document				────────────			○
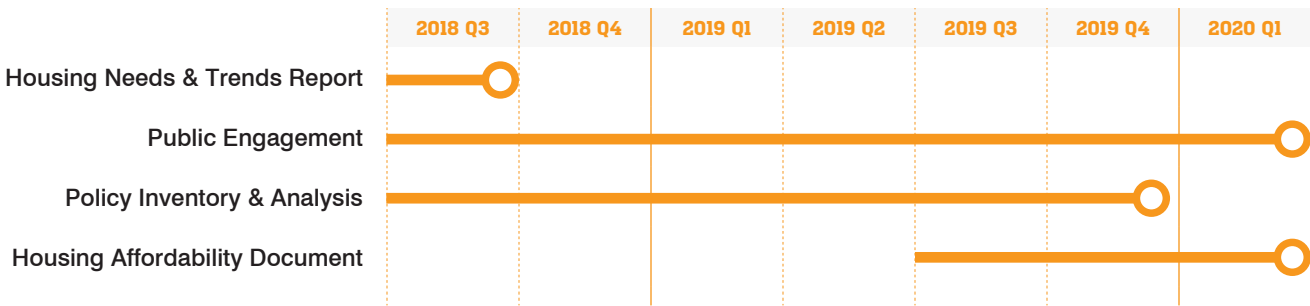
Appendix A:
Summary Table of Discussion Group Themes

THEMES	TOTAL	District 8 & 7	District 1 & 4	District 11	District 6 TL	District 5	District 6 SoMa	District 9	District 2 & 3	District 10 HP	District 10 VV
Group 1 Attendees	276	8	18	25	16	15	12	9	30	14	6
Group 2 Attendees	-	7	6	23	6	4	18	9	30	12	8

People Most Impacted by Affordability

THEMES	TOTAL	District 8 & 7	District 1 & 4	District 11	District 6 TL	District 5	District 6 SoMa	District 9	District 2 & 3	District 10 HP	District 10 VV
Seniors and nearly seniors	9	•	•	•	•	•	•	•	•	•	
Immigrants & Non-English Speakers	9	•	•	•	•		•	•	•	•	•
Families with children and women with children	8	•		•		•	•	•	•	•	•
People w/ special needs: mental health & physical disabilities, HIV & chronic illnesses,	8	•		•	•	•	•	•		•	•
Younger People, Students	7	•	•	•			•	•		•	•
African Americans	7	•		•	•	•	•			•	•
Low income	7			•	•	•	•	•	•		•
Moderate & Middle Income People	7	•	•	•			•	•		•	•
Service Workers	7	•	•	•		•	•	•			•
People w/ Extremely low & Very low income	7		•	•	•	•	•	•			•
Homeless, Formerly Homeless, Unstably Housed	6	•			•		•	•		•	•
Latinos	6	•		•	•		•	•			•
Teachers & Childcare Workers	6	•	•	•			•	•			•
Nonprofit & Community Workers	6		•	•			•	•	•		•
Overall housing need	5			•	•		•	•	•		
Youth, Transitional Age Youth	5	•		•			•	•		•	
Other	5		•	•		•	•	•			
Formerly Incarcerated/People with Records	4	•		•			•			•	
Artists	4	•		•				•			•
First Responders: Health Workers, Police, Fire	4		•	•				•			•
LGBTQ Community	3	•					•			•	
Tenants	3		•	•			•				
Displaced residents	3			•			•	•			
Veterans	2	•				•					
People in recovery	2			•			•				
Small to large households in mismatched housing situations	2							•	•		
Domestic Violence survivors	2			•				•			
People w/ credit challenges	2			•				•			

