



# SAN FRANCISCO PLANNING DEPARTMENT

## Executive Summary Planning Code Text Amendment

HEARING DATE: OCTOBER 11, 2018  
90-DAY DEADLINE: NOVEMBER 1, 2018

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*Project Name:* Mission Alcoholic Beverage Special Use District and Mission Street  
Neighborhood Commercial Transit District  
*Case Number:* 2018-010759PCA [Board File No. 180803]  
*Initiated by:* Supervisor Ronen / Introduced July 31, 2018  
*Staff Contact:* Diego R Sánchez, Legislative Affairs  
diego.sanchez@sfgov.org, 415-575-9082  
*Reviewed by:* Aaron Starr, Manager of Legislative Affairs  
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*Recommendation:* **Approval with Modifications**

### PLANNING CODE AMENDMENT

The proposed Ordinance would amend the Planning Code to require Conditional Use authorization for Restaurants and prohibit new brewpubs within a subarea of the Mission Alcoholic Beverage Special Use District. It would also amend the Planning Code to establish limits on the number of eating and drinking establishments, require Conditional Use authorization for replacing Legacy Businesses and new Bars, prohibit mergers of commercial space resulting in greater than 1,500 gross square feet, require ground-floor non-residential tenant space for large projects, and expand Philanthropic Service and Light Manufacturing uses in the Mission Street Neighborhood Commercial Transit District.

#### The Way It Is Now:

##### Mission Alcoholic Beverage Special Use District

1. Restaurant uses are regulated according to the underlying zoning district in which they are located.
2. Alcoholic Beverage Control (ABC) Type 75 (Brewpub) licenses are allowed in conjunction with a Bona Fide Eating Place.

##### Mission Street Neighborhood Commercial Transit District

3. The merging of existing ground-floor commercial spaces is regulated by the use size controls which require conditional use authorization for establishing a use 6,000 square feet or larger.
4. There is no requirement for projects larger than 10,000 gross square feet to provide first story non-residential tenant spaces 1,500 gross square feet or smaller and with immediate access to the street frontage.
5. New non-residential uses are not required to secure Conditional Use authorization to occupy a space where the immediately prior use was a Legacy Business solely because the immediately prior use occupying that space was a Legacy Business
6. Light Manufacturing uses are not allowed at any story.
7. Philanthropic Administrative Services are not allowed at any story.

8. Bars are principally permitted at the first and second stories, and Restaurants are principally permitted at the first story.
9. There is no strict quantitative limit on the total number of Eating and Drinking Uses. Concentration of these uses is regulated through underlying zoning districts and the standard concentration guidelines for Eating and Drinking uses found in the General Plan and Planning Code Section 303 (that proposed Eating and Drinking uses increasing the proportion of total occupied commercial frontage above 25% should be reviewed to ensure they do not reduce the variety of neighborhood serving uses and that the concentration of Eating and Drinking uses in the immediate area *should not* exceed 25%, respectively).
10. New commercial uses subject to Conditional Use authorization are not required to make compatibility findings particular to the Mission Street NCT.

### The Way It Would Be:

#### Mission Alcoholic Beverage Special Use District

1. Within a subarea of the Mission Alcoholic Beverage Special Use District, Restaurant uses would require Conditional Use authorization. (*See Exhibit B: Map of subarea of Mission Alcoholic Beverage Special Use District*)
2. ABC Type 75 (Brewpub) licenses would be prohibited within a subarea of the Mission Alcoholic Beverage Special Use District. (*See Exhibit B: Map of subarea of Mission Alcoholic Beverage Special Use District*)

#### Mission Street Neighborhood Commercial Transit District

3. Mergers of ground floor commercial space resulting in greater than 1,500 gross square feet would be prohibited, except for Legacy Businesses, Arts Activities, and Institutional Community uses.
4. Projects larger than 10,000 gross square feet would be required to provide at least one first story non-residential tenant space not exceeding 1,500 gross square feet with immediate access to the street frontage.
5. Conditional Use authorization would be required for any new non-residential use where the immediately prior use was a Legacy Business and where the property has been vacant for less than three years.
6. Light Manufacturing uses would be allowed at all stories except within first story spaces that front Mission Street.
7. Philanthropic Administrative Services would be allowed at the third story and above, but could not exceed 2,500 gross square feet per individual use.
8. Bars would require Conditional Use authorization at the first and second stories and Restaurants would require Conditional Use authorization at the first story.
9. The total number of Eating and Drinking uses would not be allowed to exceed 167. A new Eating and Drinking use would not be permitted if it would result in a net total of more than 167.
10. New commercial uses subject to Conditional Use authorization would be required to make compatibility findings particular to the Mission Street NCT.

## BACKGROUND

### Mission Action Plan 2020

Since early 2015, the City has engaged with the Mission neighborhood community groups on the Mission Action Plan 2020 (MAP 2020) to address issues related to gentrification and displacement. MAP 2020

included strategies in seven categories, including tenant protections, affordable housing, and economic development. The focus on economic development emphasizes maintaining and strengthening neighborhood-serving uses and activities. The Planning Commission endorsed the recommendations of MAP 2020 on March 2, 2017. Since then, City staff has continued to work with community stakeholders to develop policies and programs, including new land use regulations, to address concerns around neighborhood character and retail corridor viability. This proposed legislation is the third Planning Code change to implement MAP2020.

Exhibit D of this case report includes the first MAP2020 Annual Status Report, which tracks data on neighborhood trends, and progress on MAP2020 targets and strategies. Of note from the Status Report: a drop in formal evictions in 2017 (to 134) from 175 in 2015; a slowing of the decrease of the Latino population in the neighborhood (holding steady at 39% since 2012 after a significant drop from 50% in 2000 to 38% in 2011); but a continued decline of households with >50% to <100 % of Area Median Income. Future Annual Status updates will aim to include more data on commercial and economic development trends as well as on whether harassment and unlawful evictions are increasing with the decrease in lawful evictions. Ongoing work with the Mission community will identify additional strategies needed to stem displacement and stabilize existing residents, businesses, nonprofits, and arts organizations.

### **Interim Controls and Community Outreach**

On January 19, 2018, then Acting Mayor Breed approved interim zoning controls requiring Conditional Use authorization for Restaurants and Storefront Mergers in the Mission Interim Controls Area.<sup>1</sup> The interim controls expire on April 19, 2019 or upon the adoption of permanent legislation regulating Restaurant uses and Commercial Use sizes in the area. This timeframe allows for the MAP 2020 process to continue to study and generate land use controls aimed at the Mission neighborhood retail corridors.

Through MAP 2020 the City and community stakeholders have continued to study and generate land uses controls aimed at preserving and enhancing the retail corridors in the Mission neighborhood. This process also included extensive outreach to community stakeholders. For example, on April 18, 2018 staff from Planning Department and OEWD led a community meeting at the Women's Building. Department and OEWD Staff also engaged a wide array of community stakeholders about possible amendments to land use regulations. These included the San Francisco Brewers Guild, SFMADE, the Golden Gate Restaurant Association, North East Mission Business Association, Mission Merchants, Central Mission Neighborhood Association, Mission Dolores Neighborhood Association, United to Save the Mission, HOMEY, the Eastern Neighborhoods CAC and in-person visits with individual Mission Street Merchants.

### **Small Business Commission Hearing**

On September 24, 2018 the Small Business Commission (SBC) heard the proposed Ordinance. Staff from Supervisor Ronen's Office, OEWD and the Planning Department presented the proposed Ordinance and answered questions from the SBC. Overall the proposed Ordinance was very well received. The SBC moved unanimously to approve the proposed Ordinance with a recommendation that the number of new

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<sup>1</sup> Resolution No. 006-18

<https://sfgov.gov/legistar.com/View.ashx?M=F&ID=5745478&GUID=35D27D37-5D67-4695-A8B7-257E1A8510EE>

accessory food service uses within the Mission Street Neighborhood Commercial Transit District be carefully tracked.

## **ISSUES AND CONSIDERATIONS**

### **Mission Alcoholic Beverage Special Use District**

The Mission Alcoholic Beverage Special Use District was established in 1996 in response to the effects the large number of alcohol dispensing uses had on the area.<sup>2</sup> It was argued that the alcohol dispensing uses contributed to a number of neighborhood problems including public drunkenness, excessive noise and impacted traffic circulation and parking. These alcohol dispensing establishments and their externalities were thought to discourage or block the entry of neighborhood-serving uses to the area.

At its inception, the Mission Alcoholic Beverage Special Use District prohibited new Bars and new off-sale liquor establishments. Off-sale liquor establishments include liquor stores, convenience markets, and supermarkets with specific State alcohol licenses. Bona fide restaurants, operating under specific conditions, were exempted from the alcohol license prohibitions.

Over time the Mission Alcoholic Beverage Special Use District has been amended. These amendments often loosened restrictions or provided clarifications for improved implementation. For example, Ordinance No. 220-11 allowed bowling alleys and single screen movie theaters to serve alcoholic beverages. Similarly, Ordinance No. 143-14 allowed mini-golf and other entertainment uses integrated with a Restaurant use to serve alcoholic beverages. In general, these amendments were responses to changing needs and perceptions about alcohol dispensing uses and the wellbeing of the neighborhood.

Today many community stakeholders are expressing concern again over the proliferation of alcohol dispensing establishments. New Restaurants and Brewpubs, in particular, are the source of unease. Both uses are allowed to serve not only beer and wine but also distilled spirits with specific State issued alcohol licenses. While healthy retail areas feature these uses, an overabundance can squeeze out other needed uses and foster the disturbances for which the Mission Alcoholic Beverage Special Use District was created to contain. Balancing the retail mix is therefore important to neighborhood wellbeing. Assuring that these uses are desirable and compatible with the neighborhood through the Conditional Use authorization process is one way to achieve a balance. Prohibiting them is another way. In general, closely reviewing or curbing their growth is in line with the original intentions of the Mission Alcoholic Beverage Special Use District.

### **Character and Retail Mix**

Successful neighborhood serving commercial districts tend to reflect the surrounding neighborhood's social character. This is because adjacent residents rely on finding an array of goods and services at accessible price points in the neighborhood commercial district. Successful neighborhood commercial districts often feature unique goods or services that attract consumers from outside the neighborhood as well. It is therefore favorable that no one type of retail or other use dominates the neighborhood commercial district.

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<sup>2</sup> Ordinance No. 256-96

The description and purpose statement of the Mission Street Neighborhood Commercial Transit District (MNCT) aligns with this concept.<sup>3</sup> The MNCT, it is noted, provides goods to satisfy daily needs of neighborhood residents and serves a wider trade area through its specialized retail offerings. Amendments to the MNCT should further this purpose in balancing retail corridor composition.

Using the Conditional Use authorization (CU) process is one way to help assure a healthy and balanced retail mix that is compatible with adjacent residents' needs. The standard findings for all CUs require the proposed use to be necessary or desirable for, and compatible with, the neighborhood or the community.<sup>4</sup> These findings can help vet whether a proposed use is in fact needed within the retail corridor, including the MNCT, or if there exists an overabundance.

In certain areas of the City the land use controls also require specific compatibility findings in the CU process. For example, the North Beach Special Use District requires proposals to be found compatible with the five purposes of the district.<sup>5</sup> Likewise, the Calle 24 Special Use District requires proposals to be compatible with at least four of the six purposes of the district.<sup>6</sup> The purposes for each of those Special Use Districts are custom tailored to the needs of the area. For the MNCT specific criteria can be crafted to assure the following goals are met:

- Associated physical improvements are compatible with existing character defining elements of the built environment;
- Legacy Businesses are preserved or enhanced;
- New businesses strive to hire local residents; and
- Through robust outreach, new development responds to community concerns.

Together these findings are intended to assure a balanced and diverse mix of uses within the MNCT that provides for neighborhood-serving, visitor related, and foot traffic generating uses.

Another way to assure a balanced retail mix that responds to adjacent residents' needs is to set a limit on the number of particular uses allowed in the corridor. This can be of particular utility for eating and drinking uses. These uses comprise 25% of all storefront uses in the MNCT. Allowing another 5%, or 22 storefronts, to convert to eating and drinking uses would bring the concentration approximately in line with those of the 24<sup>th</sup> Street/Mission NCT (32%) and the Valencia Street NCT (33%). This simultaneously allows for new growth but also limits that growth to assure space for other neighborhood-serving uses within the MNCT.

### **Storefront Size**

A neighborhood commercial corridor's character and its success are also influenced by the size and number of its retail establishments. Smaller, fined-grained storefronts lead to more retail offerings, and more visual interests for pedestrians helping create a critical mass of visitors to the district. A compact

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<sup>3</sup> Planning Code Section 754

<sup>4</sup> Planning Code Section 303(c)

<sup>5</sup> Planning Code Section 780.3

<sup>6</sup> Planning Code Section 249.59

layout and concentration of retail establishments is one factor the OWED State of the Retail Sector report identified as a contributor to commercial corridor success.<sup>7</sup>

Smaller storefront sizes and retail spaces also tend to have lower total lease rates because commercial lease rates are typically based on a square foot basis. Larger spaces generally appeal to well established Formula Retail businesses, which if over represented in a NC District can homogenize a neighborhood so that it is indistinguishable from a standard shopping mall. Smaller storefronts also or provide a lower barrier to entry for new businesses. Landlords can also benefit from smaller retail spaces; deeper and larger spaces can be challenging to lease since they appeal to a limited number of tenants.<sup>8</sup> The Mission Area Plan also encourages the small sized retail establishments, particularly in the neighborhood commercial areas.<sup>9</sup>

Assuring that Mission Street retains new, smaller-sized retail establishments is important to its character and success. One way to accomplish this is to prohibit the loss of smaller-sized retail spaces by merging them into fewer, larger ones. Another way is to require that new, larger developments provide smaller-sized retail spaces with direct street access. These strategies not only retain the existing stock of smaller tenant spaces but also augment the supply in conjunction with new and larger development.

### **Increasing Consumer Demand**

Neighborhood commercial districts depend on the number and spending power of the households that patronize their businesses. Densely populated areas and areas where household income, either individually or in aggregate, is high are two sources of retail demand. Similarly, employees of firms located within a neighborhood commercial district are also a source of retail demand. Much like neighborhood residents, employees also seek goods and services throughout the day and often into the evening. Attracting uses that bring new patrons to neighborhood commercial districts is one strategy to increase consumer demand for available goods and services.<sup>10</sup> Amending neighborhood commercial district land use controls to allow prohibited uses, such as light manufacturing, administrative service uses or other professional service uses is one way to draw new consumers. Non-Retail Professional Service uses provide services, including management, legal and other consultant services, to other businesses.<sup>11</sup> These uses can aptly serve as another source of demand for the goods and services in a neighborhood commercial district like the MNCT.

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<sup>7</sup> State of the Retail Sector: Challenges and Opportunities for San Francisco's Neighborhood Commercial Districts. Final Report. February 15, 2018. Prepared for the San Francisco Office of Economic and Workforce Development by Strategic Economics. Accessed September 6, 2018.

<https://oewd.org/sites/default/files/Invest%20In%20Neighborhoods/State%20of%20the%20Retail%20Sector%20-%20Final%20Report.pdf>

<sup>8</sup> *Ibid.*

<sup>9</sup> Mission Area Plan, Objective 1.1 Strengthen the Mission's existing mixed use character, while maintaining the neighborhood as a place to live and work, Policy 1.1.6 Permit and encourage small and moderate size retail establishments in neighborhood commercial areas of the Mission, while allowing larger retail in the formerly industrial areas when part of a mixed-use development.

<sup>10</sup> State of the Retail Sector: Challenges and Opportunities for San Francisco's Neighborhood Commercial Districts.

<sup>11</sup> Planning Code Section 102 Definitions

Care must be taken to assure that new uses do not crowd out other uses. This competition for space can result in an escalation in lease rates, and in certain circumstances result in the loss of establishments serving resident's daily needs. Higher lease rates can also prevent new neighborhood serving uses from locating in the corridor as well. To manage this, new uses that do not necessarily serve daily resident needs can be directed toward upper stories within retail corridor buildings or off principal street frontages. This maintains these spaces for those neighborhood serving retail and institutional uses that are vital to the community's wellbeing. Size limitations may also be imposed to assure any one use is not of a magnitude so as to prevent other smaller but similar uses from locating within the retail corridor.

### **Legacy Businesses**

Longtime retailers and institutions greatly influence neighborhood commercial corridor character. By serving as anchors or landmarks, these establishments help develop and define corridor identity. They also lend a sense of place and act as a bridge to the corridor's past. In this way they can draw foot traffic to the retail corridor. Losing these establishments can be harmful to the corridor's character and businesses.<sup>12</sup>

The City's Legacy Business Program and Legacy Business Registry (Registry) recognizes the importance of longstanding retail and institutions to the City's commercial corridors.<sup>13</sup> Inclusion on the Registry indicates the establishment's significant contribution to a neighborhood's history and/or identity. The process includes nomination by the Mayor or the Board of Supervisors, and review by the Historic Planning Commission and the Small Business Commission. San Francisco's voters bolstered the Registry by approving grant programs for Legacy Businesses and for landlord of properties housing Legacy Businesses.<sup>14</sup>

The Registry and accompanying grant programs are ways the City recognizes the contributions of longstanding retailers and institutions. Adding land use controls that help deter the loss of these businesses is another way the City can demonstrate its support. The North Beach Special Use District, the

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<sup>12</sup> Commerce and Industry Element, Policy 6.1: Ensure and Encourage the Retention and Provision of Neighborhood-Serving Goods and Services in the City's Neighborhood Commercial Districts, while Recognizing and Encouraging Diversity among the Districts.

