

Sunset Forward Strategies

Based on community input, SF Planning created a set of district-level actions that can be implemented in the short- and medium-term to address the identified housing and small business and commercial corridors needs. Housing strategies are not meant to tackle large-scale issues that require state and federal action. The actions focus on optimizing new and existing district and citywide efforts that lay a foundation to enable housing, provide small business support, and improve conditions on commercial corridors. Neighborhood services strategies, the Network's strategic plan identifies community priorities the Network can implement through existing and expanded programs. The plan will identify gaps in services where additional resources and coordination among nonprofits and City agencies are necessary. See Appendix D for an executive summary of the Network's plan.

HOUSING STRATEGIES

There is no one-size-fits-all strategy that will address the various housing needs in the Sunset. Housing solutions will require a combination of actions from the City and the District 4 Supervisor, as well as continued community involvement, to ensure the Sunset Forward priorities are addressed. During Phase 2, community members shared their housing priorities for the Sunset. Housing priorities will need to be considered and addressed with implementation of any of the housing strategies presented in this report.



COMMUNITY HOUSING PRIORITIES

Qualitative data analysis of the open-ended responses to the survey as well as focus group discussions, revealed common concerns and priorities. A full list of community concerns and priorities can be found in Appendix C. The concerns and priorities shared across all housing strategies were translated into “community housing priorities” that will need to be considered and addressed in the implementation of any of the housing strategies:

- Build more housing for **moderate-income households**.
- Ensure new housing is **family-friendly**, including two- and three-bedroom units with access to outdoor space.
- Provide seniors with a range of housing options to meet their needs, including allowing **seniors to age-in-place** in their own homes with creative solutions.

“I want to make sure that middle income renters are not lost in this conversation. There are more people living in the city than just very low income.”

- Consider and address potential **impacts to infrastructure** (e.g., water, sewage, City services) **and transportation** (e.g., public transportation, parking) in new housing development.
- **Prevent gentrification and displacement** with new housing development.
- Ensure projects are **feasible and funded, and limit delays in the approval process**, especially for permanently affordable housing.
- **Design and scale** of new housing should fit within the neighborhood context.
- Provide **community services** (e.g., childcare, tenant counseling, etc.) to adequately meet the needs of new and existing residents and **prevent the loss of existing community spaces** for new housing built on public or faith-based sites.
- Ensure that **Sunset residents can qualify for new permanently affordable housing**.
- Ensure **long-term affordability** for very low and low-income households.

There are existing programs and regulations that address some of the community’s overall housing priorities, including environmental impact analysis processes that examine infrastructure and transportation impacts on zoning changes and new projects of a certain size, neighborhood preference programs that qualify Sunset residents for new 100% permanently affordable housing in the neighborhood, and standard design guidelines that consider building design and scale fit with the neighborhood context. The housing strategies and actions aim to address overall housing priorities to the extent possible. The charts below indicate where strategies can address priorities.



1





Increase affordability by using public subsidy to build more affordable housing





The most common sentiment from the needs assessment was that housing is increasingly unaffordable for low- and moderate-income households in the Sunset. The following strategies and actions seek to 1.) enable the creation of more affordable housing in the Sunset through streamlining and analyzing and changing zoning while building community capacity to ensure community needs and priorities are addressed with new development, 2.) identify and secure sites through purchasing land and creating a land

banking program, and make zoning changes that will allow for permanently affordable housing on public and former faith-based sites, 3.) explore the feasibility of building small multi-family permanently affordable housing and identifying funding sources, and 4.) build nonprofit capacity to expand the Small Sites Program into the Sunset and develop a plan to acquire buildings to make them permanently affordable.

“I’m 54 and when I become a senior citizen, I want to be able to stay in SF. Please make this happen.”

