SDRHFA STRATEGIC PLAN

VISION

A San Diego where every resident has a quality, affordable home close to current and future opportunities.

MISSION

Build and preserve housing near jobs, schools, and transit so San Diegans can live in communities where they work and thrive.

CORE VALUES

- **Community Focus:** We center equity, dignity, and lived experience to ensure housing systems reflect the needs of those most impacted.
- **Governance & Accountability:** We build public trust by practicing transparency, demonstrating responsible stewardship, and making ethical decisions.
- **Operational Excellence:** We act boldly and persistently to deliver measurable housing results.
- **Innovation & Resilience:** We embrace new solutions and ensure they endure over time.
- **Regional Impact:** We connect housing to education, health, and community well-being to transform the San Diego region.

GOAL1: PRODUCTION AND PRESERVATION

Preserve and increase affordable homes near jobs, schools, and services.

Objective 1.1: Accelerate housing production to support inclusive, mixed-income communities.

- Advance housing that serves a range of income levels, including workforce households
- Focus development in areas near transit, jobs, schools, and services
- Enable projects to move forward more quickly and at scale
- Align funding to support mixed-income housing that supports community life

Objective 1.2: Preserve affordability and community stability through long-term stewardship of housing and land.

- Establish requirements to ensure housing remains permanently affordable
- Focus preservation efforts in communities at risk of displacement
- Partner with mission-driven owners committed to long-term community benefit
- Monitor housing performance to maintain affordability and quality over time

Objective 1.3: Leverage public and mission-driven land for innovative, community-oriented housing.

- Identify and advance public and community-owned land for housing
- Use long-term ground leases or reduced-cost land to lower development costs
- Support projects that demonstrate scalable housing approaches
- Create housing that strengthens neighborhoods and reflects local needs

Metrics

- Total number of new homes built across income levels
- Total number of homes preserved and kept permanently affordable
- Share of housing located near transit, jobs, and schools
- Amount of public or community-owned land used for housing
- Reduction in average development costs

Impact

- More residents can find housing they can afford near where they work

- Residents are able to remain in their communities over time
- Communities become more inclusive and stable
- Housing is delivered at greater scale and lower cost

GOAL 2: SUSTAINABILITY & GENERATIONAL IMPACT

Create sustainable housing solutions that protect today's residents and future generations.

Objective 2.1: Improve cost and delivery through scalable systems and innovative finance.

- Set targets to reduce the cost of building housing
- Promote standardized designs and efficient construction methods
- Provide financing tools that help projects move faster and reduce risk
- Pilot innovative financing approaches, including cost-based rental models

Objective 2.2: Ensure long-term affordability and create a ladder of opportunity.

- Support housing that remains permanently affordable or affordable over the long term
- Expand opportunities for residents to build financial stability and strengthen community well-being
- Connect housing with workforce and economic opportunities
- Encourage housing that includes a range of unit sizes to accommodate individuals, all types of families, and multigenerational households

Objective 2.3: Promote well-designed, sustainable, and connected communities.

- Support sustainable housing that is durable, efficient, and built to last
- Promote design excellence and placemaking that foster connection, safety, and belonging
- Align housing with parks, schools, healthcare, and services
- ~~Incorporate approaches that reduce waste and improve long-term performance~~
- Advance innovative construction and building lifecycle approaches that reduce waste and maximize resource efficiency

Metrics

- Reduction in development and operating costs

- Average project delivery timelines
- Share of housing that remains affordable over time
- Number of households supported through stability or wealth-building pathways
- Number of projects using innovative or standardized approaches

Impact

- Housing becomes more affordable to build and deliver
- Residents experience greater stability, opportunity, **and housing choice**
- More efficient use of public and private resources
- **Communities benefit from high-quality housing that supports residents across life stages**

GOAL 3: COMMUNITY & SYSTEMS IMPACT

Align housing, education, and transportation investments to strengthen neighborhoods and reduce displacement.

Objective 3.1: Drive systems change through coordinated housing and cross-sector partnerships.

- Align housing investments with transportation, education, and infrastructure
- Build partnerships with public, private, philanthropic, and community partners
- Coordinate funding across sectors to increase impact and efficiency
- Support projects that integrate housing with services and community resources

Objective 3.2: Elevate community voice, narrative change, and inclusive engagement.

- Engage residents and communities early and throughout project development
- Create opportunities for community input to shape decisions
- Elevate stories that highlight the value of inclusive, mixed-income housing
- Partner with local organizations to build trust and expand participation

Objective 3.3: Strengthen regional leadership through collaboration and shared responsibility.

- Convene regional partners to align priorities and coordinate action
- Support collaboration across jurisdictions and sectors
- Share data, tools, and best practices to improve outcomes
- Promote shared accountability for regional housing goals

Metrics

- Number of cross-sector partnerships
- Amount of funding aligned across sectors
- Number of integrated housing and service projects
- Level and diversity of community participation
- Progress toward regional housing goals

Impact

- Stronger coordination across systems
- Better access to services and opportunity
- Greater community voice and trust
- More aligned regional leadership and accountability