<sup>13</sup> San Francisco Legacy Business Program

<https://sfosb.org/legacy-Business>

San Francisco Administrative Code Section 2A.242, Legacy Business Registry

<https://sfosb.org/legacy-business/registry>

<sup>14</sup> San Francisco Administrative Code Section 2A.243, Legacy Business Historic Preservation Fund

Legacy Business Assistance Grant

<https://sfosb.org/legacy-business/businessgrant>

Legacy Business Rent Stabilization Grant

<https://sfosb.org/legacy-business/rentgrant>

Proposition J, November 2015

<http://www.amlegal.com/pdffiles/sanfran/Admin%20App.%20117.pdf>

Calle 24 Special Use District and the Polk Street Neighborhood Commercial District all require Conditional Use authorization to replace a Legacy Business with another business. This requirement can be extended to other commercial corridors seeking to retain these crucial establishments, including the MNCT.

**General Plan Compliance**  
Commerce and Industry Element

**Objective 1:** Manage economic growth and change to ensure enhancement of the total City living and working environment.

**Policy 1.1:** Encourage development which provides substantial net benefits and minimizes undesirable consequences. Discourage development which has substantial undesirable consequences that cannot be mitigated.

The proposed Ordinance will establish regulations encouraging new uses that are compatible within the Mission Alcoholic Beverage SUD and the Mission Street NCT. This will help provide substantial net benefits and minimize undesirable consequences.

**Objective 2:** Maintain and enhance a sound and diverse economic base and fiscal structure for the City.

**Policy 2.1:** Seek to retain existing commercial and industrial activity and to attract new such activity to the City.

**Policy 2.3:** Maintain a favorable social and cultural climate in the city in order to enhance its attractiveness as a firm location.

The proposed Ordinance establishes land use controls that encourage the retention of character defining businesses. This helps maintain a favorable social and cultural climate and can attract other compatible commercial activity to the Mission Alcoholic Beverage SUD and the Mission Street NCT.

**Objective 3:** Provide expanded employment opportunities for City residents, particularly the unemployed and economically disadvantaged.

**Policy 3.2:** Promote measures designed to increase the number of San Francisco jobs held by San Francisco residents.

**Policy 3.3:** Emphasize job training and retraining programs that will impart skills necessary for participation in the San Francisco labor market.

The proposed Ordinance establishes compatibility findings for new Conditional Uses that can help increase the number of jobs held by San Francisco residents as well as provide job training programs.

**Objective 6:** Maintain and strengthen viable neighborhood commercial areas easily accessible to City residents.

**Policy 6.1:** Ensure and encourage the retention and provision of neighborhood-serving goods and services in the city's neighborhood commercial districts, while recognizing and encouraging diversity among the districts.

By requiring Conditional Use authorization to replace a Legacy Business, the proposed Ordinance helps to retain long standing, character defining businesses that provide neighborhood-serving goods and services.



#### Mission Area Plan

**Objective 1.1:** Strengthen the Mission's existing mixed use character, while maintaining the neighborhood as a place to live and work.

**Policy 1.1.3:** Maintain the successful Mission Street, 24th Street, and Valencia Street Neighborhood Commercial districts; recognize the proximity to good transit service by eliminating residential density limits and minimum parking requirements.

The proposed Ordinance will establish regulations encouraging new uses that are compatible with the existing, distinctive character of Mission Street.

**Objective 1.8:** Maintain and strengthen Mission's neighborhood commercial areas

**Policy 1.8.2:** Ensure that the Mission's neighborhood commercial districts continue to serve the needs of residents, including immigrant and low-income households.

The proposed Ordinance will establish compatibility findings for new Conditional Uses that can help ensure that the Mission Street corridor continues to serve the needs of residents, including immigrant and low-income households.

**Objective 7.3:** Reinforce the importance of the Mission as the Center of Latino Life in San Francisco.

**Policy 7.3.1:** Support efforts to preserve and enhance social and cultural institutions.

**Policy 7.3.3:** Protect and support Latino and other culturally significant local business, structures, property and institutions in the Mission.

The proposed Ordinance will require Conditional Use authorization to replace Legacy Businesses within the Mission Street NCT. These establishments are long standing, character-defining business and institutions that are often culturally significant to the Latino community and are generally important to the Mission as a whole.

#### **Implementation**

The Department has determined that this ordinance will not impact our current implementation procedures.

#### **RECOMMENDATION**

The Department recommends that the Commission *approve with modifications* the proposed Ordinance and adopt the attached Draft Resolution to that effect. The Department's proposed recommendations are as follows:

1. Modify the Ordinance to allow Non-Retail Professional Services on the Third Floor and above within the Mission Street Neighborhood Commercial Transit District (MNCT). Limit each Non-Retail Professional Service use to 2,500 gross square feet and to those that can demonstrate active non-profit status.

## **BASIS FOR RECOMMENDATION**

The Department supports the Ordinance's intent and proposed Planning Code Amendments to the Mission area land use controls. They represent an attempt to balance preservation of neighborhood and retail corridor character while allowing entry of new uses and users. The proposed Planning Code Amendments are also a product of over six months of stakeholder engagement and as such have been vetted thoroughly.

The Department is proposing one minor modification to the Ordinance regarding allowed uses within the MNCT.

**Recommendation 1: Amend Section 759 to allow Non-Retail Professional Services at the Third Floor and above within the MNCT. Limit each Non-Retail Professional Service use to 2,500 gross square feet and to those that can demonstrate active non-profit status.** The health of retail corridors depends upon demand for the goods and services offered there. Demand for the goods and services offered in the MNCT comes from many sources, including employees of firms located in the corridor. Expanding the types of firms allowed to locate in the MNCT can augment this demand. Allowing Non-Retail Professional Services within the MNCT is one way to help augment demand. Restrictions on the location of new Non-Retail Professional Service firms to the third floor and above, to their size and to active non-profit status can help balance concern of these firms contributing to the gentrification of the corridor by occupying tenant spaces aimed at establishments serving the daily needs of neighborhood residents.

## **REQUIRED COMMISSION ACTION**

The proposed Ordinance is before the Commission so that it may approve it, reject it, or approve it with modifications.

## **ENVIRONMENTAL REVIEW**

The proposed amendments are not defined as a project under CEQA Guidelines Section 15060(c) and 15378 because they do not result in a physical change in the environment.

## **PUBLIC COMMENT**

As of the date of this report, the Planning Department has not received any public comment regarding the proposed Ordinance.

### **Attachments:**

- Exhibit A: Draft Planning Commission Resolution
- Exhibit B: Map of subarea of Mission Alcoholic Beverage Special Use District
- Exhibit C: Board of Supervisors File No. 180803
- Exhibit D: MAP2020 Annual Status Report



# SAN FRANCISCO PLANNING DEPARTMENT

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## Planning Commission Draft Resolution

HEARING DATE OCTOBER 11, 2018

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*Reviewed by:* Aaron Starr, Manager of Legislative Affairs  
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**RESOLUTION APPROVING A PROPOSED ORDINANCE WITH MODIFICATIONS THAT WOULD AMEND THE PLANNING CODE TO REQUIRE CONDITIONAL USE AUTHORIZATION FOR RESTAURANTS AND PROHIBIT NEW BREWPUBS WITHIN A SUBAREA OF THE MISSION ALCOHOLIC BEVERAGE SPECIAL USE DISTRICT; ESTABLISH LIMITS ON THE NUMBER OF EATING AND DRINKING ESTABLISHMENTS, REQUIRE CONDITIONAL USE AUTHORIZATION FOR REPLACING LEGACY BUSINESSES AND NEW BARS, PROHIBIT MERGERS OF COMMERCIAL SPACE RESULTING IN GREATER THAN 1,500 GROSS SQUARE FEET, REQUIRE GROUND-FLOOR NON-RESIDENTIAL TENANT SPACE FOR LARGE PROJECTS AND EXPAND PHILANTHROPIC SERVICE AND LIGHT MANUFACTURING USES IN THE MISSION STREET NEIGHBORHOOD COMMERCIAL TRANSIT; ADOPTING FINDINGS, INCLUDING ENVIRONMENTAL FINDINGS, PLANNING CODE SECTION 302 FINDINGS, AND FINDINGS OF CONSISTENCY WITH THE GENERAL PLAN AND PLANNING CODE SECTION 101.1.**

WHEREAS, on July 31, 2018 Supervisor Ronen introduced a proposed Ordinance under Board of Supervisors (hereinafter "Board") File Number 180803, which would amend the Planning Code to require Conditional Use authorization for Restaurants and prohibit new brewpubs within a subarea of the Mission Alcoholic Beverage Special Use District; to establish limits on the number of eating and drinking establishments, require Conditional Use authorization for replacing Legacy Businesses and new Bars, prohibit mergers of commercial space resulting in greater than 1,500 gross square feet, require ground-floor non-residential tenant space for large projects, and expand Philanthropic Service and Light Manufacturing uses in the Mission Street Neighborhood Commercial Transit District;

WHEREAS, The Planning Commission (hereinafter "Commission") conducted a duly noticed public hearing at a regularly scheduled meeting to consider the proposed Ordinance on October 11, 2018; and,

WHEREAS, the proposed Ordinance has been determined to be categorically exempt from environmental review under the California Environmental Quality Act Section 15060(c) and 15378; and

WHEREAS, the Planning Commission has heard and considered the testimony presented to it at the public hearing and has further considered written materials and oral testimony presented on behalf of Department staff and other interested parties; and

WHEREAS, all pertinent documents may be found in the files of the Department, as the custodian of records, at 1650 Mission Street, Suite 400, San Francisco; and

WHEREAS, the Planning Commission has reviewed the proposed Ordinance; and

WHEREAS, the Planning Commission finds from the facts presented that the public necessity, convenience, and general welfare require the proposed amendment; and

MOVED, that the Planning Commission hereby **approves with modifications** the proposed ordinance. The modifications include:

1. **Amend Planning Code Section 759 to allow Non-Retail Professional Services at the Third Floor and above within the Mission Street Neighborhood Commercial Transit District. Limit each Non-Retail Professional Service use to 2,500 gross square feet and to those that can demonstrate active non-profit status.**

## FINDINGS

Having reviewed the materials identified in the preamble above, and having heard all testimony and arguments, this Commission finds, concludes, and determines as follows:

1. The Ordinance is the product of a City-Community partnership aimed at addressing the rapidly changing character of the Mission Street retail corridor and the non-residential areas to the east. The proposed Planning Code amendments are the result of approximately one year of stakeholder meetings and deliberation between City staff and Mission area community members.
2. Planning Code amendments in the Mission area should balance the need to preserve neighborhood commercial district character with the need to allow new uses and users into the retail corridor. This can be accomplished by applying restrictive controls on uses already deemed in abundance and by loosening controls on uses that are currently prohibited or desired.
3. The Ordinance increases regulations on uses that are of concern, such as alcohol dispensing establishments, while promoting, preserving or requiring the provision of other neighborhood-serving uses, such as Legacy Businesses, or neighborhood-serving facilities, such as smaller retail tenant spaces.
4. **General Plan Compliance.** The proposed Ordinance and the Commission's recommended modifications are consistent with the following Objectives and Policies of the General Plan:

## COMMERCE AND INDUSTRY ELEMENT

### OBJECTIVE 1

MANAGE ECONOMIC GROWTH AND CHANGE TO ENSURE ENHANCEMENT OF THE TOTAL CITY LIVING AND WORKING ENVIRONMENT.

#### Policy 1.1

Encourage development which provides substantial net benefits and minimizes undesirable consequences. Discourage development which has substantial undesirable consequences that cannot be mitigated.

*The proposed Ordinance will establish regulations encouraging new uses that are compatible within the Mission Alcoholic Beverage Special Use District and the Mission Street Neighborhood Commercial Transit District. This will help provide substantial net benefits and minimize undesirable consequences.*

### OBJECTIVE 2

MAINTAIN AND ENHANCE A SOUND AND DIVERSE ECONOMIC BASE AND FISCAL STRUCTURE FOR THE CITY.

#### Policy 2.1

Seek to retain existing commercial and industrial activity and to attract new such activity to the city.

#### Policy 2.3

Maintain a favorable social and cultural climate in the city in order to enhance its attractiveness as a firm location.

*The proposed Ordinance establishes land use controls that encourage the retention of character defining businesses. This helps maintain a favorable social and cultural climate and can attract other compatible commercial activity to the Mission Alcoholic Beverage Special Use District and the Mission Street Neighborhood Commercial Transit District.*

### OBJECTIVE 3

MAINTAIN PROVIDE EXPANDED EMPLOYMENT OPPORTUNITIES FOR CITY RESIDENTS, PARTICULARLY THE UNEMPLOYED AND ECONOMICALLY DISADVANTAGED.

#### Policy 3.2

Promote measures designed to increase the number of San Francisco jobs held by San Francisco residents.

#### Policy 3.3

Emphasize job training and retraining programs that will impart skills necessary for participation in the San Francisco labor.

*The proposed Ordinance establishes compatibility findings for new Conditional Uses that can help increase the number of jobs held by San Francisco residents as well as provide job training programs.*

**OBJECTIVE 6**

MAINTAIN AND STRENGTHEN VIABLE NEIGHBORHOOD COMMERCIAL AREAS EASILY ACCESSIBLE TO CITY RESIDENTS.

**Policy 6.1**

Ensure and encourage the retention and provision of neighborhood-serving goods and services in the city's neighborhood commercial districts, while recognizing and encouraging diversity among the districts.

*By requiring Conditional Use authorization to replace a Legacy Business, the proposed Ordinance helps to retain long standing, character defining businesses that provide neighborhood-serving goods and services.*

**MISSION AREA PLAN**

**OBJECTIVE 1.1**

STRENGTHEN THE MISSION'S EXISTING MIXED USE CHARACTER, WHILE MAINTAINING THE NIEGHBORHOOD AS A PLACE TO LIVE AND WORK

**Policy 1.1.3**

Maintain the successful Mission Street, 24th Street, and Valencia Street Neighborhood Commercial districts; recognize the proximity to good transit service by eliminating residential density limits and minimum parking requirements.

*The proposed Ordinance will establish regulations encouraging new uses that are compatible with the existing, distinctive character of Mission Street.*

**OBJECTIVE 1.8**

MAINTAIN AND STRENGTHEN MISSION'S NEIGHBORHOOD COMMERCIAL AREAS

**Policy 1.8.2**

Ensure that the Mission's neighborhood commercial districts continue to serve the needs of residents, including immigrant and low-income households.

*The proposed Ordinance will establish compatibility findings for new Conditional Uses that can help ensure that the Mission Street corridor continues to serve the needs of residents, including immigrant and low-income households.*

**OBJECTIVE 7.3**

REINFORCE THE IMPORTANCE OF THE MISSION AS THE CENTER OF LATINO LIFE IN SAN FRANCISCO

**Policy 7.3.1**

Support efforts to preserve and enhance social and cultural institutions.

**Policy 7.3.3**

Protect and support Latino and other culturally significant local business, structures, property and institutions in the Mission.

*The proposed Ordinance will require Conditional Use authorization to replace Legacy Businesses within the Mission Street NCT. These establishments are long standing, character-defining business and institutions that are often culturally significant to the Latino community and are generally important to the Mission as a whole.*

5. **Planning Code Section 101 Findings.** The proposed amendments to the Planning Code are consistent with the eight Priority Policies set forth in Section 101.1(b) of the Planning Code in that:

1. That existing neighborhood-serving retail uses be preserved and enhanced and future opportunities for resident employment in and ownership of such businesses enhanced;

*The Ordinance proposes amendments to the Planning Code that would help preserve long standing retail uses within the Mission Street Neighborhood Commercial Transit District.*

2. That existing housing and neighborhood character be conserved and protected in order to preserve the cultural and economic diversity of our neighborhoods;

*The proposed Ordinance would enact land use regulations that help preserve the existing neighborhood character of the Mission area, helping to conserve and protect the cultural and economic diversity of that neighborhood.*

3. That the City's supply of affordable housing be preserved and enhanced;

*The proposed Ordinance would not have an adverse effect on the City's supply of affordable housing as the Ordinance concerns itself with the retail composition of the Mission area.*

4. That commuter traffic not impede MUNI transit service or overburden our streets or neighborhood parking;

*Because the Ordinance concerns itself with modifying the land use regulations on retail uses to assure the preservation of neighborhood-serving uses, it would not result in commuter traffic impeding MUNI transit service or overburdening the streets or neighborhood parking.*

5. That a diverse economic base be maintained by protecting our industrial and service sectors from displacement due to commercial office development, and that future opportunities for resident employment and ownership in these sectors be enhanced;

*The proposed Ordinance would not cause displacement of the industrial or service sectors due to office development, and future opportunities for resident employment or ownership in these sectors would not be impaired because the Ordinance modifies retail controls within the Mission area.*

6. That the City achieve the greatest possible preparedness to protect against injury and loss of

life in an earthquake;

*The proposed Ordinance would not have an adverse effect on City's preparedness against injury and loss of life in an earthquake because the Ordinance modifies retail controls within the Mission area.*

7. That the landmarks and historic buildings be preserved;

*Because the Ordinance concerns itself with the land use regulations on retail uses in the Mission area, the proposed Ordinance would not have an adverse effect on the City's Landmarks and historic buildings.*

8. That our parks and open space and their access to sunlight and vistas be protected from development;

*The proposed Ordinance would not have an adverse effect on the City's parks and open space and their access to sunlight and vistas.*

6. **Planning Code Section 302 Findings.** The Planning Commission finds from the facts presented that the public necessity, convenience and general welfare require the proposed amendments to the Planning Code as set forth in Section 302.



NOW THEREFORE BE IT RESOLVED that the Commission hereby APPROVES WITH MODIFICATIONS the proposed Ordinance as described in this Resolution.

I hereby certify that the foregoing Resolution was adopted by the Commission at its meeting on October 11, 2018.