Strategy	Action	Lead Agencies	Timeframe
1.1 Allow and build 100% affordable housing on large properties	a. Analyze and change zoning to increase feasibility of 100% affordable housing projects with community-serving ground floor uses 	SF Planning	Medium (1-5 yrs.)
	b. Create additional streamlining and bonus programs for 100% affordable housing projects 	SF Planning	Medium (1-5 yrs.)
	c. Create educational materials and host informational workshops to build community capacity and increase community knowledge and involvement in affordable housing projects 	Nonprofit or MOHCD	Short (1 yr. or less) setup; on-going implementation
	d. Pursue additional funding through local and regional bond measures, direct budget allocations, and other potential sources for affordable housing projects in District 4 	MOHCD*	Long (5+ yrs.)
	e. Explore additional actions to help support production of affordable housing, including identifying opportunities for market rate projects to satisfy their inclusionary requirement by dedicating land for 100% affordable housing in District 4 	SF Planning	Medium (1-5 yrs.)
	f. Explore additional City property tax abatement on units priced above the current affordability level of 80% AMI 	MOHCD, SF Planning*	Medium (1-5 yrs.)
	g. Encourage community-serving ground floor uses in new 100% affordable housing projects, prioritizing local nonprofits to occupy and provide services to new residents 	SF Planning	Short (1 yr. or less); on-going implementation

Strategy	Action	Lead Agencies	Timeframe
1.2 Secure sites and build affordable housing on publicly owned or former faith-based sites	a. Build on the Housing Element Sites Inventory to create an inventory of sites in District 4 feasible for affordable housing and analyze their potential 	SF Planning	Short (1 yr. or less)
	b. Secure land through land purchase, land dedication, and use of public land and faith-based sites for affordable housing 	D4 Office, MOHCD*	Long (5+ yrs.)
	c. Create a funded land banking program to purchase sites that could accommodate at least 50 units on each site, such as faith-based or underutilized sites 	D4 Office, MOHCD*	Long (5+ yrs.)
	d. Analyze and make Planning code changes to allow, streamline, and maximize the number of affordable homes that can be built on feasible sites identified in the District 4 Sites Inventory 	SF Planning	Medium (1-5 yrs.)
	e. Cultivate relationships and partner with large institutional property owners, including faith-based institutions, to explore affordable housing and/or mixed-income housing development with community-serving uses 	D4 Office, MOHCD*	Short (1 yr. or less); on-going implementation
1.3 Create and fund permanently affordable housing that fit within a typical Sunset block (e.g., 4–6-unit buildings)	a. Explore construction and financing models that would enable the creation of affordable housing on smaller sites (e.g., multiplexes on a single-family lot) and expand ministerial review for permanently affordable housing on smaller sized residentially zoned parcels to improve feasibility 	MOHCD*, SF Planning	Medium (1-5 yrs.)
	b. Explore opportunities for group housing and additional affordable housing opportunities outside the traditional tax-credit financing method (e.g., philanthropic, Habitat for Humanity) 	MOHCD*, SF Planning	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
1.4 Purchase rental buildings to make units permanently affordable and add units when feasible	a. Create an inventory of buildings suitable for purchase under the Community Opportunity to Purchase Act (COPA) and Small Sites programs in District 4 and create a comprehensive plan for acquiring the buildings 	MOHCD*, SF Planning	Short (1 yr. or less)
	b. Build non-profit capacity and provide support in their acquisition of multi-family buildings or land feasible for affordable housing projects through the COPA and encourage nonprofit owners to create new units where feasible 	MOHCD (Westside Capacity Building)	Medium (1-5 yrs.)
	c. Explore fee waiver opportunities for Small Sites Acquisition properties, like the ADU fee waiver process 	SF Planning	Medium (1-5 yrs.)
	d. Research existing programs that give renters an opportunity to purchase their home and create a Tenant Opportunity to Purchase program 	SF Planning*, MOHCD*	Medium (1+A17:D20-5 yrs.)

*City staff and/or financial resources needed



2

Encourage homeowners and developers to construct new housing of various sizes, configurations, and types






While low-income Sunset community members are struggling to find affordable housing in the Sunset, many moderate-income community members would not qualify for 100% permanently affordable housing. Varying degrees of housing needs exist in the Sunset, ranging from families feeling overcrowded to young people needing more access to apartments to elderly homeowners looking to find housing that address accessibility needs.









