



SAN FRANCISCO PLANNING DEPARTMENT

Memorandum Mission Action Plan 2020

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Project Name: **Mission Action Plan 2020**
Case No.: **2015-000988CWP**
Staff Contact: Claudia Flores, Sr. Community Development Specialist
Claudia.Flores@sfgov.org, (415) 558-6473
Reviewed by: Marlo Sandler, Senior Planner
Recommendation: **None Informational**

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

Fax:
415.558.6409

Planning
Information:
415.558.6377

On May 5, 2016 the Planning Commission held an informational hearing on the Mission Action Plan 2020 (MAP2020). The hearing focused on an overview of neighborhood trends, MAP2020 goal and objectives, the Plan development and collaboration process to date, and an overview of solutions.

This memo is an update and includes the entire packet of MAP2020 draft solutions that participating community organizations and the City have been working on during this phase of the Plan, a summary of next steps and the action the Commission will consider at the June 23rd hearing.

SOLUTIONS & PLAN PHASING

The goal of 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 neighborhood. The Plan has short to long term strategies to advance this goal.

For the retention of existing housing, households, businesses, arts and community resources, the Plan contains protection and preservation –focused solutions. In general, these tend to be shorter-term, more immediate programs such as legal defense and relocation assistance (with the exception of Small Sites/Acquisition programs which are capital intensive and longer-term but ongoing City programs). For the production of new housing and promotion of community businesses, arts and resources the Plan includes incentivizing creation of incubator, arts and community spaces, continuing site acquisition, and zoning changes to incentivize additional affordable housing production, among others.

The full set of solutions is included as Exhibit 1 of this memo. As a reminder, they fall into the following topics:

- a. **Tenant protections**
- b. **Housing preservation**
- c. **Affordable Housing production and access**
- d. **Economic development** (small businesses, arts, PDR, jobs and nonprofits)
- e. **Community planning** (enhance community participation and engagement)
- f. **Single Room Occupancy (SRO) hotels**
- g. **Homelessness**
- h. **Funding**

While some of the strategies fall within existing City programs, this effort is differentiated by two key aspects:

1. Members of the community prioritized which existing programs are most needed or require increased resources or tailoring to this particular neighborhood.

2. The collaborative approach helped identify which additional areas are lacking attention or resources. For example, the attached matrix includes several items related to SROs and the arts which have not been receiving as much attention and tend to be unique to this neighborhood relative to others in the City.

Therefore, it is the packet of solutions together tailored to specific neighborhood needs, the collective process to arrive at these solutions and priorities, and the emphasis on addressing equitable development and concerns –an issue that many major cities are grappling with- that is important to highlight about this effort.

A challenge encountered during this collaboration is the tension between moving forward to the implementation phase given the urgency of the issues while at the same time wanting to have the detail on certain solutions before endorsing the Plan. A particular sticking point has been how to address the amount of market rate units currently in the pipeline given pending measures on the ballot, and other studies that are taking place in parallel to but outside of the MAP2020 process. As a result, we are proposing to move forward with MAP2020 in phases to continue to address and work through some challenges while not delaying other parts of the work.

NEXT STEPS

At the June 23rd hearing, the Planning Commission will be asked to endorse this first phase of the Plan which is the shorter-term items for implementation. We prioritized the short-term (6-12 month) items since they are primarily tenant protections-related items and therefore of critical importance for the immediate retention and stabilization of the neighborhood.

After the Planning Commission hearing, the Plan will be presented to the Board to take a formal endorsement action. As a reminder, interim measures for Calle 24 and the Mission at large are also in effect while the Plan is being finalized.

After endorsement of the first phase of the Plan on June 23rd, we will continue to work on resolving the more challenging topics and longer-term items, some of which will require environmental review as well as formal adoption / legislative action.