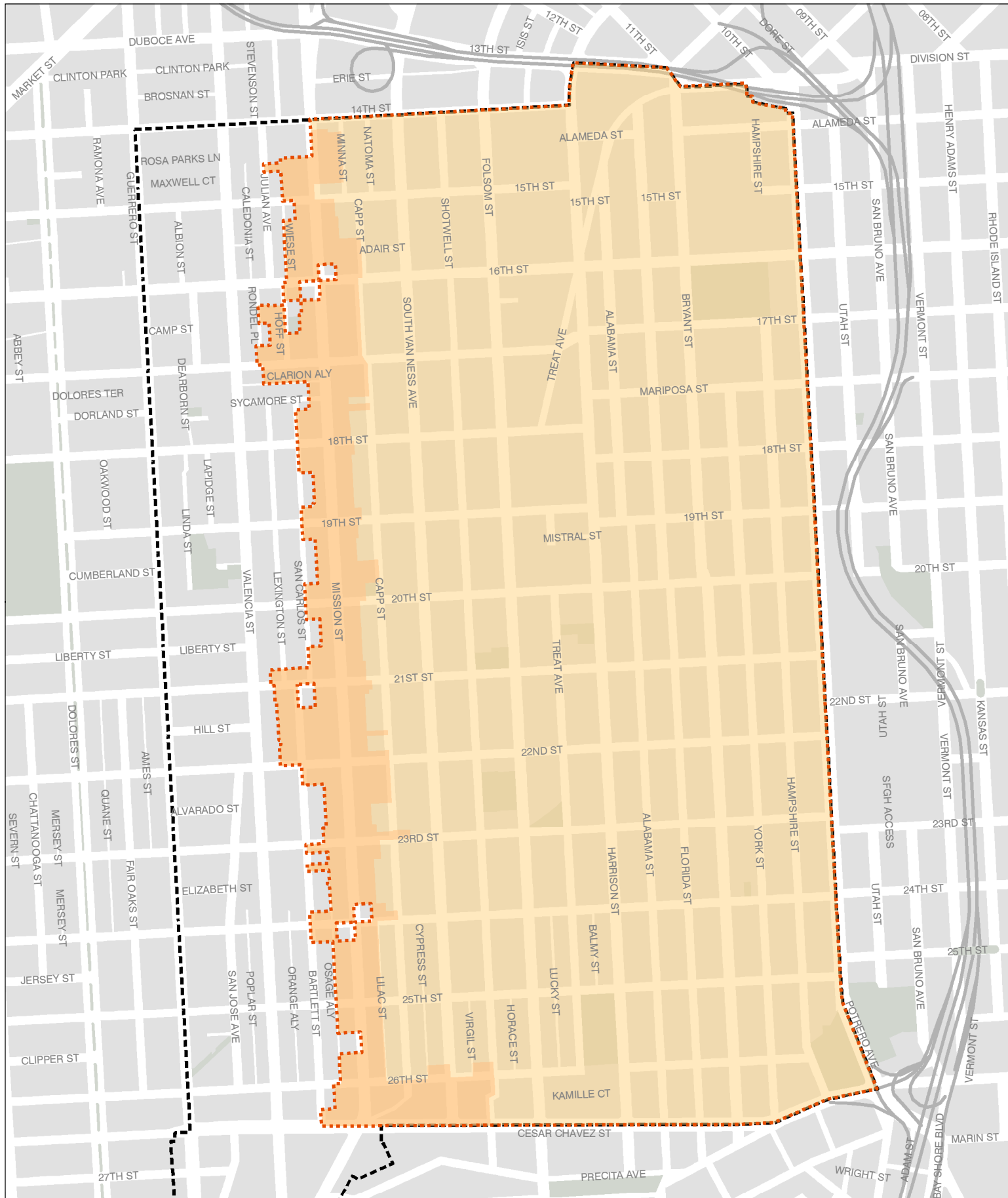
Jonas P. Ionin  
Commission Secretary

AYES:

NOES:

ABSENT:

ADOPTED:     October 11, 2018



# Mission

## SAN FRANCISCO

- Sub-area of Mission Alcoholic Beverage SUD
- Mission Alcoholic Beverage SUD
- Mission Street NCT

0 500 1,000 2,000 Feet



[Planning Code - Mission Alcoholic Beverage Special Use District and Mission Street Neighborhood Commercial Transit District]

**Ordinance amending the Planning Code to require Conditional Use Authorization for Restaurants and prohibit new brewpubs within a subarea of the Mission Alcoholic Beverage Special Use District; to establish limits on the number of eating and drinking establishments, require Conditional Use Authorization for replacing Legacy Businesses and new bars, prohibit mergers of commercial space resulting in greater than 1,500 gross square feet, require ground-floor non-residential tenant space for large projects, and expand Philanthropic Service and Light Manufacturing uses in the Mission Street Neighborhood Commercial Transit District; affirming the Planning Department's determination under the California Environmental Quality Act; and making findings of consistency with the General Plan, and the eight priority policies of Planning Code, Section 101.1, and findings of public necessity, convenience, and welfare under Planning Code, Section 302.**

NOTE: **Unchanged Code text and uncodified text** are in plain Arial font.  
**Additions to Codes** are in *single-underline italics Times New Roman font*.  
**Deletions to Codes** are in ~~*strikethrough italics Times New Roman font*~~.  
**Board amendment additions** are in double-underlined Arial font.  
**Board amendment deletions** are in ~~strikethrough Arial font~~.  
**Asterisks (\* \* \* \*)** indicate the omission of unchanged Code subsections or parts of tables.

Be it ordained by the People of the City and County of San Francisco:

Section 1. Environmental and Land Use Findings.

(a) The Planning Department has determined that the actions contemplated in this ordinance comply with the California Environmental Quality Act (California Public Resources Code Sections 21000 et seq.). Said determination is on file with the Clerk of the Board of

Supervisors in File No. \_\_\_\_ and is incorporated herein by reference. The Board affirms this determination.

(b) On \_\_\_\_\_, the Planning Commission, in Resolution No. \_\_\_\_\_, adopted findings that the actions contemplated in this ordinance are consistent, on balance, with the City's General Plan and eight priority policies of Planning Code Section 101.1. The Board adopts these findings as its own. A copy of said Resolution is on file with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference.

(c) Pursuant to Planning Code Section 302, the Board of Supervisors finds that these Planning Code amendments will serve the public necessity, convenience, and welfare for the reasons set forth in Planning Commission Resolution No. \_\_\_\_\_, and the Board incorporates such reasons herein by reference. A copy of said Resolution is on file with the Clerk of the Board of Supervisors in File No. \_\_\_\_\_, and is incorporated herein by reference.

Section 2. The Planning Code is hereby amended by revising Section 249.60, to read as follows:

**SEC. 249.60. MISSION ALCOHOLIC BEVERAGE SPECIAL USE DISTRICT.**

\* \* \* \*

(f) **Restaurants and Brewpubs.** The following provisions shall apply to all parcels located east of the western boundary of the Mission Street Neighborhood Commercial Transit District (including parcels fronting 14th Street and east of Mission Street) and north of Cesar Chavez Street:

(1) Any proposed Restaurant use, as defined in Planning Code Section 102, must obtain Conditional Use authorization from the Planning Commission pursuant to Planning Code Section 303.

1                    (2)      New ABC License Type 75 Brewpubs are prohibited. Existing Brewpubs with  
2 ABC License Type 75 located within the SUD may relocate, subject to the underlying zoning district,  
3 within the SUD.

4  
5                    Section 3. The Planning Code is hereby amended by revising Section 754, to read as  
6 follows:

7  
8                    **SEC. 754. MISSION STREET NEIGHBORHOOD COMMERCIAL TRANSIT**  
9 **DISTRICT.**

10                    (a)      **Background.** The Mission Street Neighborhood Commercial Transit District is  
11 located near the center of San Francisco in the Mission District. It lies along Mission Street  
12 between 15th and Cesar Chavez ~~(Army)~~ Streets, and includes adjacent portions of 17th Street,  
13 21st Street, 22nd Street, and Cesar Chavez Street. The commercial area of this District  
14 provides a selection of goods serving the day-to-day needs of the residents of the Mission  
15 District. Additionally, this District serves a wider trade area with its specialized retail outlets.  
16 Eating and drinking establishments contribute to the ~~street's~~ District's mixed-use character and  
17 activity in the evening hours.

18                    (b)      **Purpose.** The purposes of the Mission Street Neighborhood Commercial Transit  
19 District include:

20                    (1)      To preserve and enhance the existing storefront configuration and size, signage,  
21 artwork, and other character-defining elements of the built environment;

22                    (2)      To preserve the contributions of Legacy Businesses to the history and identity of  
23 the District;

1                    (3) To retain, enhance, and promote active community involvement and input on  
2 development within the District by conducting thorough outreach to stakeholders and neighborhood  
3 groups and responding to community input; and

4                    (4) To retain, enhance, and promote neighborhood-serving businesses and  
5 institutions that enhance economic and workforce opportunities for local residents by coordinating  
6 with the Office of Economic and Workforce Development to engage with the City's workforce system to  
7 provide employment opportunities, career trainings, and formal partnerships to identify and address  
8 both business and community workforce needs.

9                    (c) Controls.

10                   (1) General Controls. The District is extremely well-served by transit, including  
11 regional-serving BART stations at 16th Street and 24th Street, major buses running along  
12 Mission Street, and both cross-town and local-serving buses intersecting Mission Street along  
13 the length of this district. Given the area's central location and accessibility to the City's transit  
14 network, accessory parking for residential uses is not required. Any new parking is required to  
15 be set back or be below ground.

16                   This District has a mixed pattern of larger and smaller lots and businesses, as well as a  
17 sizable number of upper-story residential units. Controls are designed to permit moderate-  
18 scale buildings and uses, protecting rear yards above the ground story and at residential  
19 levels. New neighborhood-serving commercial development is encouraged mainly at the  
20 ground story. Ground story uses are required to include active commercial uses with  
21 storefronts facing the street. While offices and general retail sales uses may locate at the  
22 second story of new buildings under certain circumstances, most commercial uses are  
23 prohibited above the second story. Continuous retail frontage is promoted by requiring ground  
24 floor commercial uses in new developments and prohibiting curb cuts. Housing development  
25 in new buildings is encouraged above the ground story. Housing density is not controlled by

the size of the lot but by requirements to supply a high percentage of larger units and by physical envelope controls. Existing residential units are protected by prohibitions on upper-story conversions and limitations on demolitions, mergers, and subdivisions. Accessory Dwelling Units are permitted within the District pursuant to subsection 207(c)(4) of this Code.

(2) **Commercial Mergers.** The consolidation or merger of existing ground floor commercial spaces that would result in greater than 1,500 gross square feet of consolidated or merged space shall be prohibited, except for Legacy Businesses, Arts Activities Uses, and Institutional Community Uses.

(3) **First Story Non-Residential Tenant Space for Large Projects.** Projects larger than 10,000 gross square feet shall be required to provide space for a non-residential tenant on the first story with immediate access to the street frontage. The non-residential tenant space shall not exceed 1,500 gross square feet.

(4) **Replacement of a Legacy Business Requires Conditional Use Authorization.** Where an immediately prior use was a Legacy Business, as defined under Administrative Code Section 2A.242, the controls require any new Non-Residential Use to obtain Conditional Use authorization; provided, however, that this requirement shall not apply where: (A) the subject non-residential space has had no occupant and has not been open to the public for three or more years from the date the application for the new use is filed, or (B) where the Legacy Business has removed itself or has been otherwise removed from the Legacy Business Registry.

(5) For any use subject to Conditional Use authorization under this Section 754, the Planning Commission shall find that the use supports at least three of the four purposes of the District as set forth in subsection (b) above.

**Table 754. MISSION STREET NEIGHBORHOOD COMMERCIAL TRANSIT  
DISTRICT ZONING CONTROL TABLE**

\* \* \* \*

| Zoning Category                    | § References                             | Controls          |              |               |
|------------------------------------|--|-------------------|--------------|---------------|
| NON-RESIDENTIAL STANDARDS AND USES |  |                   |              |               |
| * * * *                            |  |                   |              |               |
|                                    |  | Controls by Story |              |               |
|                                    |  | 1st               | 2nd          | 3rd+          |
| * * * *                            |  |                   |              |               |
| Industrial Use Category            |  |                   |              |               |
| Industrial Uses*                   | §§ 102, 202.2(d)                         | NP                | NP           | NP            |
| <i>Light Manufacturing</i>         | <i>§§ 102, 890.54</i>                    | <i>P(5)</i>       | <i>P</i>     | <i>P</i>      |
| * * * *                            |  |                   |              |               |
| Institutional Use Category         |  |                   |              |               |
| * * * *                            |  |                   |              |               |
| Philanthropic Admin. Services      | § 102                                    | NP                | NP           | <i>NPP(6)</i> |
| * * * *                            |  |                   |              |               |
| Sales and Service Use Category     |  |                   |              |               |
| * * * *                            |  |                   |              |               |
| Bar                                | §§ 102, 202.2(a)                         | <i>PC(7)</i>      | <i>PC(7)</i> | NP            |
| * * * *                            | * * * *                                  | * * * *           | * * * *      | * * * *       |
| Restaurant                         | §§ 102, 202.2(a),<br><i>249.60(f)(1)</i> | <i>PC(7)</i>      | NP           | NP            |
| Restaurant, Limited                | §§ 102, 202.2(a)                         | <i>P(7)</i>       | NP           | NP            |



1           \*   \*   \*   \*

2           (5)    Light Manufacturing is not permitted in first-story spaces that front Mission Street.

3           (6)    Philanthropic Administrative Services shall not exceed 2,500 gross square feet per use.

4           (7)    The total number of eating and drinking uses (Restaurants, Limited Restaurants, and  
5 Bars) within the District shall not exceed 167. A new Restaurant, Limited Restaurant, or Bar shall not  
6 be permitted if it would result in a net total of more than 167 eating and drinking uses in the District.  
7 Accessory Limited Restaurants are not subject to and do not count toward the 167 cap on eating and  
8 drinking uses.

9  
10           Section 4. Two years after the effective date of this ordinance, the Office of Economic  
11 and Workforce Development, in consultation with the Planning Department, shall evaluate  
12 economic conditions and the functionality of the Mission Alcoholic Beverage Special Use  
13 District and Mission Street Neighborhood Commercial Transit District. No less than five years  
14 and no more than six years from the effective date of this ordinance, the Office of Economic  
15 and Workforce Development, in consultation with the Planning Department, shall again  
16 evaluate economic conditions and the functionality of the Mission Alcoholic Beverage Special  
17 Use District and Mission Street Neighborhood Commercial Transit District and shall make a  
18 report to the Board of Supervisors on each district's effectiveness in serving the purposes of  
19 the applicable district and the Mission District as a whole, which report may include  
20 recommended amendments to the Planning Code provisions regarding those districts.

21  
22           Section 5. Effective Date. This ordinance shall become effective 30 days after  
23 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the  
24 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board  
25 of Supervisors overrides the Mayor's veto of the ordinance.

1  
2           Section 6. Scope of Ordinance. In enacting this ordinance, the Board of Supervisors  
3 intends to amend only those words, phrases, paragraphs, subsections, sections, articles,  
4 numbers, punctuation marks, charts, diagrams, or any other constituent parts of the Municipal  
5 Code that are explicitly shown in this ordinance as additions, deletions, Board amendment  
6 additions, and Board amendment deletions in accordance with the “Note” that appears under  
7 the official title of the ordinance.  
8  
9

10 APPROVED AS TO FORM:  
11 DENNIS J. HERRERA, City Attorney

12 By:

13           ROBB W. KAPLA  
              Deputy City Attorney

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# MISSION ACTION PLAN 2020



*Note: This is not solely a City product. This report is a joint product of this specific effort between City and community participants. Some of the views in the report are solely the City's and some are solely from community participants. Where there is disagreement on a topic, it is clearly stated as a way to call out an area where there is more work to be done and conversations to continue.*

# **MISSION ACTION PLAN 2020**

**ANNUAL STATUS REPORT  
OCTOBER 2018**

# ACKNOWLEDGEMENTS

Many City agencies and community organizations and coalitions have participated in MAP2020. Others will be added as requested:

- The Office of Mayor London Breed
- The Office of Mayor Mark Farrell
- The Office of Mayor Ed Lee
- The Office of current District 9 Supervisor Hillary Ronen and former District 9 Supervisor David Campos
- Mission Housing Development Corporation
- Residents who are members of Plaza 16 Coalition
- Dolores Street Community Services (DSCS) / Mission SRO Collaborative
- San Francisco Planning Department
- Mayor's Office of Housing and Community Development (MOHCD)
- San Francisco Municipal Transportation Agency
- San Francisco Arts Commission
- Health Services Agency (HSA)
- Department of Building Inspection (DBI)
- San Francisco Rent Board
- Office of Economic and Workforce Development (OEWD)
- Cultural Action Network (CAN)
- The Day Laborer Program and Women's Collective

- Mission Economic Development Agency (MEDA)
- Calle 24 Latino Cultural District
- Pacific Felt Factory
- United to Save the Mission
- Mission Neighborhood Centers
- PODER

These organizations and groups have also provided input at different stages of the process:

- San Francisco Housing Action Coalition
- SPUR
- Mission Dolores Neighborhood Association
- Mission YiMBY
- Central Mission Neighbors Association
- Northeast Mission Business Association
- Hispanic Chamber of Commerce
- HOMEY
- Mission Merchants Association
- SFMade
- The Brewers Guild
- Golden Gate Restaurant Association
- SF Latino Parity and Equity Coalition

For other information related to MAP2020 and the Mission community please visit:

<https://www.facebook.com/missionactionplan2020>



CULTURAL ACTION NETWORK



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Photo by Jeremy Menzies (SFMTA Photo | [SFMTA.com/photo](https://www.sfmta.com/photo))



## INTRODUCTION & SUMMARY

In March 2017, the San Francisco Planning Commission endorsed the Mission Action Plan 2020 (MAP2020). The culmination of a two-year City-community collaboration, MAP2020 identifies specific measures to address the displacement and gentrification in the Mission affecting residents, businesses, artists, nonprofits, and other community organizations.

