

# C. Implementing Programs

## ADEQUATE SITES

### OBJECTIVE 1:

#### IDENTIFY AND MAKE AVAILABLE FOR DEVELOPMENT ADEQUATE SITES TO MEET THE CITY'S HOUSING NEEDS, ESPECIALLY PERMANENTLY AFFORDABLE HOUSING.

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 also add a link to the Office of the Assessor's data to the Quarterly Residential Pipeline Dashboard to help the Planning Commission, planning staff and the public understand real-time trends in housing prices of new construction.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agency:* Planning Department  
*Funding Source:* Maintain in annual Work Program  
*Schedule:* Continue existing efforts

3. All agencies subject to the Surplus Property shall annually report surplus property to the DRE/Assessor's Office, for use by MOH in land evaluation. MOH shall continue evaluating surplus publicly-owned land for affordable housing development potential. To the extent that land is not suitable for development, MOH shall sell surplus property and use the proceeds for affordable housing development for homeless people consistent with the Surplus Property Ordinance (this should all be together and mirror the ordinance).

*Lead Agency:* Mayor's Office of Housing  
*Supporting Agencies:* All City Agencies  
*Funding Source:* Maintain in annual Work Program  
*Schedule:* Continue existing efforts

4. MOH shall continue to actively pursue surplus or underused publicly-owned land for housing potential, working with agencies not subject to the Surplus Property Ordinance such as the SFPUC, SFUSD and MTA to identify site opportunities early and quickly. City agencies shall continue to survey their properties for affordable housing opportunities or joint use potential.

*Lead Agency:* Mayor's Office of Housing  
*Supporting Agencies:* San Francisco Public Utilities Commission, San Francisco Unified School District, Municipal Transportation Agency  
*Funding Source:* Maintain in annual Work Program  
*Schedule:* Continue existing efforts

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.

*Lead Agency:* Municipal Transportation Authority  
*Supporting Agencies:* Mayor's Office of Housing  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agencies:* Municipal Transportation Authority, Planning Department  
*Supporting Agencies:* Mayor's Office of Housing  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

7. The Office of Community Investment and Infrastructure (OCII) continues its efforts in former redevelopment areas as planned.

*Lead Agency:* Office of Community Investment and Infrastructure  
*Funding Source:* Maintain in annual Work Program  
*Schedule:* Continue existing efforts

8. Planning, OCII and MOEWD shall implement long range processes.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Office of Community Investment and Infrastructure, Office of Economic and Workforce Development, San Francisco Housing Authority

*Funding Source:* Maintain in annual Work Program  
*Schedule:* Implement long range planning processes for:  
 Cnadlestick/Hunters Point Shipyard  
 Japantown  
 Glen Park  
 Parkmerced  
 Transbay

9. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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 will all established neighborhood and interest groups in that area of the city.

*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.

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.

*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.

12. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Mayors Office of Housing  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of Public Health  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Ongoing

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.

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| <i>Lead Agency:</i>    | Planning Department                 |
| <i>Funding Source:</i> | Not required                        |
| <i>Schedule:</i>       | Ongoing, subject to change with EIR |

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.

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| <i>Lead Agency:</i>    | Planning Department                 |
| <i>Funding Source:</i> | Not required                        |
| <i>Schedule:</i>       | Ongoing, subject to change with EIR |

#### *Strategies for Further Review*

- MOH should explore programs that promote donation of land for affordable housing development to the City, including community land trust programs. One possibility may be the review of programs that could allow the donation of real estate as a charitable contribution, similar to the Conservation Tax Incentive promoted by the Trust for Public Land for open space purposes, where taxpayers can deduct up to 50% of adjusted gross income (AGI) for donations or bargain sales of qualified conservation easements.
- Planning should continue to explore area-specific strategies to maximize opportunities for affordable housing, such as identifying affordable housing site opportunities, or developing additional inclusionary measures that are tailored to particular neighborhoods, within community planning processes,
- Planning should explore methods for promoting increased mixed uses, including the consideration of requiring conditional use authorization for single-use development projects in mixed use zoning districts, (such as Neighborhood Commercial zoning districts).
- Planning and MOH should explore incentives for student housing. Student housing is already exempt from the City's Inclusionary Housing Ordinance, but additional modifications may assist in increasing the feasibility and supply of student housing.

## **CONSERVE AND IMPROVE EXISTING STOCK**

### **OBJECTIVE 2:**

#### **RETAIN EXISTING HOUSING UNITS, AND PROMOTE SAFETY AND MAINTENANCE STANDARDS, WITHOUT JEOPARDIZING AFFORDABILITY.**

19. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Ongoing

20. Planning shall continue to require Discretionary Review (DR) for all dwelling unit merger applications.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Ongoing – existing process

21. 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.