We will come back to the Planning Commission in 2-3 months with MAP2020 phase 2 strategies, including:

- Specific recommendations regarding pipeline projects, if any
- Zoning changes to strengthen PDR retention in various zoning districts
- Zoning changes to strengthen small business retention in the NC districts
- Zoning changes to incentivize the production of affordable housing (both inclusionary and 100% affordable)
- An arts district

Additional opportunities for input and engagement will take place on the following dates, with exact dates and locations available on the website www.sfplanning.org/map2020 or by calling the staff contact:

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

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

RECOMMENDATION: None Informational Update

Exhibits:

Exhibit 1 – DRAFT MAP2020 Solutions Matrix (sorted by topic and timing of solutions)

Mission Action Plan 2020 Draft Solutions Matrix

Color Key: green = included in the Plan
 yellow = discussed/studied but not in the Plan
 red = not feasible / in the Plan due to constraints
 tan = done / completed solutions
 blue = undertaken through separate efforts

Cost key: Short: 6-9 mos. \$: 50K-1 mill
 Med: 9-18 mos. \$\$: 1-50 mill
 Long: 18+ mos. \$\$\$: 50-100 mill

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
14T	Y	Tenant Protections - Policy	Expand analysis of eviction data	Explore using rent board data to better identify cases that warrant a more careful review.		Rent Board, MOHCD, Mayor	Program	Tenants	large - broader tenant community	Short	\$	Underway
1T	Y	Tenant Protections	Expand existing services that facilitate residents increasing access to housing	Increase access to housing services, including outreach, relocation and placement, education about affordable housing opportunities, assistance with housing applications, and assistance with applications for Ellis, COP and neighborhood preferences.		MOHCD	Program	Tenants	Large - broad tenant community	Short	\$	Not yet underway
2T	Y	Tenant Protections	Expand culturally responsive strategies that provide tenant counseling	Increase dedicated tenant counseling funds for Mission, providing culturally competent services including interpreting/translation. Early intervention services should be offered as soon harassment begins by landlords and/or master tenants. Effective communication with legal service providers must be in place when necessary. Individuals who qualify for lottery preference based on displacement should be informed and assisted with certification. Buildings vulnerable to multiple possible evictions should be linked early to a variety of housing preservation strategies.		MOHCD	Program	Tenants	Large - broad tenant community	Short	\$	Partially underway
3T	Y	Tenant Protections	Create/expand community education campaign for residents at risk of eviction	Expand general community education program/campaign targeting tenants before specific harassment or eviction procedures are initiated. Explore possibilities of sharing information throughout the community as to where tenants are being evicted in order to organize support for tenants.		MOHCD	Program	Tenants	Large - broad tenant community	Short	\$	Partially underway
4T	Y	Tenant Protections	Increase legal representation for tenants that face UDC and other legal actions leading to eviction	Dedicated and expanded legal counseling funds for Mission, providing culturally competent services including interpreting/translation. Coordination between tenant and other community education strategies, including connecting vulnerable buildings to housing preservation strategies.		MOHCD	Program	tenants	Med to large - depends on # of cases	Short	\$-\$	Underway
13T	Y	Tenant Protections - Policy	Encourage and support policy efforts to amend Ellis Act to exempt San Francisco from certain provisions	Explore possibility of limiting Ellis Act application to San Francisco. Needs to be pursued at state level.	State level	State Policy Lobbyist / Sen Leno	Legislation	Tenants	large - broader tenant community	Short	\$	ongoing
11T	Y	Tenant Protections - Policy	Explore additional mechanism to improve enforcement of restrictions on short-term rentals and explore additional mechanisms to achieve compliance and enforcement.	Employ a multipronged effort to reign in short term rental abuse. (1) Consider including OMI, not only Ellis Act, in the Air B & B legislation. (2) Explore giving non profit groups whose mission is housing preservation, the legal standing to directly sue short-term rental violators. (3) Provide public education and specifically offer language to landlords to include in their lease agreements.		Office of Short-Term Rentals	TBD - legislation	Tenants	Med to large - depends on # of cases / violations	Med	\$	not yet underway