This is the first annual status report on this work. This report tracks demographic and market trends impacting the Mission and its residents so that the City and community can better understand the short and long-term changes in the neighborhood. This report updates MAP2020 solutions to ensure that investments and actions continue to address the community's needs. Lastly, this report updates and tracks progress on targets to ensure that they reflect the desired short and long term outcomes.

This first status report will be followed with an annual update, issued each year by the beginning of the fiscal year. The Planning Commission and the Board of Supervisors will also be updated on MAP2020 progress as requested or necessary.

### TRACKING TRENDS

Tracking demographic, real estate, and economic trends in the neighborhood will continue to help the City and the community understand the changes taking place. To track trends, we rely primarily on Census data, but draw on other data sources as well and build on the data that was in the original MAP2020 report. The goal is to understand, as best as possible, how the neighborhood is changing year to year and in comparison to prior decades, and whether evictions and displacement are decreasing.

There are three data trends in this status report to highlight and continue to monitor: the number of evictions in the Mission have dropped from 175 in 2015

(the year last reported in the original report) to 144 in 2017 (page 8). However, they are still high and they increased slightly in 2016. It is also difficult to gather data on informal/unlawful evictions and harassment to determine if the decrease in formal/lawful evictions corresponds to an increase in informal/unlawful evictions.

The second data trend to highlight is that the Latino population (a barometer for change in the Mission) has begun to increase since 2011 (with a slight decrease in 2016) and is holding steady at 39%. While it is encouraging that it hasn't continued to decline, in 2000 Latinos made up 50% of the Mission population.

Lastly, the number of low- to moderate-income households increased slightly in 2016, particularly in the 30-50% AMI and 100-120% AMI ranges. The 51-99% of AMI range continues to decline year after year. It will be important to continue to track these household trends to target strategies for their retention.

Future reports will aim to include better data about economic development-related trends (businesses, nonprofits, arts organizations, etc.). It is difficult to obtain good data on displacement and evictions of businesses and community organizations as they are not reported or regulated in the same way as residential evictions.

### SOLUTIONS

MAP2020 includes 64 solutions under seven broad issue areas. Thirteen solutions were implemented by the time MAP2020 was published in March 2017, several were under way. Of the other 51 solutions in the original report, some of the solutions are long-term and others more immediate. The solutions list is not static—new solutions have been and will be added as new challenges and opportunities arise. This status report identifies which solutions are underway

or complete (see Appendix B) and what solutions were added since publication of the original report. As of publication, 36 out of the original 51 solutions are underway (with some agencies still to report on progress so the number could be a bit higher). An additional 15 were added to the workplan and all of those are complete or underway (see page 15).

There is not a single “solution” or set of solutions to what is essentially a larger, systemic issue. These solutions are a package of tools to help mitigate existing displacement, address the impact of economic booms, and to leverage resources to achieve community stability and resiliency in the face of displacement pressures, resulting in more equitable outcomes and access to opportunity.

## TARGETS

MAP2020 defines targets for housing production and stabilization, as well as assistance and retention of small businesses, nonprofits, and community organizations. The targets are the anticipated results of the cumulative impact of solutions.

Snapshot of status of targets:

- The status of the affordable housing production targets is at approximately 989 units out of a target of 1,700-2,400 affordable units. This includes acquisition (Small Sites) and new construction (inclusionary and 100% affordable).
- The housing stabilization target is to serve 900 clients annually with at least one kind of eviction prevention or tenant counseling service. This target was met and exceeded in fiscal year 2017-2018, serving 1,020 households. **It is important to note that there may be some duplication in households receiving more than one service (such as tenant education and eviction defense). Better client data will account for this in future reports in order to refine this target.**

- The status of the Production, Distribution and Repair (PDR) production target is still being determined given the time between entitlement and construction completion. While the Planning Department tracks PDR, determining the best year of final PDR production for the purposes of MAP2020 reporting is still in progress.
- The small business target was not established in the March 2017 report due to the need for more data on business services. However, a new Business Outreach Specialist was hired in FY17-18 with the following targets set and completed for business referrals and assistance:

| ACTIVITY                                  | GOAL | ACTUAL |
|---|------|--------|
| Business Referrals                        | 40   | 40     |
| Business that received program assistance | 20   | 40     |
| Business interactions                     | 360  | 305    |

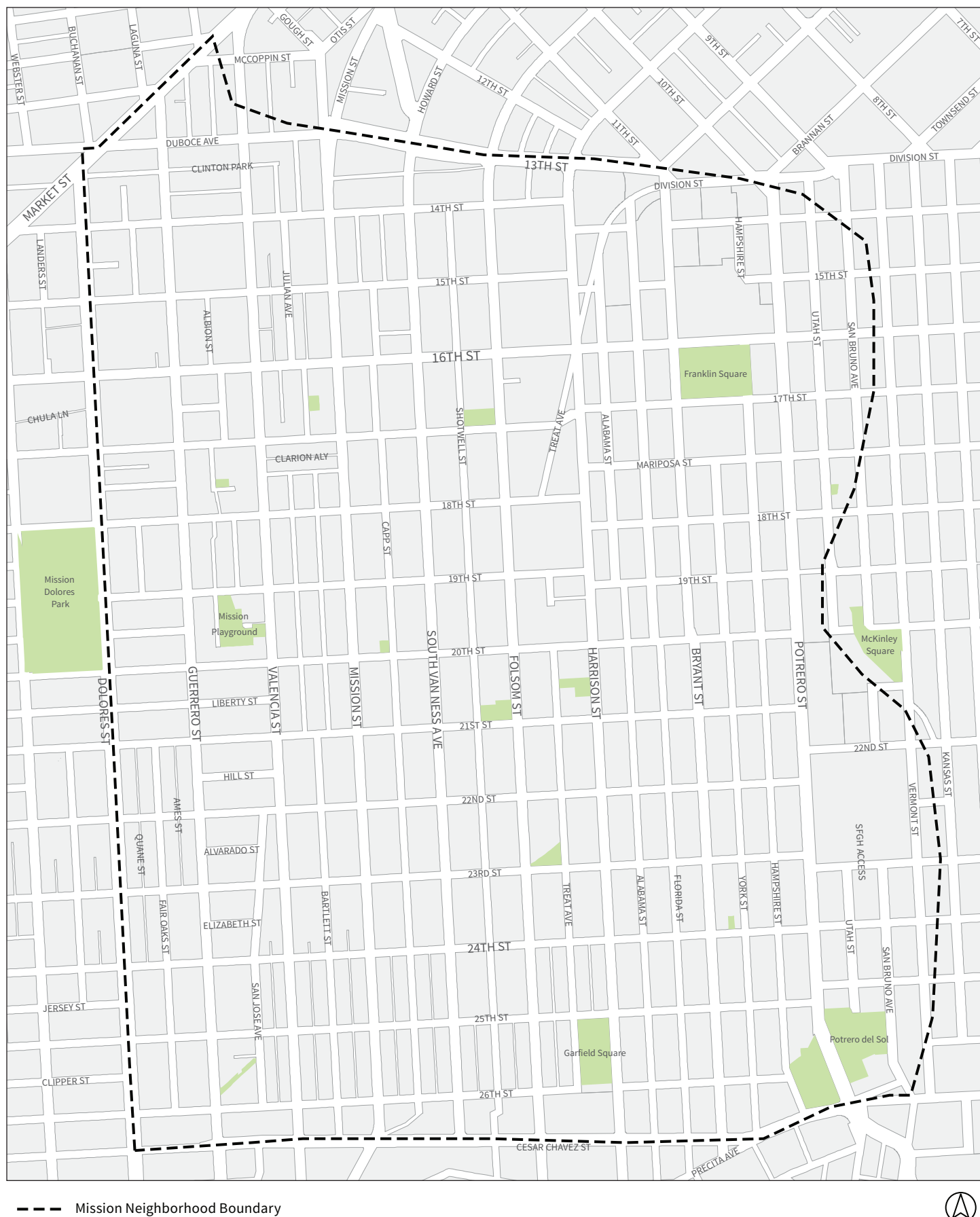
- Lastly, the initial target for nonprofits was to provide assistance to a minimum of 48 nonprofits. Overall, in FY17 and FY 18 OEWD assisted 211 nonprofits with 343 requests related to relocation, growth and retention, exceeding the initial target. The target to acquire or stabilize a minimum of 20,000 square feet of space was also met through grants to acquire 18,000 square feet of new, nonprofit-owed space, and the stabilization of 15,023 square feet of leased space.

Evaluating progress towards the targets can be complex because so many factors—both endogenous and exogenous—may influence change. We have identified indicators that use existing data sources to simplify future evaluation and allow assessment to draw on data prior to the implementation of MAP2020. This also helps tie MAP2020 solutions to other work, thus aligning this project with local efforts already under way. We have also made an effort to develop indicators that closely relate to the solutions so that we may be able to attribute causation when possible.

An evaluation matrix (Appendix A) clusters solutions by category and defines the investments, outputs, and outcomes for each category, as well as how data can be tracked. Each annual status report will highlight data for a select few solution areas. This 2018 report highlights progress on the following:

1. Eviction Prevention & Tenant Empowerment
2. Preservation of Affordable Units
3. Economic Development: Arts & Nonprofits
4. Economic Development: Production, Distribution and Repair (PDR)
5. Economic Development: Small Businesses

Figure 1. Mission District Map



## TRACKING TRENDS

The Mission Action Plan 2020 (MAP2020) original report details the displacement pressures experienced by the neighborhood in the last 15 years and the acceleration of these pressures in the five year period from 2010-2015 compared to the previous 10 year period. This section provides a brief overview of demographic, housing, and commercial characteristics and changes that have occurred since 2000.<sup>1</sup>

The first MAP2020 report included data up to 2014. This status report adds data up to 2016 (and 2017 when available).

### THE MISSION'S DECLINING LATINO POPULATION

Based on Census data, since 2000, the percentage of Latino Mission residents, household size, and the overall population has decreased (with total Mission population beginning to increase slightly since 2014 but not reaching 2000 levels yet). Encouragingly, the Mission Latino population registered an increase in total numbers in 2015 to 22,707 (from 22,058 in 2014) but a slight decrease (to 22,694) in 2016 (See Table 1 on page 6). The Latino population is holding steady at 39% since 2014. While it is positive that it hasn't continued to decline rapidly as it did from 2000-2010, in the year 2000 Latinos were 50% of the Mission population.

During this same time period, San Francisco's city-wide Latino population remains relatively unchanged percentage-wise, and growing slightly overtime in total numbers from 109,504 in 2000 to 129,898 in 2016. (See Figure 2 on page 6.)

In 2013, the proportion of non-Hispanic white residents in the Mission was larger than Hispanic/

Latino residents, and in 2015 and 2016 this trend continued to hold, with non-Hispanic white residents and Latino residents comprising about 40% and 39% of the population, respectively. (See Table 1 on page 6.)

### OTHER POPULATION SHIFTS IN THE MISSION DISTRICT

The Mission District has also seen a decline in the proportion of its population who speak a language other than English at home. In 2000, 40% of Mission residents spoke English only; in 2015 and 2016 that number increased to 55%; conversely, the percent of Spanish speaking residents has decreased by 14% by 2016.

In 2015, 34% of the population was foreign-born, compared to 45% in 2000. As shown in Figure 4, 2014 marked the first time that the city's average foreign-born population was higher than the Mission's, a trend that continued the following years (2015 and 2016). (See Figure 4 on page 7.)

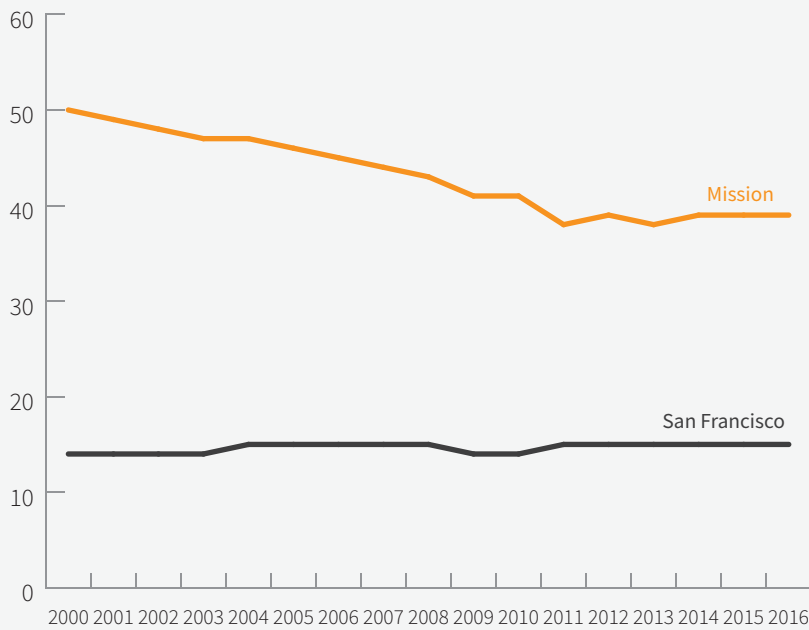
Since 2000, there has also been a change in the type of households that call the Mission District home. In 2000, 43% of all households were comprised of families (defined as a household with children under the age of 18). At that time, 33% of white households were families and 57% of Latino households were families.<sup>2</sup> The number of family households has been in steady decline, hitting a low of 38% in 2016. The opposite is happening citywide, where there is as a slight increase in the proportion of family households.

<sup>1</sup> The data for this report was collected from census tracts 177, 201, 202, 207, 208, 209, 210, 228.01, 228.02, 228.03, 229.01, 229.02 and 229.03, as outlined below.

<sup>2</sup> Census data on family households by race is only available for 2000.

## CHANGING DEMOGRAPHICS IN THE MISSION FROM 2000–2016

Figure 2. Percent of Latino/Hispanic Population in the Mission and San Francisco



Source: American Community Survey (ACS)

Table 1. Hispanic Population in the Mission

| YEAR | HISPANIC POPULATION | PERCENTAGE |
|------|---------------------|------------|
| 2000 | 30,145              | 50%        |
| 2001 | 29,478              | 49%        |
| 2002 | 28,811              | 48%        |
| 2003 | 28,144              | 47%        |
| 2004 | 27,477              | 47%        |
| 2005 | 26,810              | 46%        |
| 2006 | 26,143              | 45%        |
| 2007 | 25,476              | 44%        |
| 2008 | 24,809              | 43%        |
| 2009 | 24,066              | 41%        |
| 2010 | 23,475              | 41%        |
| 2011 | 21,043              | 38%        |
| 2012 | 21,623              | 39%        |
| 2013 | 21,893              | 38%        |
| 2014 | 22,058              | 39%        |
| 2015 | 22,707              | 39%        |
| 2016 | 22,694              | 39%        |

Source: American Community Survey (ACS)

Figure 3. Language Spoken at Home in the Mission (percentage)