*Lead Agency:* Department of Building Inspection  
*Supporting Agencies:* Planning Department  
*Programs:* Unreinforced Masonry Building (UMB) Loan Program  
 Building Occupancy Resumption Program (BORP)  
 Community Action Plan for Seismic Safety (CAPSS)  
 City Policy Concerning Seismic Retrofit Upgrades for Soft-Story, Wood-Frame Construction  
*Funding Source:* Bond Reallocation  
*Schedule:* Ongoing

22. 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.

*Lead Agency:* Mayor’s Office  
*Supporting Agencies:* Department of Building Inspection  
*Funding Source:* Not Required  
*Schedule:* Ongoing

23. 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.

*Lead Agencies:* Department of Building Inspection, Mayor’s Office of Housing

*Programs:* “What You Should Know” Publication Series  
Brownbag Lunch Seminars and Video-On-Demand  
MOH’s Homeowner’s Resource Information website

*Funding Source:* Annual Work Program

*Schedule:* Ongoing (existing program)

24. 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.

*Lead Agency:* Department of Building Inspection

*Programs:* Code Enforcement Outreach Program  
“Meet the DBI Pros” Summit  
Participation in the “Big Rumble” Resource Fairs and other community events. Recent events include Chinatown Community Street Fair, Cinco de Mayo, Excelsior Festival, Fiesta on the Hill, Bernal Heights Street Fair, Sunset Community Festival and West Coast Green Conference & Expo

*Funding Source:* Annual Work Program

*Schedule:* Ongoing (existing program)

25. The Mayor’s Office of Neighborhood Services shall expand the capacity of the Neighborhood Empowerment Network (NEN), a partnership of City Agencies, local non profits and committed community leaders, to share information to prepare homeowners and residents for natural disasters.

*Lead Agency:* Mayor’s Office of Neighborhood Services

*Programs:* NEN Empowerment Summit  
NEN Clean and Green Summit Community Challenge Grants

*Supporting Agencies:* Member organizations of the Neighborhood Empowerment Network

*Funding Source:* Annual Work Program

*Schedule:* Ongoing

26. DBI shall continue to ensure that residential units meet building code standards by responding to complaints and through periodic inspection.

*Lead Agency:* Department of Building Inspection, Building Inspection Division

*Funding Source:* Annual Work Program

*Schedule:* Ongoing

27. 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.

*Lead Agency:* Mayor’s Office of Housing

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|------------------------|---|
| <i>Programs:</i>       | CalHome Loan Program (major rehabilitation)<br>Code Enforcement Rehabilitation(CERF) Loan Program (minor rehabilitation)<br>LEAD-Based Paint Hazards Control Grant Program<br>Underground Utility Grant Program - UUP<br>CalHome Grant Program<br>Code Enforcement Rehabilitation Fund (CERF) Grant Program |
| <i>Funding Source:</i> | Federal grants, including HUD’s Healthy Homes and Lead Hazard Control;<br>and local sources such as CERF and CHIRP  |
| <i>Schedule:</i>       | Ongoing   |

*Strategies For Further Review*

- DBI should consider additional programs that support voluntary home maintenance and seismic retrofitting, including expedited plan review and fee rebates.
- MOH and DBI should explore methods to, and seek funding for, programs that can increase maintenance and safety standards while not unduly increasing rents or displacing low-income households, such as a City-funded loan program aimed at meeting the needs of lower-income owners, similar to Chicago’s H.O.M.E.’s Upkeep and Repair Services Program.
- The BIC should evaluate the current uses of the Code Enforcement Rehabilitation Fund (CERF) and determine whether the program could be improved or expanded.
- As a part of the CAPPs Program, DBI should evaluate the need for revisions to the San Francisco Building Code; the need for the retrofit of designated shelters or the determination of alternate seismically safe locations; and the need for mitigation programs for critical non-ductile concrete buildings.
- DBI should evaluate alternative uses of the Seismic Safety Loan Program, and consider making it available for use in rehabilitating properties for conversion to limited-equity housing cooperatives.