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
12T	Y	Tenant Protections - Policy	Explore the possibility of imposing restrictions on non-primary residences (NPRs)	Develop legally defensible vacancy control measures, such as pieds-a-terre tax and other vacancy control measures. Likely to not pass legal scrutiny. Data request: is there a source to determine actual number of vacant units in the City?	Likely to not pass legal scrutiny. Data request: is there a source to determine actual number of vacant units in the City?	TBD - BoS?	Legislation	Tenants	Med - depends on the amount of NPRs	Med	\$	not yet underway
15T	Y	Tenant Protections - Policy	Explore ways to maximize acceptance of rental subsidies to address landlord refusal to accept rental subsidies	Institute enforcement strategy that monitors landlord refusal of rental subsidies. Also provide education to landlords on the benefit of Section 8, reframe to a positive. Institute strategies/policies based on risk analysis rather than random selection. Remedies for cases when landlords refuse to accept rent - possible claim of reduction of services in the amount of subsidy that landlords won't accept. This is for tenants who are already in place, then get a subsidy. Upon transfer of ownership, however, new owner does not need to enter in Section 8 agreement to accept subsidy. This applies to cases of landlords with existing tenants who decide to no longer accept rental subsidies. At a minimum, tenants may pursue certain remedies, such as reduction of services in the amount of the subsidy that landlord has refused to accept.		TBD - Rent Board, Housing Authority, or other	Program	Tenants / landlords	Small to medium - depends on # of rental subsidy recipients	Med	\$	not yet underway
16T	Y	Tenant Protections - Policy	Explore strategies to address long term relocation of residents as a result of fire	On January 22 the Fire Safety Task Force published its findings and recommendations which included stake holder perspectives. This report includes: Immediate Measures, Interagency Fire Safety Education & Code Enforcement, FSTF Post Fire Investigation & Interagency Information Sharing, Fire Alarm Systems in Existing Multi-Residential Buildings and Fire Sprinkler/Suppression Systems in Existing Multi-Residential Buildings. Tenant Protections Work Group Comments: The delay in DBI permitting post-fire isn't bureaucratic, but rather the homeowner's insurance company investigating for arson; as well as the DBI and these insurance companies agreeing on the extent of the work necessary.		Fire Dept. / TBD	Program or/and legislation	Tenants	Small - based on # of tenants impacted by fires	Med	\$	underway
6T	Y	Tenant Protections	Create city enforcement mechanism to monitor/enforce compliance with eviction ordinances and temporary relocation due to repair, construction or fire	Create city enforcement mechanism to monitor/enforce compliance with eviction ordinances, relocation, and rental subsidies. Consider creating a publicly available registration system which requires landlords to document progress of construction. Consider penalties for landlords that fail to comply with registration or with protocol to request extension of time for capital improvements. Explore relationship with DBI and their ability to check progress of construction. Ensure that tenants exercise their right to come back to the units in the same conditions. Explore legislation expanding rights related to relocation of tenants during construction and/or repairs of units. Examine the current government code section that relates to "red tagging" a building for possible enforcement/penalties; currently utilized by D.A. instead of DBI. Enforce requirements for truthful notice from landlord, explore methods to reduce intimidation, monitor fair warning before evictions, monitor inappropriate use of 3 strikes legislation.		TBD				Med	\$	Not yet underway