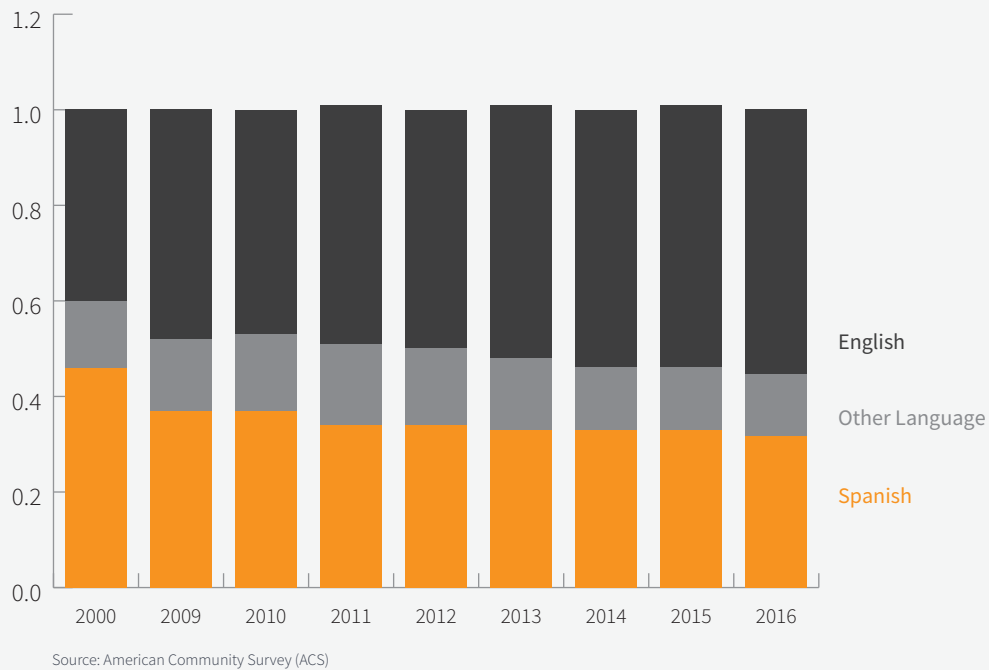


Figure 4. Percent of Foreign-born Population

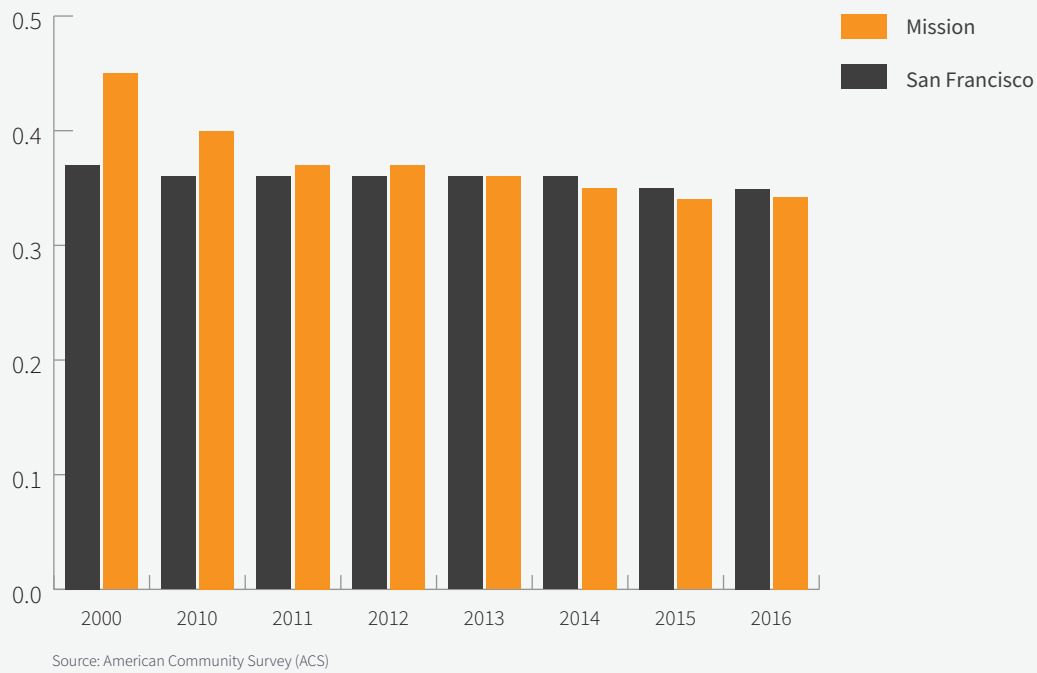
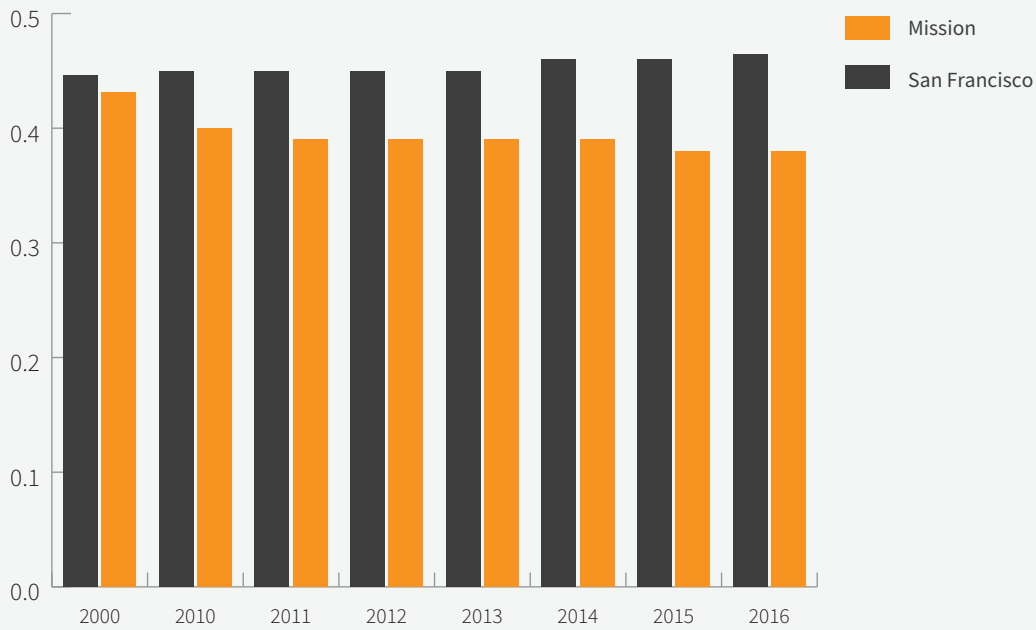
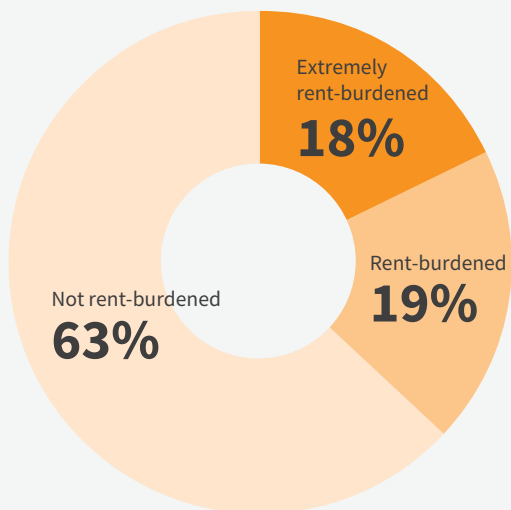


Figure 5. Percent of Family Households



Source: American Community Survey (ACS)

Figure 6 Rent-burden in the Mission (2016)



Source: American Community Survey (ACS)



## HOUSEHOLD INCOME AND RENTS FOR MISSION DISTRICT RESIDENTS

According to the Mayor's Office of Housing and Community Development (MOHCD), San Francisco's Area Median Income (AMI) for a family of four in 2018 is \$118,400.<sup>3</sup> This is significantly higher than California's statewide 2018 AMI of \$77,500<sup>4</sup> for a family of four. But given the incredibly high cost of living in San Francisco, a household needs to earn \$155,000 in 2018 to afford a two-bedroom market rate rental unit without being rent burdened.<sup>5</sup>

In the Mission, the AMI for a single adult went from \$63,545 in 2000 to \$103,363 in 2016. Parallel to that, the number of households under 120% of AMI decreased from 75% in 2000 to 64% in 2016.

Incomes and the number of wealthy households are rising across the city and, mirroring national trends, the disparity between very-low income and higher income households is steadily widening. The highest and lowest income brackets compose almost 40% of all Mission households, reflecting the growing income gap among Mission residents. The percent of households making less than 30% AMI has steadily increased, and households making above the 200% AMI have more than doubled.

**Table 2. San Francisco Area Median Four person family Income by Year**

| AMI  | 2000      | 2010      | 2014      | 2015      | 2016      |
|------|-----------|-----------|-----------|-----------|-----------|
| 30%  | \$19,064  | \$25,733  | \$28,017  | \$28,901  | \$31,009  |
| 50%  | \$31,773  | \$42,889  | \$46,696  | \$48,168  | \$51,682  |
| 80%  | \$50,836  | \$68,622  | \$74,713  | \$77,069  | \$82,690  |
| 100% | \$63,545  | \$85,778  | \$93,391  | \$96,336  | \$103,363 |
| 120% | \$76,254  | \$102,934 | \$112,069 | \$115,603 | \$124,036 |
| 150% | \$95,318  | \$128,667 | \$140,087 | \$144,504 | \$155,045 |
| 200% | \$127,090 | \$171,556 | \$186,782 | \$192,672 | \$206,726 |

Source: American Community Survey (ACS)

<sup>3</sup> [http://sfmohcd.org/sites/default/files/Documents/MOH/Asset%20Management/2018%20AMI-IncomeLimits-HMFA\\_04-06-18.pdf](http://sfmohcd.org/sites/default/files/Documents/MOH/Asset%20Management/2018%20AMI-IncomeLimits-HMFA_04-06-18.pdf)

<sup>4</sup> <http://www.hcd.ca.gov/grants-funding/income-limits/state-and-federal-income-limits/docs/inc2k18.pdf>

<sup>5</sup> The median rent for a 2-bedroom is \$4,650 in 2018 (<https://smartasset.com/mortgage/what-is-the-cost-of-living-in-san-francisco>). The definition of rent-burdened is spending more than 30% of income on rent.

During that same period of 2000-2016, the percentage of very low (>30% to ≤50% AMI), low (>50% to ≤80% AMI) and moderate-income (>80% to ≤120% AMI) households has dropped, even when the total number of household in each of those income categories increased slightly in 2016 for all but the >50% to ≤80% AMI bracket (after all falling in 2015). This downward trend has continued from the latest year that data was included the MAP2020 report (2014). It is also noteworthy that the middle-income households (>120% to ≤150% of AMI) have consistently decreased year after year since 2011.

In 2016, some of the MAP2020 tenant protection and business retention programs ramped up and in 2017 and 2018 many of the small sites acquisitions and new affordable housing units are coming online. These investments may impact AMI trends in the Mission.

**Table 3. Percent of Households by Area Median Income in the Mission District by Year**

| INCOME CATEGORY    | 2000   | 2010   | 2014          | 2015   | 2016          |
|--------------------|--------|--------|---------------|--------|---------------|
| <30% AMI           | 19.99% | 20.65% | <b>21.75%</b> | 22.99% | <b>23.55%</b> |
| >30% to ≤50% AMI   | 12.75% | 15.48% | <b>13.73%</b> | 13.12% | <b>12.96%</b> |
| >50% to ≤80% AMI   | 19.70% | 16.75% | <b>15.30%</b> | 13.73% | <b>13.30%</b> |
| >80% to ≤100% AMI  | 12.17% | 8.58%  | <b>7.49%</b>  | 6.65%  | <b>6.96%</b>  |
| >100% to ≤120% AMI | 10.02% | 7.78%  | <b>7.50%</b>  | 7.16%  | <b>7.63%</b>  |
| Subtotal ≤120% AMI | 74.63% | 69.24% | <b>65.78</b>  | 63.65% | <b>64.40%</b> |
| >120% to ≤150% AMI | 8.02%  | 8.50%  | <b>9.03%</b>  | 8.96%  | <b>8.15%</b>  |
| >150% to ≤200% AMI | 8.61%  | 8.49%  | <b>8.42%</b>  | 8.84%  | <b>9.47%</b>  |
| >200% AMI          | 8.74%  | 13.77% | <b>16.77%</b> | 18.54% | <b>17.97%</b> |
| Total Households   | 100%   | 100%   | 100%          | 100%   | 100%          |

Source: American Community Survey (ACS)

A rent-burdened household spends more than 30% of their income on rent. Extremely rent-burdened households pay 50% or more of their income on rent. In 2016, 75% of Mission households were renter-occupied; of those households, 37% were rent-burdened, with almost half of those households experiencing extreme rent-burden. (See Figure 6 on page 8.). This is the same rent burden as in 2014, the year it was last reported in the MAP2020 report.

## HOUSING CONDITIONS FOR MISSION RESIDENTS

As of 2016, the Mission District was home to an estimated 24,341 households, a 10% increase from the year 2000. From 2000 to 2016, 3,420 units were added to the Mission. Even as the number of households have increased, overcrowding (defined as more than one person occupying each room in a unit) has decreased. Since 2000, the proportion of renters living in overcrowded conditions has decreased both citywide and in the Mission; however, in the Mission we've seen a much more significant decrease, with a more than 50% reduction in 2000-2016. Overcrowding in owner-occupied households has similarly decreased. This decline might be explained by the loss of family households and the overall decline of the population from 2000-2014. Overcrowding increased around the Great Recession but then resumed its decline. (See Figure 7 on page 11.)

Evictions continue to be a great concern in the Mission. Over 1,000 formal/lawful eviction notices were given in the Mission between 2011 and 2017.

However, eviction notices declined to 144 in 2017 compared to the 175 in 2015 and 182 in 2016. It is important to continue to track evictions given the many eviction prevention and stabilization efforts by the community and the City, through the MAP2020 process, under the Mission Interim Controls, and with other organizing efforts.

Reported buyouts also decreased significantly from 90 in 2015 to 24 in 2017 (103 in 2016). An increase was expected with the decrease in formal/lawful evictions but both appear to be decreasing. Tracking the data in the next reports will allow us to see if this trend holds.

However, evictions data has its limitations, as many evictions may not follow the legal process, buyouts

may not be fully reported to the City, substantial renovations that result in a permanent relocation are not fully captured, and intimidation and harassment are difficult to track. As a result, the number of evictions and buyouts that are actually occurring in the neighborhood is likely higher than the known and recorded numbers.

In the three years since buyout disclosures have been mandated, close to 200 pre-buyout disclosure agreements have been filed with the San Francisco Rent Board.

*Table 4. Reported Evictions in the Mission District, 2000-2016*

|      | OWNER MOVE-IN | ELLIS ACT | OTHER | TOTAL | PRE-BUYOUT DISCLOSURE AGREEMENTS |
|------|---------------|-----------|-------|-------|----------------------------------|
| 2000 | 96            | 17        | 141   | 254   | *                                |
| 2011 | 17            | 11        | 98    | 126   | *                                |
| 2012 | 27            | 33        | 110   | 170   | *                                |
| 2013 | 29            | 78        | 130   | 237   | *                                |
| 2014 | 15            | 31        | 154   | 200   | *                                |
| 2015 | 41            | 22        | 112   | 175   | 90                               |
| 2016 | 35            | 20        | 127   | 182   | 103                              |
| 2017 | 29            | 15        | 100   | 144   | 24                               |

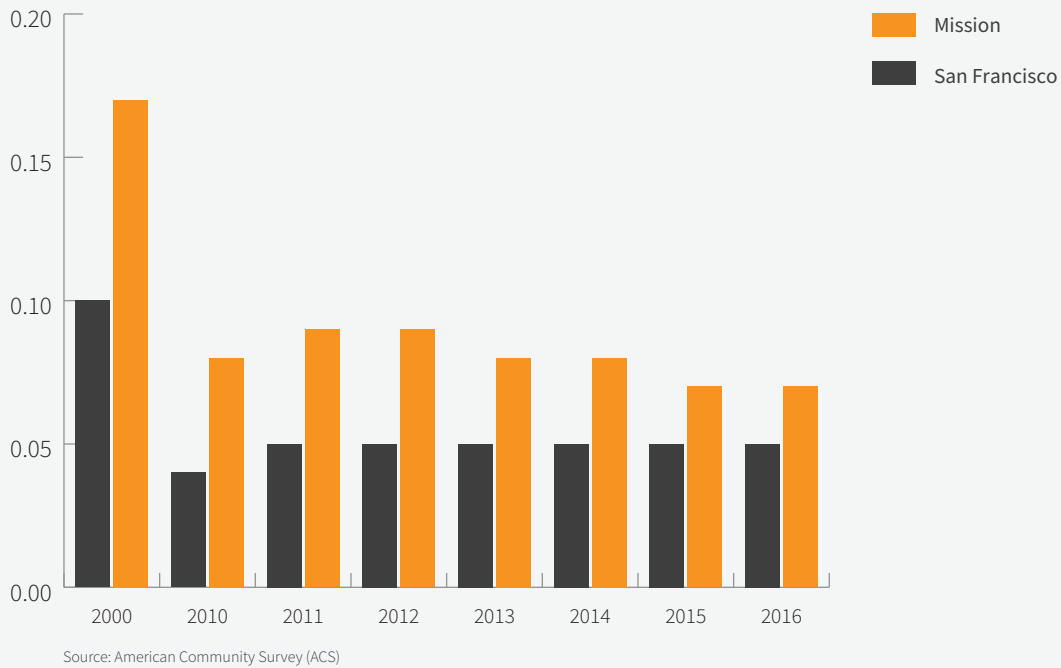
\*No data available  
Source: San Francisco Rent Board

## CHANGES TO THE EXISTING HOUSING STOCK

To date, much of the discussion about housing issues in the Mission focuses on lawful/formal evictions and the pipeline of new market-rate units. This doesn't capture the dramatic changes in the neighborhood's existing housing stock. A preliminary analysis of parcel level data for the following randomly chosen four residential blocks in the Mission used available data on the City's Property Information Map<sup>6</sup> (PIM) and Redfin. These blocks were selected at random, but generally represent the neighborhood's existing housing.

<sup>6</sup> <http://propertymap.sfplanning.org/>

Figure 7. Proportion of Renters who live in Overcrowded Conditions



- 300 block of South Van Ness (between 15th and 16th)
- 800 block of Alabama Street (between 20th and 21st)
- 1100 block of York St (between 23rd and 24th)
- 3200 block of 25th (between South Van Ness and Folsom)

Based on these blocks, there are clear trends in primarily residential blocks: sales have doubled in the most recent decade compared to the prior decade; condo conversions of two-unit buildings are high; the number of units in older buildings that have been converted to luxury through significant physical renovation or conversion to condos or TICs is 35% overall. (See Table 5.)

Although there are challenges to collecting, cleaning, and analyzing parcel-level data, this small case study at a granular level reveals noteworthy trends. Adding

data on TICs, evictions, and short-term rentals could reveal more. Future iterations of this report will attempt to provide that data for a more complete picture of other trends.

The City conducted a Housing Needs and Trends report, completed in summer 2018. The study collected data on unit characteristics, unit affordability, and resident demographics and income levels. The study provides useful information about San Francisco's complex housing universe and will help the City identify policy interventions to promote housing affordability and stability. Although the study is looking at citywide trends, the data will be informative to MAP2020.

## HOUSING AND COMMERCIAL PRODUCTION

The development pipeline includes all the real estate development projects that have submitted

*Table 5. Case Study of Changes to Existing Housing Stock*

|  | 300 BLOCK OF SOUTH VAN NESS | 800 BLOCK OF ALABAMA STREET | 1100 BLOCK OF YORK ST | 3200 BLOCK OF 25TH ST | TOTALS     |
|--|-----------------------------|-----------------------------|-----------------------|-----------------------|------------|
| <b>Total number of units</b>               | <b>64</b>                   | <b>45</b>                   | <b>59</b>             | <b>52</b>             | <b>220</b> |
| Units that changed ownership 1997-2006     | 9%                          | 18%                         | 17%                   | 19%                   | 15%        |
| Units that changed ownership 2007-2017     | 6%                          | 31%                         | 42%                   | 42%                   | 29%        |
| Units with significant upgrades since 2006 | 23%                         | 38%                         | 41%                   | 38%                   | 35%        |
| Units converted to condos                  | 0                           | 27%                         | 7%                    | 4%                    | 8%         |

Source: SF Planning Department and Department of Building Inspection.