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

28. DBI and DPW shall continue to monitor the conversion of tenancies in common to condominiums.

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| <i>Lead Agency:</i>         | Department of Building Inspection |
| <i>Supporting Agencies:</i> | Department of Public Works        |
| <i>Funding Source:</i>      | Annual Work Program               |
| <i>Schedule:</i>            | Ongoing                           |

29. Planning shall continue to enforce the Residential Hotel Unit Conversion and Demolition Ordinance.

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| <i>Lead Agency:</i> | Planning Department |
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*Funding Source:* Not required

*Schedule:* Ongoing

30. The Department of Health and Human Services (HSA) shall continue to facilitate the transfer of residential hotels to effective non-profit housing organizations; and HSA, DPH, and MOH should develop programs that further encourage non-profit operation of SROs.

*Lead Agency:* Health and Human Services

*Supporting Agencies:* Department of Public Health, Mayor's Office of Housing

*Funding Source:* San Francisco General Fund

*Schedule:* Ongoing

31. 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 sclae, 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.

*Lead Agency:* Mayor's Office of Housing

*Funding Source:* Inclusionary Housing Program

*Schedule:* Implemented and ongoing

32. MOH shall continue funding the acquisition and rehabilitation of landmark and historic buildings for use as affordable housing.

*Lead Agency:* Mayor's Office of Housing

*Supporting Agencies:* Office of Community Investment and Infrastructure

*Funding Source:* State grants, Historic Preservation Tax Credit programs and in lieu funds from the Inclusionary Housing Program

*Schedule:* Ongoing

33. 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 insure that they are sold or rented at restricted prices.

*Lead Agency:* Mayor's Office of Housing

*Funding Source:* Inclusionary Housing Program

*Schedule:* Ongoing

#### *Strategies For Further Review*

- The City should evaluate the role of rent-controlled units in meeting affordable housing needs, in order to develop policies that effectively continue their protection, and possibly implement requirements for their replacement. As part of this work, the City should consider pursuit of state legislative efforts that eliminate housing displacement pressures.

- The Rent Board should explore requiring proof of full-time residency for rent controlled units, to ensure they are fully occupied and not used as a second home, pied-à-terre or executive housing.
- The City should continue to monitor the effectiveness of current condominium conversion restrictions intended to moderate conversion and maintain supply of affordable rental housing in the City.
- MOH, SFRA HHS and DPH should explore how to expand the creation of permanently affordable units for single person households, particularly outside of well-served locations such as the Tenderloin and SOMA.
- MOH, SFRA and DBI should work cooperatively with affordable housing groups to identify and develop tools that would facilitate rehabilitation of at-risk rental units on an ongoing basis.

## EQUAL HOUSING OPPORTUNITIES

### OBJECTIVE 4:

#### FOSTER A HOUSING STOCK THAT MEETS THE NEEDS OF ALL RESIDENTS ACROSS LIFECYCLES.

34. 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.

*Lead Agency:* Mayor's Office of Housing

*Supporting Agencies:* Planning Department, Department of Building Inspection

*Funding Source:* Annual Work Program

*Schedule:* Ongoing

35. 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.

*Lead Agency:* Planning Department

*Funding Source:* Annual Work Program

*Schedule:* The Planning Department will aim to have study completed by 2016.

36. 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.

*Lead Agency:* Department of Aging and Adult Services

*Supporting Agencies:* Community Living Fund Linkages Program

*Funding Source:* San Francisco General Fund  
*Schedule:* Ongoing

37a. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Ongoing

37b. 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 affordable housing than required by the existing City Programs.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* 2015

38. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Completed

39. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Completed

40. 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).

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

41. 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.

*Lead Agencies:* Mayor’s Office of Housing  
*Programs:* Mayor’s Office of Housing Annual Report  
*Funding Source:* Not required.  
*Schedule:* Present to Planning Commission on an annual basis.

42. 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 enhance the delivery of affordable housing units and mixed-income development in San Francisco neighborhoods through this program.

*Lead Agencies:* Planning Department, Mayor’s Office of Housing, Office of Community Investment and Infrastructure  
*Programs:* Citywide Inclusionary Housing Program  
*Funding Source:* Not required.  
*Schedule:* Ongoing

*Strategies For Further Review*

- The Tax Assessors Office should evaluate the primary inhibitors to downsizing, and examine the incentives offered by Prop 60, which allows senior owners to move into “equal” or “lesser” value units while retaining their previously established Prop. 13 taxable values.
- Planning staff should review the Planning Code’s incentives for senior housing development.
- MOH, OCII and other housing entities should explore methods of collaborating with special needs advocacy groups to increase outreach to historically socio-economically disadvantaged populations.
- Supportive housing providers should explore ways to increase design and program elements in supportive housing which increase safety and inclusion, and provide trainings for housing staff to increase understanding of residents and reduce bias.