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5T	Y	Tenant Protections	Minimize evictions from affordable housing	Maximize culturally competent supportive services when possible in affordable housing to stabilize tenancies, especially of formerly homeless residents. Ensure access to short-term intensive services provided by an outside agency. Review possible negative effects of outside, professionalized property management companies and outside legal counsel. Offer mediation services through an outside organization instead of having to go through traditional unlawful detainer processes, and consider requiring government-subsidized housing to incorporate mandatory mediation into its tenant leases. Strengthen existing affordable housing grievance procedures.		MOHCD, HSA, DPH	Program	Tenants	Med to large - depends on # of cases	Med	\$	Not yet underway
1S	TBD	SROs	Explore the modification of the Hotel Conversion Ordinance to avoid loss of affordable units and to strengthen the definition of tenancy	Residential hotels compared to tourist hotels are governed by specific laws that protect their affordability, some are being converted to tourist hotels and some not legally. Look at the possibility of stricter requirements to replace SRO residential units with affordable units for low-income tenants (avoid loss of units) when converting from residential to tourist hotels/rooms, and to require that residential hotels rent for more than 30 days minimum.	Modification to the SRO/hotel ordinance may have legal challenges. Changes to the Ordinance may take a lot of effort and may become lower priority TBD. There is a desire to carve out SF jurisdiction out of the state law/Costa Hawkins but that is also challenging.	Sup Peskin and DBI	Legislative	SRO tenants	Large - most SRO tenants	Short	\$	Underway
4S	Y	SROs	Enforce existing SRO regulations to prevent landlords from "cooking the books"	Hire more inspectors to look into vacancies and "cooking the books" (when hotel owners report more resident rooms than they truly have) and support the SRO collaboratives get access to the hotels and be able to sue landlord directly.	Hiring in progress.	Sup. Peskin, DBI & nonprofits.	Budget/\$	SRO tenants	Med to large - most SRO tenants	Short to Med	\$	Underway
5S	Y	SROs	Guidelines for prioritizing "SRO families" into affordable family units	Conduct a City assessment and a Plan to help families and other vulnerable residents (e.g. domestic violence victims) move from SROs into affordable housing and create a priorities list.	If you have too many preferences then there are less units available for the general low to moderate income population.	HSA & MOHCD	Legislative & Guidelines	SRO families	Med to large - most SRO families	Med	\$	Not underway
3S	TBD	SROs	Explore SRO Building Master Leasing of private hotels not in control of city or nonprofits (example: Casa Quezada and Dish models)	Explore the master leasing of privately-owned SROs for sale that are not already under city or nonprofit management/master leases such as the Grand Southern. Give priority to Mission-based organizations such as Mission Housing, MEDA, or others that may exist in the future or that partner with Mission-based nonprofits. In the short-term, assess and inventory how many rooms and hotels are not under city or nonprofit management in order to target supportive services and outreach to those private SROs to stabilize and prevent tenants from becoming homeless and to address unmet needs, especially for smaller SRO hotels that may be difficult to master lease. Prioritize those SROs or tenants most likely to be displaced.	Smaller hotels are more expensive and more challenging to master lease due to the size and fixed costs. The new Homelessness office could mean changes to how the SRO Master Leasing is handled so this may become a longer-term item based on the outcome of that. Note: DPH is not currently master leasing more buildings because they have a specific target population but HSA (or new Homelessness office) can do Master Leasing for other populations (community lead on advocating with city for specific needs/population).	HSA	Budget/\$	SRO tenants	Small / incremental - depends on the number of units stabilized.	Med - Long	\$\$-\$\$\$	Not underway?
1C	Y*	Community Planning	Create an ongoing Community and City Staff Education and Engagement Program	Establish a permanent "two-way" community & city-staff Education & Engagement Program to facilitate a 'two-way exchange' in Planning issues, community needs, as well as larger legislative and city processes. The program should include a youth component for facilitating a 'pipeline' of low-income young people interested in public sector work.	None anticipated.	Planning and community led.	Program	Community / general public	Large - broader community	Short	\$	Not yet underway