*Table 6. 2017 Quarter 4 Development Pipeline, Mission District*

| DEVELOPMENT STATUS                           | NO. OF UNITS | NO. OF AFFORDABLE UNITS | NO. OF PROJECTS |
|--|--------------|-------------------------|-----------------|
| Under Construction                           | 118          | 6                       | 35              |
| Entitled by the Planning Department          | 1,167        | 445                     | 46              |
| Planning Approved                            | 9            | -                       | 4               |
| Building Permit Filed                        | 380          | 53                      | 11              |
| Building Permit Approved/ Issued/ Reinstated | 778          | 18                      | 31              |
| Under Review                                 | 1,508        | 314                     | 86              |
| Planning Application Filed                   | 881          | 195                     | 26              |
| Building Permit Filed                        | 627          | 119                     | 60              |
| <b>TOTAL</b>                                 | <b>2,793</b> | <b>765</b>              | <b>165</b>      |

Source: SF Planning Department and Department of Building Inspection.

applications to the City. It includes projects ready to break ground as well as projects several years out from possible construction. Both market rate and affordable housing are included in the pipeline. (See Table 6.)

Tables 7, 8 and 9 are included to track the completed affordable housing projects in order to be able to see how projects in the pipeline move forward year after year; dwelling units lost; and commercial development (including PDR loss).

*Table 7. 2011-2017 Affordable Housing Production, Mission District*

|              | PUBLIC SUBSIDY | INCLUSIONARY | SECONDARY UNITS* | TOTAL      |
|--------------|----------------|--------------|------------------|------------|
| 2011         | -              | -            | 7                | 7          |
| 2012         | -              | 6            | 5                | 11         |
| 2013         | -              | 40           | 5                | 45         |
| 2014         | -              | 10           | 6                | 16         |
| 2015         | -              | 10           | 7                | 17         |
| 2016         |                | 22           | -                | 22         |
| 2017         | -              | 4            | -                | 4          |
| <b>TOTAL</b> |                | <b>92</b>    | <b>30</b>        | <b>122</b> |

\* Secondary Units, also known as Accessory Dwelling Units (ADUs), are considered “naturally affordable” and are not income restricted

Source: SF Planning Department and Department of Building Inspection.

*Table 8. 2011-2017 Dwelling Units Lost, Mission District*

| CALENDAR YEAR | UNITS LOST THROUGH ALTERATIONS BY TYPE OF LOSS |                                |            |                   | UNITS DEMOLISHED | TOTAL UNITS LOST |
|---------------|--|--------------------------------|------------|-------------------|------------------|------------------|
|               | ILLEGAL UNITS REMOVED                          | UNITS MERGED INTO LARGER UNITS | CONVERSION | TOTAL ALTERATIONS |                  |                  |
| 2011          | -  | 7                              |            | 7                 | 14               | 21               |
| 2012          | -  | -                              |            | -                 | -                | -                |
| 2013          | -  | 1                              |            | 1                 | 1                | 12               |
| 2014          | 3  | -                              |            | 3                 | 1                | 4                |
| 2015          | 4  | -                              | 1          | 5                 | -                | 45               |
| 2016          | 4  | 0                              | 18         | 22                | 9                | 31               |
| 2017          | 2  | 0                              | 1          | 3                 | 0                | 3                |
| <b>TOTAL</b>  | <b>13</b>                                      | <b>8</b>                       | <b>20</b>  | <b>41</b>         | <b>25</b>        | <b>66</b>        |

Source: SF Planning Department and Department of Building Inspection.

*Table 9. New Commercial Development, Mission*

| YEAR COMPLETED | CULTURAL, INSTITUTIONAL, EDUCATIONAL | MEDICAL       | OFFICE         | PDR / LIGHT INDUSTRIAL | RETAIL        | TOTAL COMMERCIAL SQ FT |
|----------------|--------------------------------------|---------------|----------------|------------------------|---------------|------------------------|
| 2011           | -                                    | -             | -              | (43,315)               | -             | (10,800)               |
| 2012           | -                                    | -             | 108,400        | (98,326)               | 8,290         | 14,394                 |
| 2013           | -                                    | -             | -              | (134,274)              | 1,670         | (70,762)               |
| 2014           | 19,070                               | 15,200        | 10,491         | (72,345)               | 45,263        | (14,919)               |
| 2015           | (36,711)                             | -             | -              | (1,050)                | (10,150)      | 14,284                 |
| 2016           | 2,000                                | 0             | 117,959        | (120,364)              | 3,596         | 2,831                  |
| 2017           | 1,200                                | 0             | (1,010)        | (9,974)                | 2,387         | (7,397)                |
| <b>TOTAL</b>   | <b>385,559</b>                       | <b>15,200</b> | <b>235,840</b> | <b>(479,648)</b>       | <b>51,056</b> | <b>208,007</b>         |

Source: SF Planning Department and Department of Building Inspection.

## TRANSPORTATION

Transportation changes remain a central concern of some Mission community groups, who have been meeting with SFMTA officials with the goal that a holistic equity lens be brought to all new transportation projects. Community concerns have focused most recently on the impacts of emerging mobility systems such as bike and scooter rental programs, as well as the trend towards corporate use of public infrastructure and transit systems, including the various corporate shuttle programs. There is an implicit understanding among some Mission community groups that these new privatized programs and emerging mobility systems could be vehicles for gentrification and displacement and would adversely affect diverse communities unless they are holistically designed from the ground up to be inclusive.

The Mission St. corridor bus red lanes project is regarded by some community residents as emblematic of the harmful impacts that can happen if equity concerns are not properly addressed in transportation projects beforehand through a socioeconomic study, robust community engagement, and a careful rollout that allows for the flexibility needed to address unintended consequences. While intended to improve transit to the Mission and the surrounding areas' low-income residents, many Mission community groups assert that the Mission St. red bus lanes continue to negatively impact small businesses and the working-class residents who rely on these businesses, inadvertently contributing to economic hardship and closure for numerous businesses. In 2018 MEDA conducted a survey of 119 business along Mission St. and 47 of them selected "red bus lanes" as a business concern from a list of options (39.5%). These merchants expressed a variety of concerns, including a loss of sales revenue that merchants felt was partially related to the project, the need for more loading zones, and a perceived lack of customer parking.

Substantive community engagement during the initial planning stages of these transit projects remains a top priority for several Mission community groups, who feel that there has been a historic lack of engagement between the SFMTA and diverse and marginalized communities, especially when it comes to the implementation of new high-impact projects. Several Mission community residents have voiced the concern that it appears that the SFMTA conducts informative outreach after it has decided what transit changes will be made; that the intent of outreach is to educate community members about changes and accept minor input. Diverse Mission residents have long called for a more holistic community engagement process that begins during the initial planning stages of these high impact projects, wherein the community's needs are fully considered, safeguarded, and implemented. In response, SFMTA has been working to be more responsive to these concerns and implement more robust procedures for engagement in all neighborhoods, including the Mission.

In addition to a deeper level of SFMTA community engagement, a number of Mission community groups continue to advocate that for-profit companies seeking to use public infrastructure be required to engage with these communities to understand their needs and offer significant and tangible equity agreements that will guarantee access and accountability long after permits are granted and programs implemented. As such, a coalition of citywide community groups including many organizations from the Mission have begun meeting with SFMTA to raise the equity bar on applicant commitments to ensure engagement of diverse community groups and that the needs of these groups are reflected in equity baselines. Through this process, Mission groups and SFMTA officials have begun creating a blueprint for securing substantive equity, access, and cultural competency from private partners who seek to implement programs in the public space. This level of engagement could

ultimately serve as a model for multiple types of transportation projects.

## **SOLUTIONS**

The solutions identified in the 2017 MAP2020 report are the culmination of the first two years of work. There is not a single solution to these large systemic issues. But together the solutions continue to stabilize and build resiliency in the face of displacement pressures. (See Solutions in the original 2017 MAP2020 report and in Appendix B of this document).

Since the MAP2020 report was released in March 2017, the following solutions and specific actions to support solutions have been added (some of which are born from community efforts outside of MAP2020 and other City policies and programs).

### ***Tenant Empowerment and Eviction Prevention***

- Increased counseling services for tenants who are served with an eviction notice, experience landlord harassment or other precursors to eviction
- Increased housing counseling services for tenants who desire to pursue Below Market Rate rental and homeownership opportunities

### ***SROs***

- 50 housing vouchers for SRO families were allocated at the end of 2017 for the Housing Authority to move families into family housing

### ***Homelessness***

- Opened a navigation center at 1515 South Van Ness. Supervisor Ronen subsequently worked on the navigation center that will replace the 1515 South Van Ness center upon its closure (to commence housing construction on that site).
- In late 2018, the City is opening the first ever overnight shelter program at a public school. Buena Vista Horace Mann, San Francisco's only public

K-8 Spanish immersion school, will house families of students at the school in an overnight shelter on school grounds, giving them access to rapid rehousing services.

### ***Economic Development***

- Extended Interim Controls on restaurants until 2019 in order to craft permanent controls
- Adopted permanent commercial controls to allow some types of PDR on Mission Street
- Adopted controls to remove competing non-PDR uses in PDR districts
- Adopted Mission Street merger and commercial controls to help retain small business spaces and the character of Mission Street
- Introduced commercial controls for restaurants and alcohol-serving uses to help balance and stabilize the Mission Street corridor mix

### ***Transportation-related to support businesses***

- Marketing campaign for a portion of Mission Street to support businesses after implementation of transit rapid lanes
- Lowrider events on Mission Street to retain the occurrence of this cultural event
- Parking validation for Mission Street corridor businesses
- Modification to some rapid lanes changes such as removal of two required right turns, decision not to implement transit bulbs in order to avoid further disruption to businesses, and working with individual businesses to address specific curb management issues.
- Socioeconomic study for future projects to inform allocation of construction mitigation funds and to help design projects in a manner that supports the particular needs of local businesses.
- Additional outreach on 16th Street Improvement Project prior to project implementation.

## PROGRESS REPORT

### TARGETS

MAP2020 defines targets for five areas: housing production; housing-related services; production, distribution, and repair; small business; and nonprofits/community organizations. The targets are the anticipated results of the cumulative investment of the 63 MAP2020 solutions, additional interventions, and other parallel efforts. Specifically, MAP2020 laid out the following targets:

**1. Housing production:** The community identified a target of 2,400 permanent affordable units by 2020. The collaborative process set a range of 1,700-2,400 units. This is contingent on the many factors that impact construction and acquisition. As of spring 2017, there were already close to 1,000 affordable units in the pipeline (100% affordable new construction, acquisition of small sites, and inclusionary units).

Table 10. Housing Production Targets

| AFFORDABLE HOUSING UNITS  | UNITS       |
|---|-------------|
| 100% affordable housing<br>2060 Folsom (127 units)<br>490 South Van Ness (89 units)<br>1296 Shotwell (96 units)<br>Casa de la Mision (40 units)<br>1950 Mission (157 units)<br>681 Florida (2070 Bryant) (130 units)<br>1990 Folsom (143 units) | 782         |
| Inclusionary  | 87+         |
| Small sites acquisition   | 120+        |
| <b>TOTAL</b>  | <b>989+</b> |

**2. Housing stabilization:** MAP2020's target is to provide at least 900 Mission clients annually with at least one kind of service, from eviction prevention legal services to tenant rights education to housing counseling to access Below Market Rate rental and homeownership opportunities.

This target was met and exceeded in fiscal year 2017-2018 by serving 1,020 Mission households. It is noteworthy that there may be some duplication in households receiving more than one service. Better client data will account for this in future reports.

**3. Production, distribution and repair (PDR):** The preliminary target for the creation of PDR space is 100,000-151,000 square feet. This assumes no significant unanticipated loss of existing PDR. This target is still being quantified since it takes time for projects to be complete.

**4. Small business:** The small business target was not established in the March 2017 report due to the need for more data on business services. However, a new Business Outreach Specialist was hired in FY17-18 with the following annual targets set and completed for business referrals and assistance.

| ACTIVITY                                  | GOAL | ACTUAL |
|---|------|--------|
| Business Referrals                        | 40   | 40     |
| Business that received program assistance | 20   | 40     |
| Business interactions                     | 360  | 305    |
| Average visits per month                  | 30   | 25     |

The goals established for business referrals and for those that have received business assistance were met and exceeded. Due to a gap in personnel, interactions and average visits per month were slightly lower than the goal set for the fiscal year. However permanent staff is in place and business outreach goals are expected to be met or exceeded for the next review period.

**5. Nonprofits and community organizations:** The initial targets for nonprofits and community organizations were to provide assistance to a minimum of 48 nonprofits annually that serve low- and moderate-income residents; and to assist eligible nonprofits in acquiring a minimum of 20,000 square feet of permanent below-market



space serving Mission residents. OEWD assisted 211 nonprofits, exceeding the target. Through the Nonprofit Sustainability Initiative, nonprofits with sites located in the Mission were awarded \$1,868,633 (of \$5 million total) to seed the creation of 18,000 square feet of new, nonprofit-owned space, and to stabilize 15,023 square feet of leased space. Therefore, the space stabilization target was also exceeded (through acquisition and lease stabilization). Eligibility for the Initiative required nonprofits to demonstrate a track record of serving low-income or historically underserved populations.

## QUALITATIVE SOLUTIONS

Evaluating progress towards the outcomes of all the other solutions can be complex, so we have created an evaluation matrix (Appendix A) that clusters solutions by category and defines the investments, outputs, and outcomes for each category, as well as how data can be tracked. Appendix B also updates the status of all original and any additional solutions. Each annual status report will dive into the data for a select few solutions. This 2017 report highlights progress on the five following solution categories.

1. Eviction Protections
2. Funding for Preservation of Affordable Units
3. Economic Development: Arts
4. Economic Development: PDR
5. Economic Development: Small Business

## EVICITION PROTECTIONS

Six MAP 2020 solutions specifically address eviction prevention & tenant empowerment. To implement these solutions, public dollars are granted through a competitive process to community-based organizations (CBOs) for housing-related services that help curb displacement by providing access to legal services, mediation, and tenant rights' education and

counseling. These services help ensure that tenants know and exercise their rights. The City also funds CBOs to help equip tenants with the tools necessary to navigate the City's Below Market Rate rental and homeownership opportunities. The outputs, which are the direct result of that investment, are the number of individuals/ households provided with these housing-related services, as well as the number of quantitative and qualitative reports produced analyzing eviction patterns. Because outcomes are longer-term, the data is not yet available to quantify the outcomes.

To increase access to affordable housing opportunities, the City launched the DAHLIA Housing Portal, which centralizes Below Market Rate opportunities and streamlines the application process in all four of the City's official languages. To prevent evictions and empower tenants, the City funded community-based organizations to provide legal services, housing counseling, and tenant rights education and counseling.

The Mission District represents the second-most-served neighborhood in eviction-related legal services and the most-served neighborhood in housing counseling and tenant rights education and counseling. In fiscal year 2017-18 to date (July 1, 2017-April 13, 2018), the following investments were made in eviction protections.

- \$4,500,000 has been invested citywide in eviction-related legal services to keep 2,196 households facing eviction in their homes; 197 Mission District households have been served.
- \$2,000,000 has been invested citywide in housing counseling to increase access to BMR opportunities for 2,356 households; of these, 245 Mission households were served.
- \$1,850,000 has been invested in citywide tenant rights' education and counseling to ensure that

tenants know and exercise their rights. Citywide, 5,226 households were served, including 580 households in the Mission.

### **FUNDING FOR PRESERVATION OF AFFORDABLE UNITS**

MAP2020 identified two solutions for the preservation of affordable units. One solution is the Small Sites Program (SSP), which provides acquisition and rehabilitation financing for rental buildings of 5-25 units. The SSP goal is to stabilize buildings subject to rent control that are occupied by low- to moderate-income tenants throughout San Francisco which are particularly susceptible to market pressure, and can result in property sales, increased evictions, and rising rents. Through the SSP, units are deed restricted to be affordable for 55 years, and are owned and managed by local nonprofit housing organizations. The second solution to fund the preservation of affordable units is the Acquisition and Rehabilitation Program. This program is similar to the SSP, but funding is dedicated to buildings with more than 50 units.

- In fiscal year 2017-18, the City invested \$17 million in the Mission to purchase and rehabilitate privately owned properties in order to maintain their affordability. Six properties were purchased, preserving affordability for 47 residential units and eight commercial spaces.
- At the time of publication (October 2018), the City's invested in the Mission through the Acquisition and Rehabilitation Program was not available.

### **ECONOMIC DEVELOPMENT: ARTS**

The Mission Action Plan 2020 identified four solutions to support economic development of the arts. These solutions include increasing the amount of accessible space for artists, exploring policies to retain or increase spaces for artists, cataloguing existing arts spaces and resources, and exploring the creation of a Mission Arts District. San Francisco's Office of Economic and

Workforce Development and the Arts Commission are the primary public agencies that manage programs and funds for arts.

- In Fiscal Years 2016-2017, the City awarded \$1,868,633 to Mission organizations via the Nonprofit Sustainability Initiative. This investment will lead to the creation of 18,000 square feet of new, nonprofit-owned space, including 10,000 square feet for child care. This funding also stabilized 15,023 square feet of arts leased space in the Mission. In addition, 11 organizations were awarded technical assistance.
- The Arts Commission and the Office of Economic and Workforce Development supported the work of the Northern California Community Loan Fund (NCCLF) through the Nonprofit Sustainability Initiative and the Nonprofit Displacement Mitigation Program (NDMP) to provide technical assistance in real estate and to help secure long-term facilities. Through the NSI and NDMP, NCCLF has helped secure space for 17 Mission District arts nonprofits.
- MOHCD has several projects underway in the Mission that will include arts and culture space. These include 2070 Bryant street and 1990 Folsom.
- In fall 2017, the Arts Commission awarded a \$115,000 grant to the Mission Economic Development Agency to provide coaching and counseling to San Francisco-based artists and cultural workers to support their ability to enter into the Below Market Rate (BMR) rental and home purchasing programs.
- The Arts Commission continues to award grants to individual artists and arts nonprofits based in the Mission. In fiscal year 2016-17, the Arts Commission invested \$1,011,250 in Supervisorial District 9. The Arts Commission also provides annual support for the City-owned Mission Cultural Center for Latino Arts (MCCLA). In fiscal year 2016-17, MCCLA received

\$578,434 in grant funding.