- DAAS should explore the potential for partnerships with HSA, MOH and nonprofit developers interested in developing adult residential care facilities to increase supportive housing options for the elderly, particularly people with dementia.
- DBI should study ways to encourage inclusion of “Universal Design” elements into new projects, especially small-scale, cost-effective measures such as installation of appliances and countertops at accessible heights, flat light switches, and levers and grab bars; resulting programs should balance the benefits of physical accessibility with the benefits of housing affordability.
- DAAS should work with MOH and OCII to explore ways to implement the GreenHouse model, a small-scale living environment of 6 to 10 seniors with nursing care needs that can be integrated into existing neighborhoods as infill development.
- DAAS, HSA, and/or MOH should actively work towards the development of sites for residential care facilities that are close to existing services – one promising option is to develop affordable residential care settings directly on the Laguna Honda Hospital campus. They should also work towards acquisition of housing that could be rehabilitated towards the Green House model in the Bayview district, which is particularly underserved.
- During community planning processes, Planning should explore partnerships with agencies such as RPD, OEWD, MOH and DCYF for cross-discipline efforts that may improve conditions in disadvantaged neighborhoods and increase access to housing, jobs, and public services.
- Planning should examine incentives such as density bonuses, or other zoning related mechanisms that encourage long-term (i.e. deed-restricted) permanently affordable rental housing.

#### OBJECTIVE 5:

#### ENSURE THAT ALL RESIDENTS HAVE EQUAL ACCESS TO AVAILABLE UNITS.

43. 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.

*Lead Agencies:* Mayor’s Office of Housing, Office of Community Investment and Infrastructure, San Francisco Housing Authority

*Funding Source:* Not required.

*Schedule:* Ongoing (part of project review)

44. 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.

*Lead Agency:* Mayor’s Office of Housing

*Supporting Agencies:* San Francisco Housing Authority, Human Services Agency, Department of Public Health

*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.

45. 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.

*Lead Agency:* Mayor's Office of Housing

*Supporting Agencies:* Mayor's Office Disability, Human Rights Commission

*Funding Source:* Annual Work Program

*Schedule:* Ongoing – existing program

46. The HRC will continue to assist in resolving landlord-tenant problems in rental housing, including single room occupancy hotels.

*Lead Agency:* Human Rights Commission

*Supporting Agencies:* Mayor's Office of Housing

*Funding Source:* Annual Work Program

*Schedule:* Ongoing – existing program

47. 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.

*Lead Agency:* Board of Supervisors

*Supporting Agencies:* Human Rights Commission, Rent Board

*Funding Source:* Annual Work Program

*Schedule:* Ongoing

48. 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.

*Lead Agency:* Board of Supervisors

*Funding Source:* Annual Work Program

*Schedule:* Ongoing

49. 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.

*Lead Agency:* Department of Building Inspection  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

50. 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.

*Lead Agency:* Mayor's Office of Housing  
*Supporting Agencies:* Office of Community Investment and Infrastructure, San Francisco Housing Authority, Human Services Agency  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

51. 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.

*Lead Agency:* Police Department  
*Supporting Agencies:* Rent Board  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

52. 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.

*Lead Agency:* Mayor's Office of Housing  
*Supporting Agencies:* Office of Community Investment and Infrastructure, San Francisco Housing Authority, Human Services Agency, Rent Board  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing – existing program

#### *Strategies For Further Review*

- MOH should explore methods of partnering with community service providers and housing rights advocates to expand community knowledge of, and access to, the “one-stop” center above.
- All housing agencies should work together to explore how to expand assistance for residents transitioning from supportive services to rental housing, by providing credit help, clean slate programs, and security deposit assistance.
- The Board of Supervisors shall explore ways in which the City can support housing rights advocates, to assist in disseminating information to the widest possible audience.

#### **OBJECTIVE 6:**

## REDUCE HOMELESSNESS AND THE RISK OF HOMELESSNESS

53. 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.

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|-----------------------------|---|
| <i>Lead Agency:</i>         | Human Services Agency   |
| <i>Supporting Agencies:</i> | San Francisco Local Homeless Coordinating Board, San Francisco 10 Year Plan Implementation Council, Department of Public Health, Mayor's Office of Community Development; Department on the Status of Women; Department of Children, Youth and Their Families; Mayor's Office of Housing; Office of Community Investment and Infrastructure |
| <i>Funding Source:</i>      | San Francisco General Fund; private donations, government grants, CDBG and HOME funds   |
| <i>Schedule:</i>            | Ongoing   |

54. 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.