“I like [strategy] 2A because it will add vibrancy to the neighborhood, especially our commercial corridors that need help right now.”

To meet the need for housing of different types, the following strategies and actions seek to 1.) streamline the process and ensure zoning supports different housing types while coordinating with City agencies on efforts to improve transportation and infrastructure, 2.) make planning code changes that would allow for small multi-family housing throughout the Sunset, 3.) create a housing development incentive program to help low- and moderate-income homeowners build small multi-family units, and 4.) develop a comprehensive plan to address the varying growing senior population needs while offering opportunities for seniors to age-in-place in their existing homes.

“A housing development incentive program for homeowners seems good but would need technical assistance and actual project management to help homeowners access funds and manage new units.”



Strategy	Action	Lead Agencies	Timeframe
2.1 Allow and build mid to large multi-family buildings along transit and commercial corridors	a. Analyze zoning and make planning code changes, including raising height limits and removing density controls, to allow for mid- to large multi-family buildings along commercial and transit corridors in District 4 	SF Planning	Medium (1-5 yrs.)
	b. Coordinate with SFMTA on existing transit improvement projects and analyze impacts from new housing development on commercial corridors in District 4 	SF Planning	Medium (1-5 yrs.)
2.2 Allow small multi-unit housing (up to 3 additional units) that prioritizes affordability	a. Make Planning code changes that increase the opportunity to create more small multi-family buildings through District 4, including replacing lot-based unit maximum zoning controls with form-based residential or mixed-use zoning and changing demolition controls, discretionary review, conditional use authorizations, and other processes that prevent building housing on existing single-family homes or underutilized commercial sites 	SF Planning	Medium (1-5 yrs.)
	b. Incentivize the creation of family-sized (2 and 3 bedrooms) housing in designs that fit with existing neighborhood context 	D4 Office, SF Planning	Medium (1-5 yrs.)
2.3 Create an Incentive Program to support homeowners build small, multi-unit housing and ADUs	a. Create a program and provide City resources to help current low- and moderate-income homeowners add ADUs or small, multi-unit housing on their properties, providing deeper incentives to homeowners who opt to make new units affordable and rented to low- and moderate-income households. Include technical assistance, financial incentives, and project support and property management counseling. 	SF Planning, MOHCD	Medium (1-5 yrs.)

<p>2.4 Allow, streamline, protect, and incentive senior housing of all types</p>	<p>a. Analyze senior housing needs (e.g., displacement and cost burden numbers) and establish responsive targets to meet the demand for senior housing in District 4 and dedicate a share of total affordable or market rate units identified in the Housing Element to be built in District 4</p> 	SF Planning*, various City agencies*	Medium (1-5 yrs.)
	<p>b. Create a neighborhood-specific plan for expanding senior housing in District 4 and remove any barriers to building senior housing of any type</p>   	SF Planning*	Medium (1-5 yrs.)
	<p>c. Expand access to Home Modification programs to provide low-income seniors with free or low-cost home repairs and modification assistance to allow for seniors to age-in-place in District 4</p>  	Nonprofit*	Short (1 yr. or less)
	<p>d. Expand access to Home Match programs for seniors in District 4 to gain rental income and age-in-place while providing housing for low- and moderate-income tenants</p>  	Nonprofit*	Short (1 yr. or less)

*City staff and/or financial resources needed
















Photo by kate_sept2004 / iStock

3

Expand access to renter protections and homeownership opportunities to provide more housing stability

Survey and focus group participants with low- and moderate-incomes reported feeling insecure and unstable in their current housing. Community members, especially renters, shared their struggles to find affordable housing. Most participants felt that homeownership is increasingly out of reach in the Sunset. The following strategies and actions focus on increasing access to existing renter support services and programs that provide homeownership opportunities.

“Helping renters become homeowners will resonate with the Chinese community. Homeownership is very highly valued.”