- The Arts Commission and Office of Economic and Workforce Development are supporting the Community Arts Stabilization Trust with supplemental funding through an Our Town Grant from the National Endowment for the Arts to map physical cultural spaces throughout the City. A dynamic, interactive, data-rich mapping tool that will help private and public developers, urban planners, city policymakers, cultural advocates, existing and nascent cultural districts, and arts nonprofits visualize extant cultural assets and related information by neighborhood and in relation to current and future public transit routes. The map contains information about development projects in the long-term pipeline so that nonprofits searching for sustainable space, and trusts or holding entities that serve the arts can “get in early” on real estate acquisition before properties become unattainable for our sector. The map debuted in December 2017.
- With support from the Arts Commission, the Calle 24 Latino Cultural District was granted funds from the California Arts Council to participate in an innovative new program that highlights thriving cultural diversity and unique artistic identities within California, home to the country’s leading creative economy. Calle 24 was selected along with SOMA Pilipinas to join 12 other districts statewide.

### **ECONOMIC DEVELOPMENT: PDR**

MAP2020 identified two solutions to support the economic development of Production, Repair and Distribution (PDR) (manufacturing/industrial) uses. These solutions include enforcing existing regulations that retain and protect PDR businesses, in addition to implementing policies, programs and services that retain, promote, and attract PDR businesses. San Francisco’s Planning Department oversees the implementation of land use policies and ensures existing regulations are followed. The Office of

Economic and Workforce Development supports PDR businesses via business development, financial advising, and guidance on real estate transactions.

The numbers below represent the total for citywide efforts, including the Mission District.

- Over 300 students have participated in programs introducing them to local manufacturing. John O’Connell High School, located in the Mission, is a partner school and has had 7 manufacturing experiences tailored for them.
- Over 25 job placements and over 175 job referrals took place in one year.
- Over 550 people attended workshops on manufacturing and apparel businesses.

Mission-specific data for PDR enforcement was not yet available as of publication for fiscal years 16-17 and 17-18. However, loss of PDR complaints significantly dropped from 41 in FY15-16 to 3 cases in FY16-17 city-wide. Mission specific data will be posted on the project website before the end of calendar year 2018.

Legislation to protect and expand PDR uses was also passed in FY18-19.

### **ECONOMIC DEVELOPMENT: SMALL BUSINESSES**

National commercial retail trends continue to move towards online shopping. In addition, shifting consumer preferences and increasing rents have created a challenging environment of uncertainty for long time Mission neighborhood-serving businesses. Small businesses are important to the Mission experience, not only in providing access to daily goods and services, but in sharing cultural attributes and products. Community groups and city agencies, led by the Office of Economic and Workforce Development, have increased technical assistance to small businesses on the Mission St. corridor to help with lease negotiations, business and marketing plans, and

enrolling in stabilization programs such as the Legacy Business program.

As the influx of higher income earners continues in the Mission, community groups have observed a disproportionate amount of the commercial space on the Mission St. corridor change from low-price-point community-serving businesses to upscale, destination-site businesses and office spaces targeting high-income earners. As a result, community groups and stakeholders have scaled up their organizing efforts and implemented a strategy of negotiating equity agreements with developers of new mixed-use housing developments and offices, as well as new upscale retail, bar, and restaurant projects moving into existing spaces.

While these community agreements vary in their structure and terms based on the type of project, they have in common a request for outcomes that help safeguard the needs of existing working-class and immigrant residents. Notable examples of these community equity agreements are the mixed housing and retail development at 2100 Mission St. and the office co-working space the Impact Hub located at 1885 Mission St. Through their negotiating efforts with the developer of 2100 Mission Street, community groups were able to secure a 50-year subsidized lease for a low-price-point community-serving business, an additional affordable housing unit, and a Latinx/Chicanx mural wrapping around the new ground floor retail space. The community agreement for the Impact Hub has roughly a dozen community benefits, including deeply discounted memberships, subsidized office space to nonprofits, and a substantial quantity of subsidized and free meeting, event, and assembly space uses for Mission community-serving organizations.

The City's Office of Economic and Workforce Development has also developed various programs to strengthen existing businesses and contribute to

their sustainability. These programs provide technical assistance for existing businesses, so that they are sustainable, profitable and thrive.

A six month bilingual Mission Marketing Campaign kicked off in April 2017 ended in October 2017. This project was funded by SFMTA and Invest In Neighborhoods (OEWD) and partnered with multiple organizations and agencies.

- 50 businesses participated directly and received varied marketing support including: professional photograph services and web, radio, social media and television promotion.
- A Mission Street website and social media page were developed and have continued to market businesses, products and events.
- Univision partnership for marketing included 274 radio advertisements and mentions with a net reach of 1m, 3 TV segments estimated viewers of 9,000 and facebook posts reached 19,388.

Also to support small businesses, zoning modifications (solution 10E) that support small storefronts, protect legacy businesses, and support retention of retail spaces, have been developed with community input and will be moving through the legislative process, including the Board of Supervisors and Planning Commission. Monitoring of indicators relevant to the modifications will be required to be reported on two and five years after implementation.

For legacy businesses, Mission Street zoning modifications are being proposed that will require a Conditional Use Authorization if a legacy business on the registry is being replaced. This will require a hearing and engagement of community when a legacy business is being replaced.

An economic analysis of Mission Street was completed in August 2017 to help inform solutions that support economic development. This report included the

composition of corridor businesses, employment sectors, and assessed strengths, weaknesses, and opportunities.

Lease negotiation and legal advice continues to be available for businesses citywide, including for potential relocation, lease negotiation, eviction defense and finding a new space. As needed businesses are referred by OEWD and MOHCD agencies to access this service.

Between the period of July 2017-June 2018 a grant was provided to Mission Economic Development Agency who hired a business outreach specialist to conduct door to door business outreach to make them aware of services and establish relationships for ongoing support.

## CONCLUSION

The Mission Action Plan 2020 has been an exceptional, unique approach to community planning. It models a new framework for City government and community to discuss complex issues of gentrification and displacement. Most importantly, the process has offered a civil forum for differing opinions to be voiced and heard.

Preliminary data on evictions indicate that they're decreasing, and demographic data indicates that the decrease of Latino population in the Mission is slowing. More data on informal/illegal evictions and commercial trends will provide a more detailed picture of outcomes and focus MAP2020 next steps on appropriate strategies and revised targets to stem displacement and stabilize the neighborhood .

MAP2020 is now in its fourth year. The public-community partnership and shared commitment to the process is helping the city tackle some of the most complex and politically charged issues of this era. Community groups and City agencies continue to engage on issues of residential, commercial and cultural displacement.

Many members of the community remain focused on a tactical shift away from instituting a wide array of beneficial but individual mitigation plans to a more wholly encompassing equity-first approach that creates a network of opportunity in advance of individual projects, legislative initiatives, and City plans. The Planning Department's soon to be established racial and social equity protocols are regarded as an enormous step in the right direction to many community groups. They would like to see these kind of equity protocols lead all City decisions—from transportation to policy to public works and housing—continually analyzing and weighing each project not only for its potential benefits but first and foremost for

its potential harms to the most vulnerable community members. In this way, community groups focused on social equity hope that the potential harmful impacts of any and all substantive processes can be fully addressed ahead of time, creating healthier outcomes for those who need it most during this crisis.

## APPENDIX A

### MAP2020 EVALUATION MATRIX

To assess the efficacy of MAP2020 solutions in addressing the MAP2020 goal and six objectives, the following data is being tracked year by year by agencies in order to generate the annual status report. Note: some agencies are updating their data tracking methods and this will likely change in future updates to this status report. This matrix is to highlight that agencies are monitoring and evaluating progress on the outcomes of the solutions.

|  | SOLUTION  | METRIC: INVESTMENT, OUTPUT OR OUTCOME            |   | DATA COLLECTION<br>SOURCE/METHOD/FREQUENCY   |
|--|---|--|---|--|
| Solution 1) Tenant Empowerment and Eviction Prevention (formerly “Tenant Protections”) |   |  |   |  |
| Housing Support Services   | 1T. Expand existing services that help residents gain access to housing   | Investment                                       | public \$ granted to CBOs for access to housing and tenant counseling   | Source: MOHCD<br>Method: Dept budget<br>Frequency: Fiscal Year   |
|  | 2T. Expand culturally responsive tenant counseling programs   | Output<br>(what is produced through investments) | # of individuals provided with access to housing and tenant counseling  | Source: MOHCD<br>Method: Grant Reports<br>Frequency: semiannually  |
|  | 3T. Create/expand community education campaign for residents at risk of eviction  |  | # of community education campaigns launched   |  |
|  | 11T. Maximize acceptance of rental subsidies  | Outcome<br>(resulting change/benefits)           | # BMR and 100% affordable housing applications submitted<br># of rental subsidy recipients stably housed  | Source: MOHCD<br>Method: Grant Reports<br>Frequency: semiannually  |
| Eviction Prevention & Tenant Empowerment   | 4T. Increase legal representation for tenants who face unlawful detainer lawsuits filed to remove the tenant from the rental unit, as well as other legal actions that may lead to eviction | Investment                                       | public \$ granted to CBOs for eviction prevention legal services<br>public \$ granted to CBOs for mediation services in affordable housing<br>public money granted to CBOs for eviction prevention tenant counseling<br>public \$ granted to CBOs for housing counseling                          | Source: MOHCD<br>Method: Dept. Budget<br>Frequency: Fiscal Year  |
|  | 5T. Minimize evictions from affordable housing  |  |   |  |
|  | 6T. Create city enforcement mechanisms to monitor/enforce compliance with eviction ordinances and temporary relocation due to repair, construction, and fire                                | Output<br>(what is produced through investments) | # of individuals/households provided with eviction prevention legal services<br># of households in affordable housing provided with mediation services<br>#of households provided with eviction prevention tenant counseling services<br># of households provided with housing couesling services | Source: MOHCD<br>Method: Grant Reports<br>Frequency: semiannually  |
|  | 7T. Identify mechanisms to improve enforcement of restrictions on short-term rentals and mechanisms to achieve compliance and enforcement   |  |   |  |
|  | 9T. Encourage and support policy efforts to amend the Ellis Act to exempt San Francisco from certain provisions   | Outcome<br>(resulting change/benefits)           | # of households protected from eviction<br># of conflicts resolved through mediation<br># heads of households with increased indertanding of their tenant rights<br># heads of households who are better equipped to access BMR opportunities   | Source: MOHCD<br>Method: Grant Reports<br>Frequency: Semiannually<br><br>Source: MOHCD<br>Method: Grant Reports<br>Frequency: Semiannually |
|  | 10T. Expand analysis of eviction data   |  |   |  |
| Legislation  | 8T. Explore the practical feasibility of imposing restrictions on non-primary residences (NPRs)   | Investment                                       | # FTE City staff  | Source: City agencies<br>Method: Dept budgets<br>Frequency: annual   |
|  | 12T. Explore strategies to address long term relocation of residents as a result of fire  | Output<br>(what is produced through investments) | Legislation   | not applicable   |
|  | 13T. Review occupancy requirements to create greater flexibility for tenants  | Outcome<br>(resulting change/benefits)           | # of residents stably housed<br># of vacant units decreases   | Source: MOHCD<br>Method: grant report<br>Frequency: semi-annual<br><br>Source: Planning<br>Method: Housing Inventory<br>Frequency: annual  |
|  |   |  |   |  |



|  | SOLUTION  | METRIC: INVESTMENT, OUTPUT OR OUTCOME            |  | DATA COLLECTION<br>SOURCE/METHOD/FREQUENCY   |
|--|---|--|--|--|
| Solution 2) SROs                             |   |  |  |  |
| Legislation                                  | 1S. Strengthen the definition of tenancy as it pertains to SROs or modify Hotel Conversion Ordinance to protect tenants       | Investment                                       | # FTE City staff   | Source: City Agencies<br>Method: Dept budgets<br>Frequency: one time   |
|  | 6S. Implement guidelines for prioritizing moving families from SROs into affordable family units.                             | Output<br>(what is produced through investments) | Legislation  | not applicable   |
|  |   | Outcome<br>(resulting change/benefits)           | # of families in SRO units   | Source: DBI<br>Method: agency reports<br>Frequency: quarterly  |
| Programmatic                                 | 3S. Increase supportive services to SRO tenants living in private SROs not managed or master leased by the City or nonprofits | Investment                                       | # FTE City staff<br>public \$ allocated  | Source: City Agencies<br>Method: Dept budgets<br>Frequency: annual   |
|  | 5S. Improve code enforcement in SROs  | Output<br>(what is produced through investments) | # SRO tenants provided with housing support services yearly building inspections of SROs<br><br>Decrease in time from complaint to remedy DPH online complaint tracking system | Source: DBI or SRO collaboratives<br>Method: grant reports<br>Frequency: annual                                      |
|  |   | Outcome<br>(resulting change/benefits)           | # of SRO tenants moving into stable housing<br>Improved living conditions<br>Decrease # of SRO evictions   | Source: DBI or SRO collaboratives<br>Method: grant reports<br>Frequency: quarterly                                   |
| Property Management                          | 2S. Identify opportunities to master lease privately owned and managed SRO Buildings  | investment                                       | # CBO staff time<br># FTE City staff<br>public \$ allocated to SRO acquisition   | Source: City Agencies<br>Method: Dept budgets<br>Frequency: annual   |
|  | 4S. Identify opportunities to acquire privately owned and managed SRO buildings   | Output<br>(what is produced through investments) | # of new master leases<br># of SRO buildings under public / nonprofit ownership  | Source: TBD<br>Method: Dept. budgets<br>Frequency: fiscal year   |
|  |   | Outcome<br>(resulting change/benefits)           | # of tenants in stabilized SRO housing<br>Improved living conditions<br>Decrease # of SRO evictions  | Source: TBD<br>Method:Department budgets<br>Frequency: Fiscal year   |
| Solution 3) Preservation of Affordable Units |   |  |  |  |
| Legislation                                  | 1P. Explore Tenant's First Right to Purchase legislation  | Investment                                       | # FTE City staff<br># CBO staff time   | Source: Board and Departments<br>Method: TBD<br>Frequency: one time  |
|  | 4P. Explore a City's first right of refusal   | Output<br>(what is produced through investments) | Legislation to support Tenant's First Right of Refusal<br>Legislation supporting City's First Right of Refusal<br>Definition of rehabilitation and enforcement mechanisms      | Source: Board<br>Method: legislative reports<br>Frequency: one time  |
|  | 5P. Preserve rent-control units when major rehabilitations occur  |  | Outcome<br>(resulting change/benefits)   | # of affordable units preserved<br># units converted to luxury decreases<br># units converted to TIC/condo decreases |



|  | SOLUTION   | METRIC: INVESTMENT, OUTPUT OR OUTCOME         |  | DATA COLLECTION SOURCE/METHOD/FREQUENCY  |
|--|--|---|--|--|
| Funding for Preservation of Affordable Units | 2P. Replenish funds for Small Sites program  | Investment                                    | \$ for small site acquisition<br>\$ for acquisition and rehabilitation   | Source: MOHCD<br>Method: Annual reports<br>Frequency: Fiscal Year  |
|  | 3P. Replenish funds for Acquisition and Rehabilitation program   | Output (what is produced through investments) | # of units of affordable housing preserved<br># of households protected from eviction  | Source: MOHCD<br>Method: Annual reports<br>Frequency: semi-annual  |
|  |  | Outcome (resulting change/benefits)           | # of low-income households in stable housing   | Source: MOHCD<br>Method: Annual reports<br>Frequency: semi-annual  |
| <b>Solution 4) Housing Production</b>        |  |   |  |  |
| Funding                                      | 2H. Continue site acquisition (public, nonprofit, private) to build 100% affordable housing  | Investment                                    | \$ for site acquisition<br>\$ for acquisition and rehabilitation   | Source: MOHCD<br>Method: Annual reports<br>Frequency: Fiscal year  |
|  |  | Output (what is produced through investments) | # of units of affordable housing preserved<br># of households protected from eviction  | Source: MOHCD/Planning<br>Method: Annual reports<br>Frequency: Semi-annual   |
|  |  | Outcome (resulting change/benefits)           | # of low-income households in stable housing   | Source: MOHCD<br>Method: Annual reports<br>Frequency: semi-annual  |
| Zoning                                       | 1H. Examine and develop zoning strategies to produce more affordable housing   | Investment                                    | # FTE City staff   | Source: Planning Department<br>Method: TBD<br>Frequency: one time  |
|  | 3H. Produce more family-sized affordable units   | Output (what is produced through investments) | Family Housing Design Resource Guide legislation   | not applicable   |
|  | 5H. Consider allowing affordable housing on a limited number of underutilized Production, Distribution, and Repair (PDR) parcels with a ground floor requirement for PDR | Outcome (resulting change/benefits)           | increase allowable density<br>Increase in number of affordable and family units  | Source: Planning Department<br>Method: staff reports<br>Frequency: one time and annual   |
| Legislation                                  | 4H. Incentivize childcare-friendly units   | Investment                                    | # FTE City staff   | Source: Planning and Board<br>Method: staff reports<br>Frequency: one time   |
|  | 6H. Allow and incentivize units via legislation for "in-law" units and the soft story retrofit program   | Output (what is produced through investments) | Legislation (code changes)<br>Housing Bond in a regular cycle  | Source: Planning, Board, Mayor's Office<br>Method: One time / TBD<br>Frequency: one time / TBD   |
|  | 7H. Create incentives for new 100% affordable housing, such as fee deferrals   | Outcome (resulting change/benefits)           | # affordable housing units   | Source: MOHCD<br>Method: annual reports<br>Frequency: Annual   |
| <b>Solution 5) Economic Development</b>      |  |   |  |  |
| Arts   | 1E. Increase the amount of accessible space for artists  | Investment                                    | \$ for programs to support 1E, 2E, 3E, 4E  | Source: Arts Commission, MOHCD, OEWD, Nonprofit Partners<br>Method: Staff, grant reporting<br>Frequency: annual                        |
|  | 2E. Explore policies to retain or increase spaces for artists  | Output (what is produced through investments) | # programs existing and created<br># artists serve<br># of arts organizations served<br># of audience members attending cultural events in new and retained art spaces in a FY | Source: Arts Commission, OEWD, Nonprofit Partners, Community Organizations<br>Method: staff and grant reporting<br>Frequency: annually |
|  | 3E. Catalogue existing art spaces and resources  |   |  |  |
|  | 4E. Explore creation of a Mission arts district  | Outcome (resulting change/benefits)           | # of arts spaces retained<br># of arts spaces created<br># of projects completed   | Source: Arts Commission, OEWD, Nonprofit Partners, Community Organizations<br>Method: staff and grant reporting<br>Frequency: annually |