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|------------------------|--|
| <i>Lead Agency:</i>    | San Francisco Local Homeless Coordinating Board  |
| <i>Programs:</i>       | Local Operating Subsidy Program<br>Care Not Cash<br>Project Homeless Connect Local Outreach Team |
| <i>Funding Source:</i> | San Francisco General Fund; private donations, government grants, CDBG and HOME funds            |
| <i>Schedule:</i>       | Completed and ongoing  |

55. 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.

|                        |   |
|------------------------|---|
| <i>Lead Agency:</i>    | Human Services Agency   |
| <i>Programs:</i>       | Master Lease Program (SRO units)<br>Permanent Supportive Housing for Families (nonprofit partnership) |
| <i>Funding Source:</i> | Program funding   |
| <i>Schedule:</i>       | Ongoing   |

56. 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.



*Lead Agency:* Department of Public Health  
*Supporting Agencies:* Human Services Agency  
*Programs:* Direct Access to Housing (DAH) Program (permanent supportive housing)  
 Homeless Death Prevention (shelter)  
 Winter Shelter Program (shelter)  
 Community Housing Partnership (shelter)  
*Funding Source:* San Francisco General Fund, State dollars targeted toward mentally ill adults who are homeless / at-risk of homelessness; Federal grants; Reimbursement through the Federally Qualified Health Center system, and revenue from tenant rent.  
*Schedule:* Ongoing

57. The Planning Department will ensure that transitional and supportive housing is a residential use through code and/or policy changes.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

*Strategies For Further Review*

- HSA should explore new ways to provide permanently affordable and service-enriched housing to reduce the need for temporary homeless shelters, and to place homeless people in housing directly off the streets, without first going through a "readiness process," shelter, or transitional housing program.
- HSA should explore the potential to create or set aside publicly constructed housing for homeless families with children, with supportive services for residents.
- HSA should continue to work with Redevelopment and MOH, and nonprofit partners such as the Coalition on Homelessness to expand ways to move homeless people currently within the shelter system toward permanently affordable housing.

## **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.**

58. 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.

*Lead Agency:* Planning Department  
*Programs:* Inclusionary Housing Program (applied to residential development)  
 Jobs Housing Linkage Program (applied to nonresidential development)

*Funding Source:* Self-funded (above programs)  
*Schedule:* Ongoing

59. 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.

*Lead Agency:* Office of Community Investment and Infrastructure  
*Programs:* Mayors of Housing and Community Development (MOHCD)  
 Housing Opportunities for Persons With AIDS Program  
 Limited Equity Homeownership Program  
*Funding Source:* Tax increment funding  
*Schedule:* Ongoing

60. HSA and DPH will continue to administer operating subsidies for special needs housing through their supportive housing programs.

*Lead Agency:* Human Services Agency  
*Programs:* The Season of Sharing Fund (rental subsidy); The Homeless Prenatal Program (rental subsidy); Housing for Single Adults and Families with Disabilities (rental subsidy for designated sites)  
*Supporting Agencies:* Department of Public Health  
*Funding Source:* San Francisco General Fund; state and federal grants.  
*Schedule:* Ongoing

61. MOH, and SFHA will continue efforts to provide financial support to nonprofit and other developers of affordable housing, through CDBG and other funding sources.

*Lead Agency:* Human Services Agency  
*Supporting Agencies:* San Francisco Housing Authority  
*Funding Source:* Annual Work Program, Community Development Block Grants  
*Schedule:* Ongoing

62. 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

*Lead Agency:* Mayor’s Office of Housing  
*Supporting Agencies:* San Francisco Housing Authority  
*Funding Source:* Local, state and federal grant programs.  
*Schedule:* Ongoing

63. 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.

*Lead Agency:* Mayor's Office of Housing  
*Supporting Agencies:* Planning Department  
*Funding Source:* Annual work program  
*Schedule:* Ongoing

64. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Mayor's Office of Housing  
*Funding Source:* Annual work program (part of existing reporting requirements)  
*Schedule:* Ongoing

65. MOH shall continue to administer first time home buyer programs.

*Lead Agency:* Mayor's Office of Housing  
*Programs:* City's Down Payment Assistance Loan Program, City Second Loans, Teacher Next Door Program (TND), Police in the Community Loan Program Inclusionary, Affordable Housing Program.  
*Funding Source:* CalFHA, participating lenders.  
*Schedule:* Ongoing

66. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Not required  
*Schedule:* Ongoing

67. The City shall pursue federal and state opportunities to increase programs for limited equity homeownership, homeowner assistance programs and down payment assistance. 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.

