



# SAN FRANCISCO PLANNING DEPARTMENT

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## Executive Summary Mission Action Plan 2020

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*Project Name:* **Mission Action Plan 2020**  
*Case No.:* **2015-000988CWP**  
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### BACKGROUND

The goal of the Mission Action Plan 2020 (MAP2020) is to retain and attract low to moderate income residents and community-serving businesses (including Production, Distribution and Repair), artists, and nonprofits in order to strengthen and preserve the socioeconomic diversity of the Mission neighborhood. Market pressures and evictions affecting the neighborhood intensified in the Mission District over the six years that followed the adoption of the Eastern Neighborhoods Area Plans and the recovery from the Great Recession. This has necessitated a focused effort to help protect and alleviate the impact on those most affected by the affordability crisis.

The Mission has historically been a neighborhood with a substantial proportion of low to moderate income households (those making 30-120% of Area Median Income). Over the past six years the following trends have been observed and in some cases occurred at a faster pace than previous decades:

- An average decline of 180 of low to moderate income households per year from 2009-2013 (the decline from previous years was slower but nuanced between the recession years)<sup>1</sup>.
- An average of 160 eviction notices filed per year from 2009-2014, with 50% of those being Ellis and No Fault evictions.
- Latino population dropped to 39% in 2014 compared to 41% in 2009 and 50% in 2000.
- Loss of rent-controlled units (including Single Room Occupancy rooms) to higher, market-rate rents.
- Small businesses and nonprofits facing lease expirations and substantial rent increases.
- Art spaces and artists continuing to close and leave the neighborhood.
- Encroachment of illegal uses on PDR land, making its availability even scarcer.

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<sup>1</sup> The estimated household decline is complicated and may be best understood by exploration of these numbers in more detail. For instance, MOHCD estimates that 1) between 2000 and 2009 the annual average loss in households earning between 30% and 120% AMI was 113 households; 2) from 2009 to 2010 the number of households earning between 30% and 120% AMI grew by an estimated 242 households; 3) for that income group, the greatest decline was from 2010 to 2011 of 525 households total; and 4) there has been a continued decline in 2012 and 2013, 223 and 98 households respectively. The households did not drop in 2014 but increased slightly.

As a result of these intensified pressures, MAP 2020 was launched in early 2015 to take a closer look at the pressures affecting the neighborhood and generate a set of solutions for implementation to help stabilize the neighborhood. MAP 2020 will also set targets and define solutions for neighborhood sustainability for 2020 and beyond. The solutions may encompass land use and zoning, financing, and identification of opportunity sites and programs; monitoring mechanisms will also be put into place.

This first phase of MAP 2020 - solutions development - will be completed in June. Implementation of certain measures is already underway, with additional implementation (writing legislation, launching new studies, ramping up programs, etc.) scheduled as a second phase to commence upon completion of the Plan.

## **DRAFT PLAN OBJECTIVES**

MAP2020 strategies and solutions fall under one or more of the following objectives:

- 1. Maintain the socio-economic diversity of the neighborhood** by stabilizing the percentage of low and moderate income households at 65% of the total households in the Mission.
- 2. Protect tenants at risk of eviction** and preserve existing housing, particularly rent-controlled apartments and single-room occupancy hotels.
- 3. Increase the proportion of affordable units** compared to market-rate units that are planned and under construction, to balance the housing mix.
- 4. Stem the loss of and promote community businesses**, cultural resources, and social services serving low to moderate income households.
- 6. Retain and promote light-industrial space (Production, Distribution and Repair - PDR)** and other high-paying jobs for entry level and limited skilled workers.
- 5. Increase economic security for residents** by strengthening educational and economic pathways and job opportunities for low to moderate income individuals and families, especially those without a college education.