THEMES	TOTAL	District 8&7	District 1&4	District 11	District 6 TL	District 5	District 6 SoMa	District 9	District 2&3	District 10 HP	District 10 VV
Metrics for Improvement of Affordability											
Displacement/ stability of people and community businesses	9	●	●	●	●	●	●	●	●	●	
Mix of units for different needs and income	9	●	●	●	●		●	●	●	●	●
Jobs-Housing location relationship / Workers in SF who are housed in SF / Workers in SF who are housed outside SF (cannot afford to live in SF)- especially lower income and service workers	8	●	●	●		●	●	●	●		●
Units Affordable for Lowest Income people in city & neighborhoods	7	●		●	●		●	●		●	●
Vacancy rate	7	●	●	●	●	●		●		●	
# of Units Preserved or lost	6	●	●		●	●	●			●	
Addressing Economic Inequality And Social & Economic Opportunity	6	●	●	●			●		●	●	
Reduction in homelessness	6	●			●		●	●		●	●
Reducing Rent & Cost burdens	5	●	●	●			●	●			
Reduce Evictions & Track Eviction Risk & Services	5	●		●	●	●	●				
Housing Ladder	5	●		●	●			●	●		
Units under public, Nonprofit, or Community Ownership	4	●		●	●			●			
Enforcement of rules	5	●		●		●	●	●			
Units for special needs populations	3	●	●					●			
Reduce Overcrowding	3			●		●				●	
People returning to SF to live	3				●		●			●	
Calculating AMI and income classifications	3		●			●	●				
Reducing barriers to adding housing	2							●		●	
Home Adaptation for Seniors and Families	2					●			●		
Entitled properties/ units	1							●			
Policy Issues											
Increasing funding from the city	9	●	●	●	●	●	●	●	●		●
Inclusionary % should be higher or maximized	9	●	●	●	●	●	●	●		●	●
Public land & Acquisition for Housing	8			●	●	●	●	●	●	●	●
General funding comments	7	●	●	●	●	●	●				●
Tax high income people or high wage jobs/ employers	6	●	●	●	●	●	●				
Existing Programs Funding and program improvements	5	●	●		●			●	●		
Alternative funding including private sector, pensions, etc.	4	●		●	●		●				
Increase density and heights in SF/ greater geographic equity of development	9	●		●	●	●	●	●	●	●	●
Process Improvements	8	●		●	●	●		●	●	●	●
Density with Infrastructure: on transit corridors, etc.	8	●	●	●	●	●		●	●		●
Zoning for Affordable Housing	7		●	●	●	●	●		●	●	

THEMES	TOTAL	District 8&7	District 1&4	District 11	District 6 TL	District 5	District 6 SoMa	District 9	District 2&3	District 10 HP	District 10 VV
Skepticism on market-rate development impact/ benefit and housing balance	6	●	●	●		●	●	●			
ADU Need & Barriers	5		●	●	●					●	●
Neighborhood Planning	5			●	●			●	●		●
Design and Environmental Concerns	5		●	●			●		●	●	
Adding to buildings	4			●	●		●	●			
Family friendly	1			●							
High Construction Costs	6		●	●	●		●	●			●
Modular	4	●				●	●		●		
Small Homes	2		●		●						
Jobs Housing balance	7	●	●	●	●		●	●	●		
State and regional coordination on jobs and housing-jobs rich cities need to do more	4	●						●	●		●
Prop 13 reform	4		●	●		●			●		
Rental housing preservation	9	●	●	●	●	●	●	●	●		●
Rental Registry	7	●	●	●		●	●	●	●		
Preserving rent control housing, SROs, Small Sites	6		●	●	●	●	●		●		
Vacancy Tax	6	●	●	●	●	●	●				
Anti-speculation Policies	3	●			●			●			
Repeal Costa-Hawkins, expand rent control, Ellis Act Reform	5	●				●	●		●		●
Tenant protections	6		●		●	●	●	●			●
Enforcement	5				●		●	●	●	●	
Outreach/ Engagement Reaching people and people w/ special needs	5	●			●	●	●			●	
Affordable Housing Eligibility, Lottery Preferences, and Selection	6	●			●		●		●	●	●
Local Rent Subsidy	3	●	●				●				
Land lord concerns	3			●	●						●
Other Topics											
Other cities/countries as examples	5	●	●	●					●		●
Housing planning & policy process	4	●			●		●				●
Community Social Services	3	●					●		●		
Low income homeowner concerns	2			●						●	
Housing & health	2	●	●								
Business displacement	1		●								