|                             |   |
|-----------------------------|---|
| <i>Lead Agency:</i>         | Mayor's Office of Housing   |
| <i>Supporting Agencies:</i> | Office of Community Investment and Infrastructure                               |
| <i>Programs:</i>            | MOH's Homebuyer Education Counseling Program<br>"Don't Borrow Trouble" Campaign |
| <i>Funding Source:</i>      | Annual Work Program   |
| <i>Schedule:</i>            | Ongoing   |

#### *Strategies for Further Review*

- MOH should explore federal and state stimulus opportunities to increase programs for limited equity homeownership, homeowner assistance programs and down payment assistance; ensuring 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 foreclosures.
- The Board of Supervisors should explore the creation of a permanent local source of affordable housing funding for the City, such as a housing trust fund. The City should also support efforts at the state level to establish a similar permanent state source of funding for affordable housing.
- Planning, in cooperation with other agencies, should explore the use of Tax Increment Financing outside redevelopment areas to further the development of affordable housing and supportive infrastructure.
- MOH and Planning should continue to 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.
- DBI should review Building Code requirements to examine ways to promote "affordable by design" housing, including pre-built housing, affordable by design, construction types that allow housing at the ground floor of podiums, and other low cost construction types.

#### **OBJECTIVE 8:**

#### **BUILD PUBLIC AND PRIVATE SECTOR CAPACITY TO SUPPORT, FACILITATE, PROVIDE AND MAINTAIN AFFORDABLE HOUSING.**

68. 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.

|                        |  |
|------------------------|--|
| <i>Lead Agency:</i>    | Mayor's Office of Housing  |
| <i>Programs:</i>       | Citywide Loan Committee, <i>San Francisco's 2010-2015 Consolidated Plan, 2010-2011 Action Plan</i> |
| <i>Funding Source:</i> | Annual Work Program  |
| <i>Schedule:</i>       | Ongoing  |

69. 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.

*Lead Agency:* Office of Economic and Workforce Development  
*Funding Source:* Donations from private institutions, organizations and businesses within San Francisco  
*Schedule:* Completed and ongoing

70. 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.

*Lead Agency:* Mayor’s Office of Housing  
*Supporting Agencies:* Office of Community Investment and Infrastructure San Francisco Housing Authority, Department of Building Inspection  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

71. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of Building Inspection, Mayor’s Office of Housing, Office of Community Investment and Infrastructure, San Francisco Housing Authority  
*Programs:* Planning’s “Basics of Good Design” program (presentation by Planning staff and SFAIA); MOH’s “In the Field: Best Practices in Construction and Design of Affordable Housing”  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

72. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

73 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of Building Inspection, Mayor's Office of Housing  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

74. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of Building Inspection  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

*Strategies for Further Review*

- Planning, OEWD and MOH should explore the option of allowing expired entitlements to continue if the site is sold to an affordable housing developer, if project sponsors agree to increased affordability requirements.
- OEWD and MOH should explore partnerships between developers and employers, such as master lease programs that ensures that a given number of units will be rented by the employer or their a sub lessee (the employee); or purchase guarantees to accompany the construction of for-sale housing, where an employer agrees to purchase a given number of units in a development if those units are not otherwise purchased, in exchange for price discounts for employees.
- MOH and Planning should explore expansion of the land donation alternative included in the Eastern Neighborhoods Area Plans as a way to fulfill Inclusionary Zoning requirements, and should work with the Tax Assessors office to explore tax incentives that could facilitate the donation of land from private property owners to the City or non-profits for the development of affordable housing.

**OBJECTIVE 9:****PROTECT THE AFFORDABILITY OF UNITS AT RISK OF LOSING SUBSIDIES OR BEING CONVERTED TO MARKET RATE HOUSING.**

75. 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.

*Lead Agency:* Mayor’s Office of Housing  
*Program:* Assisted Housing Preservation Program (HPP)  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

76. MOH shall continue to ensure relocation of all tenants who are displaced, or who lose Section 8 subsidies, through housing reconstruction and preferential consideration.

*Lead Agency:* Mayor’s Office of Housing  
*Program:* Certificate of Preference Program  
*Funding Source:* Tax increment funding  
*Schedule:* Ongoing

77. 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.

*Lead Agencies:* San Francisco Housing Authority, Mayor’s Office of Housing Program: HOPE SF  
*Funding Source:* Local public funding, private capital, HOPE VI and other federal funding  
*Schedule:* Ongoing

*Strategies for Further Review*

- MOH and the SFHA, shall explore the creation of a residents and/or non-profit ownership and management program to acquire existing “at risk” buildings.