Strategy	Action	Lead Agencies	Timeframe
3.1 Expand access to existing renter protections and explore ways to tailor them to meet the needs of Sunset renter	a. Increase community awareness of tenant and property owner rights and responsibilities and appropriate practices to ensure tenants have maximum stability 	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	b. Increase access to existing renter services, including training and access to BMR (Below Market Rate) application process and use of neighborhood preference and displaced tenant preference programs for District 4 residents   	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	c. Support tenant organizing and increase access to tenant support services, including mediation between tenants and landlords in District 4 	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
3.2 Expand access to homeownership programs and opportunities in new existing and multi-unit developments	a. Expand access to existing programs such as Down Payment Assistance Loan Program (DALP) for District 4 residents   	MOHCD*, Nonprofit*	Short (1 yr. or less) setup; on-going implementation
	b. Research additional programs and create a comprehensive plan for expanding affordable homeownership opportunities in District 4, including exploring models such as cooperative ownership, lease to own, below market rate, and creative financing tools   	SF Planning*, MOHCD*	Medium (1-5 yrs.)

*City staff and/or financial resources needed





Photo by San Francisco Public Works

NEIGHBORHOOD SERVICES STRATEGIES



Four main neighborhood service needs emerged in the outreach and assessment process: 1.) a lack of community connection in the Sunset, 2.) a need for more access to public parks and open spaces, 3.) a need for more access to affordable health and nutrition, and 4.) a need to expand existing or create new programs that serve the Sunset's low- and moderate-income families, youth, seniors, and other vulnerable groups.

Most participants recognized that many existing community facilities (e.g., parks, community centers, etc.) and programs serve youth, families, and seniors both in the Sunset and citywide. Survey and focus group participants shared that Sunset community members should be made aware and have access (e.g., transportation) to

existing facilities and programs. Additionally, participants asserted that the City should ensure adequate funding to meet current and future demands for these facilities and programs.

Community members were asked to rank strategies they would like to see prioritized to address neighborhood service needs. The table below showcases the top ranked strategies.

“Need to include public spaces and access as well. Housing alone is not enough. Other resources are needed so families can thrive.”