|                                | SOLUTION   | METRIC: INVESTMENT, OUTPUT OR OUTCOME            |   | DATA COLLECTION<br>SOURCE/METHOD/FREQUENCY   |
|--------------------------------|--|--|---|--|
| Community Serving Business     | 5E. Promote and encourage businesses to be community serving   | Investment                                       | \$ of programs to encourage and promote community serving businesses support commercial business ownership, promote community serving uses in new developments, attract community serving businesses, support alternative business models including coops, development of interventions or controls to incentivize or protect community serving uses and to retain promote and attract PDR businesses | Source: OEWD, MOHCD, Nonprofit Partners, Community Organizations<br>Method: staff and grant reporting<br>Frequency: annually |
|                                | 6E. Support commercial business ownership  |  |   |  |
|                                | 7E. Increase commercial space and promote community serving uses in new developments   |  |   |  |
|                                | 8E. Attract community serving businesses   |  |   |  |
| PDR                            | 9E. Support alternative business models including coops  | Output<br>(what is produced through investments) | # of program or policies developed<br># clients that access programs<br># advocacy interventions (community)  | Source: OEWD, Nonprofit Partners, Community Organizations<br>Method: staff and grant reporting<br>Frequency: annually        |
|                                | 10E. Develop interventions or controls to incentivize and/or protect community serving uses, including for the Calle 24 Latino Cultural District |  |   |  |
|                                | 12E. Retain, promote, and attract PDR businesses   | Outcome<br>(resulting change/benefits)           | # community serving businesses in new developments<br># new community serving businesses<br># community serving uses protected  | Source: OEWD, Nonprofit Partners, Community Organizations<br>Method: staff and grant reporting<br>Frequency: annually        |
|                                |  |  |   |  |
| Workforce Development          | 11E. Enforce existing regulations to retain and protect PDR space  | Investment                                       | # FTE enforcement staff   | Source: Planning Dept<br>Method: Budget<br>Frequency: annual   |
|                                |  | Output<br>(what is produced through investments) | # square feet of PDR space retained from illegal conversion   | Source: Planning Dept<br>Method: enforcement cases<br>Frequency: none  |
|                                |  | Outcome<br>(resulting change/benefits)           | # of illegal conversions of PDR space decreases   | Source: Planning Dept<br>Method: EN monitoring reports<br>Frequency: every 5 years   |
| Programmatic                   | 13E Assess and improve the accessibility of existing workforce services  | Investment                                       | # FTE City staff dedicated to workforce assessment  | Source: OEWD and Nonprofit Partners<br>Method: staff reporting<br>Frequency: Annually  |
|                                |  | Output<br>(what is produced through investments) | # of efforts to improve access to existing workforce services   | Source: OEWD and Nonprofit Partners<br>Method: staff and nonprofit partner reporting<br>Frequency: Annually                  |
|                                |  | Outcome<br>(resulting change/benefits)           | # individuals receiving workforce development services<br># individuals notified of workforce development services  | Source: OEWD and Nonprofit Partners<br>Method: staff and nonprofit partner reporting<br>Frequency: Annually                  |
| Solution 6) Community Planning |  |  |   |  |
| Programmatic                   | 1C Create an ongoing community and city staff education and engagement program   | Investment                                       | #FTE staff and events   | Source: Planning<br>Method: TBD<br>Frequency: Annually   |
|                                |  | Output<br>(what is produced through investments) | # of training/education session; training materials produced  | Source: Planning<br>Method: TBD<br>Frequency: Annually   |
|                                |  | Outcome<br>(resulting change/benefits)           | increased awareness of process; increased participation; sponsors engage with community members earlier   | Source: Planning<br>Method: TBD<br>Frequency: TBD  |

|                          | SOLUTION   | METRIC: INVESTMENT, OUTPUT OR OUTCOME            |  | DATA COLLECTION<br>SOURCE/METHOD/FREQUENCY           |
|--------------------------|--|--|--|--|
| Process Improvement      | 2C Improve Pre-App community review of proposed development projects   | Investment                                       | # FTE staff  | Source: Planning<br>Method: TBD<br>Frequency: TBD    |
|                          | 3C Improve representation of community concerns in Commission presentations for proposed development projects.     | Output<br>(what is produced through investments) | additional and earlier community meetings<br>staff reports inclusive off all input   | Source: Planning<br>Method: TBD<br>Frequency: TBD    |
|                          |  | Outcome<br>(resulting change/benefits)           | improved reach, frequency and timing of meetings<br>improved information to the Planning Commission regarding community concerns | Source: Planning<br>Method: TBD<br>Frequency: TBD    |
| Solution 7) Homelessness |  |  |  |  |
|                          | 10 Increase supportive services to homeless  | Investment                                       | # of programs and budget for annual services<br>\$ for acquisition<br>% of units for housing homeless individuals                | Source: HSH<br>Method: TBD<br>Frequency: Annually    |
|                          | 20 Explore acquiring or master leasing one SRO or similar building to house homeless individuals                   | Output<br>(what is produced through investments) | Direct services and programs<br>An SRO hotel<br>Additional units in new developments   | Source: HSH<br>Method: TBD<br>Frequency: One time    |
|                          | 30 Explore the feasibility of including more housing for homeless in new affordable developments (mixed-housing) " | Outcome<br>(resulting change/benefits)           | TBD  | Source: HSH & MOHCD<br>Method: TBD<br>Frequency: TBD |

## APPENDIX B

|   |     |   | 1. Maintain the socio-economic diversity of the neighborhood | 2. Protect tenants at risk of eviction | 3. Increase the proportion of affordable units | 4. Stem the loss of and promote community businesses, cultural resources, and social services | 5. Retain and promote light-industrial space | 6. Increase economic security |  |
|---|-----|---|--|--|--|---|--|-------------------------------|--|
|   | #   | SOLUTION  | OBJECTIVE  |  |  |   |  |                               |  |
| Solutions Completed   |     | Pass eviction Protections 2.0   |  |  |  |   |  |                               |  |
|   |     | Limiting low-fault evictions  |  |  |  | ●   |  | ●                             |  |
|   |     | Establish neighborhood preference and enhanced outreach   |  |  |  |   |  |                               |  |
|   |     | Housing Bond and Housing Bond dedication  |  |  |  |   |  |                               |  |
|   |     | Improve City art grant application and compliance process   |  |  |  |   |  |                               |  |
|   |     | Establish nonprofit resource portal   |  |  |  |   |  |                               |  |
|   |     | Extend resources and services to support individual artists, so they can remain in the Mission  |  |  |  |   |  |                               |  |
|   |     | Create an artist registry that helps to define and identify artists in San Francisco  |  |  |  |   |  |                               |  |
|   |     | Increase the amount of accessible spaces for artists  |  |  |  |   |  |                               |  |
|   |     | Business strengthening  |  |  |  |   |  |                               |  |
|   |     | Incentivize retention of legacy businesses  |  |  |  |   |  |                               |  |
|   |     | Technical assistance for displacement and relocation  |  |  |  |   |  |                               |  |
|   |     | Enhance outreach to businesses and improve services and delivery  |  |  |  |   |  |                               |  |
|   |     |   |  |  |  |   |  |                               |  |
| 1. Tenant Empowerment & Eviction Prevention (formerly Tenant Protections) | 1T  | Expand existing services that help residents gain access to housing   | ●  | ●                                      |  | ●   |  |                               |  |
|   | 2T  | Expand culturally responsive tenant counseling programs   | ●  | ●                                      |  | ●   |  |                               |  |
|   | 3T  | Create/expand community education campaign for residents at risk of eviction  | ●  | ●                                      |  | ●   |  |                               |  |
|   | 4T  | Increase legal representation for tenants who face unlawful detainer lawsuits filed to remove the tenant from the rental unit, as well as other legal actions that may lead to eviction |  | ●                                      |  | ●   |  |                               |  |
|   | 5T  | Minimize evictions from affordable housing  | ●  | ●                                      |  |   |  |                               |  |
|   | 6T  | Create city enforcement mechanism to monitor/enforce compliance with eviction ordinances and temporary relocation due to repair, construction, or fire                                  | ●  | ●                                      |  |   |  |                               |  |
|   | 7T  | Identify mechanism to improve enforcement of restrictions on short-term rentals and mechanisms to achieve compliance and enforcement  |  | ●                                      |  |   |  |                               |  |
|   | 8T  | Explore the practical feasibility of imposing restrictions on non-primary residences (NPRs)   | ●  | ●                                      | ●  |   |  |                               |  |
|   | 9T  | Encourage and support efforts to amend the Ellis Act to exempt San Francisco from certain provisions  |  | ●                                      |  |   |  |                               |  |
|   | 10T | Expand analysis of eviction data  |  | ●                                      |  |   |  |                               |  |
|   | 11T | Maximize acceptance of rental subsidies   | ●  | ●                                      | ●  |   |  |                               |  |
|   | 12T | Explore strategies to address long term relocation of residents as a result of fire   | ●  | ●                                      |  |   |  |                               |  |
|   | 13T | Review occupancy requirements to create greater flexibility for tenants   |  |  |  |   |  |                               |  |



|                                     |    |  | 1. Maintain the socio-economic diversity of the neighborhood | 2. Protect tenants at risk of eviction | 3. Increase the proportion of affordable units | 4. Stem the loss of and promote community businesses, cultural resources, and social services | 5. Retain and promote light-industrial space | 6. Increase economic security |  |
|-------------------------------------|----|--|--|--|--|---|--|-------------------------------|--|
|                                     | #  | SOLUTION   | OBJECTIVE  |  |  |   |  |                               |  |
| 2. SRO                              | 1S | Strengthen the definition of tenancy as it pertains to SROs or modify Hotel Conversion Ordinance to protect tenants  | ●  | ●                                      |  |   |  |                               |  |
|                                     | 2S | Identify opportunities to master lease privately owned and managed SRO Buildings   | ●  | ●                                      | ●  | ●   |  |                               |  |
|                                     | 3S | Increase supportive services to SRO tenants living in private SROs not managed or master leased by the City or nonprofits.   | ●  |  |  | ●   |  | ●                             |  |
|                                     | 4S | Identify opportunities to acquire privately owned and managed SRO buildings  | ●  | ●                                      | ●  | ●   |  |                               |  |
|                                     | 5S | Improve code enforcement in SROs   |  | ●                                      | ●  |   |  |                               |  |
|                                     | 6S | Implement guidelines to prioritize moving families from SROs into affordable family units.   | ●  |  |  |   |  |                               |  |
| 3. Preservation of Affordable Units | 1P | Explore Tenant's First Right to Purchase legislation   | ●  |  |  | ●   |  | ●                             |  |
|                                     | 2P | Replenish funds for Small Sites program  | ●  | ●                                      | ●  | ●   |  | ●                             |  |
|                                     | 3P | Replenish funds for Acquisition and Rehabilitation program   | ●  | ●                                      | ●  | ●   |  | ●                             |  |
|                                     | 4P | Explore a City's first right of refusal  | ●  | ●                                      | ●  |   |  |                               |  |
|                                     | 5P | Preserve rent-control units when major rehabilitations occur   | ●  | ●                                      |  |   |  |                               |  |
| 4. Housing Production               | 1H | Examine and develop zoning strategies to produce more affordable housing   | ●  |  | ●  |   |  |                               |  |
|                                     | 2H | Continue site acquisition (public, nonprofit, private) to build 100% affordable housing  | ●  |  | ●  |   |  |                               |  |
|                                     | 3H | Produce more family-sized affordable units   | ●  |  | ●  |   |  |                               |  |
|                                     | 4H | Incentivize childcare-friendly units   | ●  |  | ●  | ●   |  |                               |  |
|                                     | 5H | Consider allowing affordable housing on a limited number of underutilized Production, Distribution, and Repair (PDR) parcels with a ground floor requirement for PDR | ●  |  | ●  |   |  |                               |  |
|                                     | 6H | Allow and incentivize units via legislation for "in-law" units and the soft story retrofit program   | ●  |  | ●  |   |  |                               |  |
|                                     | 7H | Create incentives for new 100% affordable housing, such as fee deferrals.  | ●  |  | ●  |   |  |                               |  |
|                                     | 8H | Consider placing a housing bond in the regular bond cycle  | ●  | ●                                      | ●  | ●   | ●  | ●                             |  |

|  | LEAD                                    | TIMING          | COST                   | UNDERWAY?                    |
|--|---|-----------------|------------------------|------------------------------|
|  | Sup. Peskin and DBI                     | Short           | \$                     | ✓                            |
|  | Affordable Housing Developers           | Medium - Long   | \$\$-\$\$\$            |                              |
|  | HSA                                     | Medium          | \$-\$\$                | ✓                            |
|  | HSA                                     | Medium - Long   | \$\$-\$\$\$            |                              |
|  | Sup. Peskin, DBI & SRO nonprofits       | Short to Medium | \$                     | ✓                            |
|  | HSA & MOHCD                             | Medium          | \$                     |                              |
|  | Community Organizations & BOS           | Medium          | \$                     |                              |
|  | MOHCD                                   | Ongoing         | \$\$-\$\$\$ / building | ✓                            |
|  | MOHCD                                   | Ongoing         | \$\$-\$\$\$ / building | ✓                            |
|  | Community & BOS                         | Medium          | \$                     |                              |
|  | Rent Board                              | Short - medium  | \$                     |                              |
|  | Planning                                | Medium          | \$                     | ✓                            |
|  | MOHCD                                   | Long            | \$\$-\$\$\$            | ✓                            |
|  | MOHCD & Planning                        | Short           | \$                     | ✓                            |
|  | MOHCD & Planning                        | Short           | \$                     | ✓                            |
|  | Planning                                | Medium          | \$                     | on a case-by-case basis only |
|  | Sup. Peskin, community groups, Planning | Medium          | \$                     | ✓                            |
|  | Planning                                | Short           | \$                     |                              |
|  | MOHCD /Budget Office                    | Medium          | \$                     | ✓                            |

|                         |     |   | 1. Maintain the socio-economic diversity of the neighborhood | 2. Protect tenants at risk of eviction | 3. Increase the proportion of affordable units | 4. Stem the loss of and promote community businesses, cultural resources, and social services | 5. Retain and promote light-industrial space | 6. Increase economic security |  |
|-------------------------|-----|---|--|--|--|---|--|-------------------------------|--|
|                         | #   | SOLUTION  | OBJECTIVE  |  |  |   |  |                               |  |
| 5. Economic Development | 1E  | Increase the amount of accessible space for artists   |  |  |  | ●   |  |                               |  |
|                         | 2E  | Explore policies to retain or increase spaces for artists   |  |  |  | ●   |  |                               |  |
|                         | 3E  | Catalogue existing art spaces and resources   |  |  |  | ●   |  |                               |  |
|                         | 4E  | Explore creation of a Mission arts district   |  |  |  | ●   |  |                               |  |
|                         | 5E  | Promote and encourage businesses to be community serving  |  |  |  | ●   |  |                               |  |
|                         | 6E  | Support commercial business ownership   |  |  |  | ●   |  | ●                             |  |
|                         | 7E  | Increase commercial space and promote community serving uses in new developments  |  |  |  | ●   |  |                               |  |
|                         | 8E  | Attract community serving businesses  |  |  |  | ●   |  |                               |  |
|                         | 9E  | Support alternative business models including coops   |  |  |  | ●   | ●  |                               |  |
|                         | 10E | Develop interventions or controls to incentivize and/or protect community serving uses, including for the Calle 24 Latino Cultural District |  |  |  | ●   |  |                               |  |
|                         | 11E | Enforce existing regulations to retain and protect PDR space  |  |  |  |   | ●  |                               |  |
|                         | 12E | Retain, promote, and attract PDR businesses   |  |  |  | ●   | ●  | ●                             |  |
|                         | 13E | Assess and improve the accessibility of existing workforce services   |  |  |  |   |  | ●                             |  |
| 6. Community Planning   | 1C  | Create an ongoing community and city staff education and engagement program   | ●  |  | ●  | ●   | ●  |                               |  |
|                         | 2C  | Improve Pre- App community review of proposed development projects  | ●  |  | ●  | ●   | ●  |                               |  |
|                         | 3C  | Improve representation of community concerns in Commission presentations for proposed development projects.                                 | ●  |  |  |   |  |                               |  |
| 7. Homelessness         | 10  | Increase supportive services to homeless  | ●  |  |  |   |  |                               |  |
|                         | 20  | Explore acquiring or master leasing one SRO or similar building to house homeless individuals   | ●  |  | ●  | ●   |  |                               |  |
|                         | 30  | Explore the feasibility of including more housing for homeless in new affordable developments (mixed-housing)                               | ●  |  | ●  | ●   |  |                               |  |





# **MISSION ACTION PLAN 2020**

ANNUAL STATUS REPORT  
OCTOBER 2018