## REMOVE CONSTRAINTS TO THE CONSTRUCTION AND REHABILITATION OF HOUSING

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

78. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing as community plans are completed and/or amended

79. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of Building Inspection, Department of Public Works, Fire Department  
*Funding Source:* Planning Department Application Fees  
*Schedule:* Completed and ongoing

80. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Implemented/ongoing

81. 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.

*Lead Agency:* Department of the Environment  
*Supporting Agencies:* Planning Department, San Francisco Public Utilities Commission  
*Funding Source:* Annual Work Program, state grants  
*Schedule:* Ongoing

82. 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 .

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

#### *Strategies for Further Review*

- Planning should continue to examine how zoning regulations can be clarified, and design guidelines developed through community planning processes. Planning staff should adhere to such controls in reviewing and recommending approval of projects.

## **MAINTAIN THE UNIQUE AND DIVERSE CHARACTER OF SAN FRANCISCO'S NEIGHBORHOODS**

### **OBJECTIVE 11:**

#### **RECOGNIZE THE DIVERSE AND DISTINCT CHARACTER OF SAN FRANCISCO'S NEIGHBORHOODS.**

83. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

84. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

85. 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.

*Lead Agency:* Planning Department  
*Programs:* Planning’s “Basics of Good Design” program (presentation by Planning staff and SFAIA); Planning’s “Good Design” Brown Bag Lunch Series; MOH’s “In the Field: Best Practices in Construction and Design of Affordable Housing”  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

86. 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).

*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).

87. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program and grants from the Historic Preservation Fund  
*Schedule:* Ongoing (community planning processes will be identified in the Department’s work program on an annual basis).

88. Planning Department staff shall continue to develop a process for Neighborhood Design Guideline review and approval including developing next steps for public dissemination.

*Lead Agency:* Planning Department Legislative Division  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

89. 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.

*Lead Agency:* Planning Department, Citywide Division  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

90. The Planning Department has a completed draft of the Preservation Element and the final document will undergo Environmental Review in 2015.

|                        |   |
|------------------------|---|
| <i>Lead Agency:</i>    | Planning Department   |
| <i>Funding Source:</i> | Annual Work Program and grant from the Historic Preservation Fund |
| <i>Schedule:</i>       | Ongoing   |

#### *Strategies for Further Review*

- Planning should explore ways to encourage property owners to use preservation incentives and federal tax credits for rehabilitation of qualified historical resources, Mills Act property tax abatement programs, the State Historic Building Code, and tax deductions for preservation easements.
- Planning should explore ways to assist in federal environmental review and review under Section 106 of the National Historic Preservation Act for historically significant local buildings receiving federal assistance.
- All agencies should explore ways to incorporate design competitions and peer review on major projects.

## **BALANCE HOUSING CONSTRUCTION AND COMMUNITY INFRASTRUCTURE**

### **OBJECTIVE 12:**

#### **BALANCE HOUSING GROWTH WITH ADEQUATE INFRASTRUCTURE THAT SERVES THE CITY'S GROWING POPULATION.**

91. 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.

|                             |  |
|-----------------------------|--|
| <i>Lead Agency:</i>         | Planning Department  |
| <i>Supporting Agencies:</i> | San Francisco Municipal Transportation Agency, Department of Public Works, Bay Area Rapid Transit              |
| <i>Funding Source:</i>      | Annual Work Program  |
| <i>Schedule:</i>            | Ongoing (community planning processes will be identified in the Department's work program on an annual basis). |

92. 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.

|                        |  |
|------------------------|--|
| <i>Lead Agency:</i>    | Planning Department  |
| <i>Funding Source:</i> | Annual Work Program (funded under the Implementation Group)  |
| <i>Schedule:</i>       | Ongoing (community planning processes will be identified in the Department's work program on an annual basis). |

93. 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.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

94. 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 which uses person trips and vehicle miles traveled.

*Lead Agency:* Office of Economic and Workforce Development, San Francisco County Transportation Authority (TA), Planning Department  
*Supporting Agencies:* City Attorney, San Francisco Municipal Transportation Agency  
*Funding Source:* Annual Work Program

95. Planning should maintain and update as necessary other elements of the City's General Plan.

*Lead Agency:* Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

96. 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.

*Lead Agency:* San Francisco Municipal Transportation Agency  
*Supporting Agencies:* Planning Department  
*Funding Source:* San Francisco Proposition K funding; outside grants  
*Schedule:* Ongoing

97. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* San Francisco Municipal Transportation Agency; San Francisco Unified School District; Department of Children Youth & Families; Recreation and Parks Department, etc.  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

98. 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.