Strategy	Action	Lead Agencies	Timeframe
1 Increase community connection	a. Support existing community events and organize additional events to encourage neighborhood connection	D4 Office, D4YFN*	Short (less than 1 yr.) setup; on-going implementation
	b. Identify opportunities for seniors and youth to get involved in the community and partner with schools, community-based organizations, and local small businesses	D4YFN*	Medium (1-5 yrs.)
	c. Create small or large community centers throughout the district	D4 Office*, Rec and Parks*, SF Library*, Nonprofits*	Long (5+ yrs.)
2 Improve access to clean and safe parks and open spaces	a. Improve and continue to prioritize maintenance of facilities in and around neighborhood parks, playgrounds, and public gathering areas	Rec and Park*	Long (5+ yrs.); on-going implementation
	b. Provide access to safe, clean, and well-maintained parks and open spaces	Rec and Parks*	On-going implementation
	c. Encourage use of existing, unused spaces for community activities and gathering areas for all ages	SF Planning*, Rec and Parks*	On-going implementation
3 Expand access to health and nutrition services for low-income youth, families, and seniors	a. Provide access to affordable, healthy food options for low-income families, youth, and seniors	HSA*, Nonprofits*	Long (5+ yrs.); on-going implementation
	b. Provide access to free or affordable community wellness programs and activities	DPH*, HSA*, DCYF*, Nonprofits*	Medium (1-5 yrs.)
	c. Build on the City's Healthcare Master Plan and further Identify gaps in geographic coverage of healthcare facilities and establish smaller clinics throughout the Sunset	SF Planning*, DPH*, Nonprofits	Long (5+ yrs.)
4 Expand existing programs or create new programs that serve low- and moderate-income youth, families, seniors, and other vulnerable groups in the Sunset	a. Streamline approval and provide a fee waiver for facility improvement projects that expand existing or create new programs or services that benefit the community**	SF Planning*	Medium (1-5 yrs.)
	b. Provide funding or support for City Agencies (e.g., SF Rec & Park, DPH, SFUSD, etc.) to coordinate services and/or provide funding for the implementation of Sunset Forward Neighborhood Services Strategies**	D4 Office*	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
	c. Conduct an asset mapping survey to inventory types of existing services that align with the Sunset Forward Strategies and identify gaps in services**	D4YFN*, SF Planning*	Medium (1-5 yrs.)
	d. Establish a resource guide and volunteer network to increase community awareness of existing programs and services**	D4YFN*	Medium (1-5 yrs.)
	e. Identify priority neighborhood services strategies that align with the Network's programs and service offerings and create an implementation plan for expanding existing or creating new programs**	D4YFN*	Short (less than 1 yr.)
4.1 Expand access to existing programs or create new programs that support families with children	a. Expand affordable daycare, afterschool, weekends, and summer programs for low- and moderate-income families with children	D4YFN*	Long (5+ yrs.)
	b. Advocate and fund free or affordable early care and education programs for low- and moderate-income families with children	D4YFN*	Short (less than 1 yr.) setup; on-going implementation
	c. Support neighborhood block parties or family-friendly community events	D4YFN*	Short (less than 1 yr.) setup; on-going implementation
4.2 Expand access to existing programs or create new programs that support seniors	a. Establish neighborhood shuttle service for seniors	SFCTA, SFMTA*	Long (5+ yrs.)
	b. Improve and expand existing senior facilities in District 4	Rec and Parks*, DAS*, Nonprofits*	Long (5+ yrs.)
	c. Expand existing wellness and exercise classes for low-income seniors	D4YFN*, Nonprofits*, City College*	Long (5+ yrs.)
4.3 Expand access to existing programs or create new programs that support transitional aged young adults (16-24 yrs.)	a. Expand support for non-college bound youth, including access to housing, apprentice programs, and employment opportunities***	D4YFN*, Nonprofits*	Long (5+ yrs.)
	b. Provide tenant support services including application for 100% affordable housing and access to tenant support services***	D4YFN*, MOHCD*	Short (1 yr. or less) setup; on-going implementation
	c. Ensure low-income TAYA have access to free or affordable food, laundry facilities, transportation, and other necessities. ***	D4YFN*	Long (5+ yrs.)

Strategy	Action	Lead Agencies	Timeframe
4.4 Expand access to existing programs or create new programs that support renters (same as Housing Strategy 3.1.)	a. Increase community awareness of tenant and property owner rights and responsibilities and appropriate practices to ensure tenants have maximum stability	D4YFN*, MOHCD*	Medium (1-5 yrs.) setup; on-going implementation
	b. Increase access to existing renter services, including training and access to BMR (Below Market Rate) application process and use of neighborhood preference and displaced tenant preference programs for District 4 residents	D4YFN*, MOHCD*	Medium (1-5 yrs.) setup; on-going implementation
	c. Support tenant organizing and increase access to tenant support services, including mediation between tenants and landlords in District 4	D4YFN*, MOHCD*, Nonprofits*	Short (1 yr. or less) setup; on-going implementation
4.5 Expand access to existing programs or create new programs that support people experiencing homelessness or housing insecurity	a. Explore a navigation center in District 4	D4 Office, HSH*	Long (5+ yrs.)
	b. Provide access to mental health, medical, and housing services to people experiencing homelessness in D4	HSH*, DPH*, Nonprofits*	Long (5+ yrs.)
	c. Provide access to clean and safe restrooms throughout D4	DPW*, Rec and Parks*, SF Library*	Long (5+ yrs.)
4.6 Expand access to existing programs or create new programs that support limited and non-English speaking immigrant households	a. Create a centralized hub for non-English speakers to access support services and resources	D4 Office, OCEIA*, HSA*, Nonprofits*	Medium (1-5 yrs.) setup; on-going implementation
	b. Provide translation and interpretation services as schools, daycares, and after-school programs for non-English speaking parents	D4YFN*, SFUSD*, OCEIA*	Short (1 yr. or less) setup; on-going implementation
	c. Provide free or affordable English language classes	City College*, Nonprofits*	Medium (1-5 yrs.) setup; on-going implementation

*City staff and/or funding for nonprofits needed

**Actions identified by the D4 Youth and Families Network as additional ways to support and implement Strategy 4 to expand existing programs or create new programs. These actions were established after Phase 2 outreach and were not reviewed by the general community members outside of the Network's steering committee.