## **SOLUTIONS EXAMPLES**

Through the following topic-specific working groups we have collectively drafted short, medium and long term strategies, including the following:

- a. **Tenant protections & housing access** - keep people in their homes
  - Expand culturally responsive strategies for tenant counseling
  - Increase legal representation
  - Community education campaign
- b. **Housing preservation** - retain affordable housing stock
  - Enforcement – inspectors for SROs and rent controlled units
  - Tenants First Right to Purchase
  - Continue small sites program and replenish funds
- c. **Housing production** – create more affordable housing

- Continue site acquisition through Prop A/Bond process
  - Allow in-law units, explore making them BMRs (for permanent affordability)
  - 100% affordable housing allowance on some PDR areas (with requirement for ground floor PDR)
- d. **Economic development** - small businesses, arts, PDR, jobs and nonprofits
- Arts district
  - Displacement and relocation assistance for PDR and nonprofits
  - Legacy business policies
- e. **Community Planning**
- Changes to the review process of significant projects
  - Ongoing community and staff education
- f. **SROs**
- Master leasing or/and acquisition
  - Guidelines for prioritizing SRO families into affordable family units
- g. **Homelessness** (recently added topic)
- Increase supportive services

Currently we are also brainstorming funding strategies, and interim measures for Calle 24 and the Mission at large are also in effect while the Plan is being finalized.

## **MAP2020 PROCESS & PUBLIC OUTREACH & ENGAGEMENT**

Through the MAP2020 process, community organizations and the City family are creating a new model of partnership that aims to increase collaboration, a shared understanding of needs and constraints of all parties, trust and listening, and a genuine acknowledgement of the strain felt by those most impacted by the crisis. Beyond brainstorming solutions, we are engaged in a dialogue and process to establish a different approach to community planning and engagement that advances social equity. We hope to build upon and advance this model in our other work with communities experiencing similar pressures.

To date, the MAP2020 collaboration includes: Dolores Street Community (DSCS); the Cultural Action Network (CAN); the Mission Economic Development Agency (MEDA); Calle 24; Pacific Felt Factory; members of the Plaza 16 coalition; the Planning Department; the Mayor's Office of Housing and Community Development (MOHCD); the Office and Economic and Workforce Development (OEWD); the Health Services Agency (HSA); Department of Building Inspection (DBI), and the Fire Department. The Mayor's Office and District Supervisor Campos have also supported this effort.

We are collaborating through working groups co-led by a both City and community leads. A robust community outreach and engagement process has incorporated focus groups and individual presentations to organizations and coalitions such as: tenants rights organizations; SRO tenants; Mission Girls; PODER; United to Save the Mission; real estate developers; SPUR; SFHAC; SFBARF, and others, with the goal of informing and including relevant stakeholders affected by and/or responsible for potential solutions.

In April of 2015, an initial community meeting was held to collect early solutions and strategy ideas. A second community meeting took place on April 6th of this year to prioritize solutions that had been

deeply researched and analyzed for feasibility. We are currently concluding this round of community engagement by meeting with additional stakeholder organizations and conducting focus groups by topic. Priorities that have emerged thus far from the community meeting and focus groups include:

- Continue site (public, nonprofit, private) acquisition to build new 100% affordable housing (Spanish-speakers specifically senior, family and single-parent housing)
- Include housing and supportive services for the homeless, particularly to prevent further homelessness
- Preserve rent-controlled units when rehabilitation takes place, and continue programs to acquire existing rent-controlled buildings (small sites & larger buildings)
- Increase outreach and education for tenants, especially in Spanish
- Expand services that facilitate better access to housing, such as application assistance (and guidance through the process) and outreach
- Minimize evictions from rent-controlled housing and increase legal representation
- Increase enforcement (all aspects: housing quality, PDR, etc.)
- Displacement, relocation & lease negotiation assistance for businesses, artists, and nonprofits, including Legacy Businesses funding
- Incentivize and promote community-serving uses on ground floor of new developments to include PDR, childcare, and incubator spaces
- Enhanced community participation in development process and education in Planning, Community & Legislative Issues (for City staff and community)

## **NEXT STEPS**

Upon completion of the second phase of public outreach in May and incorporation of any relevant feedback, the Plan and final solutions will be presented to the Planning Commission on June 2<sup>nd</sup> with a final action by the Commission scheduled for June 23<sup>rd</sup>.

In addition to ongoing meetings scheduled with stakeholder organizations, additional opportunities for input and engagement will take place on the following dates (exact dates and locations available on the website [www.sfplanning.org/map2020](http://www.sfplanning.org/map2020) or by calling Claudia Flores at 415-558-6473):

- Carnaval San Francisco, May 28 & 29
- Final Community Meeting / Open House, June 15
- Informational hearings at the Board of Supervisors (to be scheduled)

After completion of the Plan there will be additional opportunities for engagement and input on specific solutions as we develop programs, write legislation and move to implementation phase.

**RECOMMENDATION: None Informational**