*Lead Agency:* San Francisco Public Utilities Commission  
*Funding Source:* Not required  
*Schedule:* Ongoing

99. The PUC will continue to implement conservation regulations and incentives such the City's Green Building Ordinance and the Stormwater Design Guidelines.

*Lead Agency:* San Francisco Public Utilities Commission  
*Supporting Agencies:* Department of the Environment, Planning Department  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

*Additional Strategies for Further Review*

- Planning shall consider incentive programs such as requiring larger new housing developments to provide transit passes to their residents as a part of association dues or monthly rent; or requiring new developments that include car-sharing parking spots to encourage carshare memberships to their residents.
- Planning shall explore the creation of a definition of neighborhood serving uses that reflects use categories which clearly serve the daily needs of adjacent residents, perhaps modeled on North Beach SUD requirements which restrict to "neighborhood-serving retail sales and personal services of a type which supplies commodities or offers personal services to residents," (Planning Code Section 780.3).

## PRIORITIZING SUSTAINABLE DEVELOPMENT

### OBJECTIVE 13:

#### PRIORITIZE SUSTAINABLE DEVELOPMENT IN PLANNING FOR AND CONSTRUCTING NEW HOUSING.

100. 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.

*Lead Agency:* Association of Bay Area Governments  
*Supporting Agencies:* Metropolitan Transportation Council  
*Funding Source:* Proposition 84, other grants  
*Schedule:* Ongoing

101. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* Department of the Environment, San Francisco Municipal Transportation Agency, Mayor's Office  
*Funding Source:* Annual Work Program, with Proposition 84 grants  
*Schedule:* Completed and ongoing

102. 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

*Lead Agency:* Mayor's Office  
*Supporting Agencies:* Planning Department, San Francisco Municipal Transportation Agency  
*Funding Source:* Not required.  
*Schedule:* Completed and ongoing

103. 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.

*Lead Agencies:* Mayor's Office, Board of Supervisor's  
*Supporting Agencies:* Planning Department, San Francisco Municipal Transportation Agency, other agencies as necessary  
*Funding Source:* Annual Work Programs  
*Schedule:* Ongoing

104. 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.

*Lead Agency:* San Francisco Transportation Authority  
*Supporting Agencies:* Metropolitan Transportation Commission  
*Programs:* On-Street Parking Management and Pricing Study  
 Congestion Pricing Program  
 Van Ness Bus Rapid Transit (BRT)  
 Geary Bus Rapid Transit (BRT)  
*Funding Source:* Proposition K Funding; state and Federal grants  
*Schedule:* Ongoing; Geary BRT to begin construction TBD, with service potentially beginning in 2015.

105. 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.

*Lead Agency:* Mayor's Office  
*Funding Source:* Not required  
*Schedule:* Ongoing

106. 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.

*Lead Agency:* Planning Department  
*Supporting Agencies:* San Francisco Municipal Transportation Agency,  
 San Francisco Transportation Authority  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

107 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.

*Lead Agency:* Office of Economic and Workforce Development  
*Supporting Agencies:* San Francisco Municipal Transportation Agency,  
 Department of the Environment  
*Programs:* Commuter Benefits Program (Environment Code Section 421, requires all employers with at least 20 full-time employees to provide transit benefits)  
*Funding Source:* Not required.  
*Schedule:* Ongoing

108. 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.

*Lead Agencies:* Planning Department, Department of Building Inspection,  
 Department of the Environment  
*Program:* Green Building Ordinance (Building Code, Chapter 13)  
*Funding Source:* Annual Work Program  
*Schedule:* Ongoing

109. The City shall continue local and state incentive programs for green upgrades.

|                        |  |
|------------------------|--|
| <i>Lead Agencies:</i>  | Department of Building Inspection, Department of the Environment, San Francisco Public Utilities Commission  |
| <i>Programs:</i>       | Green Financing Programs to Fund Energy and Water Conservation Improvements (allows building owners to fund these improvements with the financing attached to the property and paid back through a special line item on the property tax bill over the life of the improvements); GoSolarSF (pays for approximately half the cost of installation of a solar power system, and more to qualified low-income residents) |
| <i>Funding Source:</i> | Annual Work Program  |
| <i>Schedule:</i>       | Ongoing  |

*Additional Strategies for Further Review*

- DBI should work with the Rent Board and other building-owner organizations to explore incentives that can be offered to landlords to promote “green” capital improvements, such as enabling restricted tenant pass-throughs when such improvements will result in a tangible financial benefit to the tenant.