***Focus group participants with low-income Transitional Aged Young Adults (TAYA) shared that their top priorities as having access to safe, stable, and affordable housing, access to employment trainings and opportunities, and support with necessities like food and laundry services. Survey respondents ranked support for non-college bound youth, support with employment and tutoring services, finding private/public partnerships to provide employment and education opportunities as top priorities. Strategies were revised to reflect a combination of focus group and survey respondent priorities.



Photo by San Francisco Public Works

SMALL BUSINESS AND COMMERCIAL CORRIDORS STRATEGIES



Sunset community members want to see healthy, vibrant, and thriving neighborhood commercial corridors with a diverse offering of small businesses. Streets and sidewalks should be clean, safe, and welcoming with frequent community events and activities that encourage community connection and promote small businesses. Small business owners shared that they want greater flexibility in their use of commercial spaces, more affordable commercial rents, and

a streamlined permitting process. These factors greatly impact the ability to provide products and services at affordable prices to customers.

Strategies to address needs around small businesses and commercial corridors focus on these key areas: 1) improve zoning and permitting, 2) strengthen coordination along the commercial corridors, and 3) enhance the public realm.

Community members were asked to rank strategies they would like to see prioritized to address small business and commercial corridor needs.

Strategy	Action	Lead Agencies	Timeframe
1 Improve zoning and permitting and ease burdens on small businesses	a. Review and update neighborhood commercial zoning codes to ensure desired uses are allowed and prioritized	SF Planning*	Medium (1-5 yrs.)
	b. Review and update the planning code to allow businesses more flexibility to change uses and allow co-habitation of multiple uses and businesses	SF Planning*	Medium (1-5 yrs.)
	c. Allow and encourage pop-up businesses in vacant storefronts or properties	SF Planning*	Medium (1-5 yrs.)
	d. Explore additional actions to simplify the planning code, streamline the permit approval process, and remove permit delays for small businesses in District 4	SF Planning*, D4 Office*	Medium (1-5 yrs.)
2 Strengthen coordination along commercial corridors	a. Coordinate with the Office of Economic and Workforce Development's Invest in Neighborhoods Team on the creation of a Community Benefit District and identify other community capacity building funding opportunities	SF Planning*, OEWD*	Short-term setup; on-going implementation
	b. Coordinate with the Sunset Chinese Cultural District on a comprehensive plan to support Chinese merchants	SF Planning*, Sunset Chinese Cultural District	Medium (1-5 yrs.)
	c. Promote community-building events and encourage small businesses to participate	D4 Office	Short-term setup; on-going implementation
	d. Create inventory of existing Merchant Associations and membership, identify gaps and outreach small business owners not currently affiliated with existing associations, and organize monthly coordination meetings with all merchant associations in the Sunset	D4 Office*, OEWD*	Medium (1-5 yrs.)

Strategy	Action	Lead Agencies	Timeframe
3 Enhance the public realm along the Sunset's commercial corridors	a. Coordinate with SFMTA, Public Works, and other relevant City agencies to identify existing efforts and gaps for improving cleanliness along District 4 commercial and transit corridors; outreach to community groups to coordinate volunteer days	SF Planning* SFMTA*, Public Works*, D4 Office*	Medium (1-5 yrs.)
	b. Work with Public Works, SF Rec & Park, and other relevant City agencies to add more greenery and planters on Taraval, Judah, Irving, and Noriega; outreach to community groups to coordinate volunteer clean-up and tree-planting days	SF Planning* SFMTA*, Public Works*, SF Rec and Park*	Medium (1-5 yrs.)
	c. Partner with local artists to create murals and other public art throughout the Sunset	D4 Office*, OEWD*, Nonprofits or community groups*	Medium (1-5 yrs.)

*City staff and/or financial resources needed