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
2C	Y*	Community Planning	Improve process for reviewing development projects to improve community engagement	Community members would like to engage early in the review of development projects and would like staff to be in attendance of certain pre-app meetings to become aware of community issues early on. Potential changes or improvement to the review process of significant projects might include: 1) planner attendance at Pre-App meetings and suggestion to developers to use neutral facilitators to run meetings; 2) explore how to enhance discussion of Prop M and other findings in staff reports; and 3) additional community engagement before PC hearings; and better coordination with the policy team on policy intent before implementation.	There are hundreds of projects in the City, staffing pre-app meetings is challenging but certain significant projects can be prioritized.	Planning	Process improvement / program	Community / general public	Med to large - depends on # of projects and significance.	Short	\$	Partially underway
3H	Y	Housing Production	Produce more family-sized affordable units	Explore zoning changes and/or incentives to encourage more family-sized affordable units and include them in any relevant BMR or design guidelines and marketing materials. Planning Department is working on design guidelines currently that can incorporate this aspect.	What incentives are available (beyond Code requirements)?	MOHCD & Planning	TBD - legislation, guidelines and / or program	low to moderate income families	small / incremental - depends on # of units per building	Short	\$	Existing program / partially underway
4H	Y	Housing Production	Incentivize childcare-friendly units	Explore zoning changes and/or incentives to encourage childcare-friendly units (in-home childcare which tends to be 6-8 kids not just ground floor childcare) and include them in any relevant BMR / design guidelines and marketing materials. This could be 1 large unit in developments greater than 50 units for example.	Depends on specific change. The Mission Area Plan already contains language emphasizing the importance of family-sized units as well as family-friendly services such as childcare. City Design Group within Citywide Planning is undertaking the review of design guidelines to determine if there are additional ways to compel through the urban form or design code family-friendly and/or childcare-friendly units.	MOHCD & Planning	TBD: Legislation or / and guidelines	childcare providers	small to medium - depends on the # of projects	Short	\$	Not underway
8H	TBD	Housing Production	Create incentives such as fee deferrals for 100% affordable housing.	Fee deferrals for affordable housing developments. Deferrals allow developer fees to be deferred to a later time (helps with the loans/debt), a fee deferral could be given to those providing a certain level of affordable housing (above 70% percent). Transfer of development rights (TDRs) are being considered in Central SoMa whereby affordable sites can sell their development rights if they are not using their full height. Are there other variances that would help affordable housing development. Affordable housing developers already get variances, expedited process, etc.	Fee deferrals seem like a good idea for affordable housing developers. TDRs in Mission may not work if there is no significant height to sell and there may be no recipient sites (sites that can build a lot higher).	Planning	Legislation	Affordable housing developers building housing for low to moderate income households	small / incremental - depends on # of units per building	Short	\$	Not underway
7H	TBD	Housing Production	Explore and develop zoning strategies to produce more affordable housing	Study what zoning changes are feasible through zoning or heights on some key sites, or other to produce more affordability (greater inclusionary and 100% affordable projects).	Depends on the specific zoning change that is proposed.	Planning	Legislation	Low to moderate income households	Med - depends on the number of projects and units generated	Med (env. review required)	\$	Study underway
1H		Housing Production	Consider allowing affordable housing on a limited number of PDR parcels with a ground floor requirement for PDR	Explore if there are any sites (or a corridor) zoned PDR (parking lots or other underutilized sites) that make sense for 100% affordable housing (through an exemption no a rezoning) with a ground floor requirement for PDR.	PDR sites and business loss is a trade off, may want to do a PDR ground floor requirement (Mosaica example).	Planning	Legislation	Sites for low to mod income housing	small / incremental - depends on # of units per building (and quantity / affordability of new PDR space)	Med (depends on env. review)	\$	Not underway

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6H	TBD	Housing Production	Allow and incentivize affordable units through 'in-law' units legislation and the soft-story retrofit program	Allow new "in-law" units through in-law and soft-story retrofit legislation for District 9. Similar legislation in other districts requires them to be rent-controlled.	What is the best mechanism to incentivize (carrots) since they are voluntary AND to build at low-to-mod rents/prices and make them affordable	Sup. Peskin, community, Planning	Legislation	low to moderate income households (if BMR units)	small to medium - depends on the # of affordable units created	Med	\$	Partially underway
2H	Y	Housing Production	Continue site acquisition (public, nonprofit, private) to build 100% affordable housing	Identifying key sites for potential acquisition. Initiate conversation with agencies and nonprofits re. ideas for a land swap, and re long-term plans and potential air-rights development? (ie, develop new site with nonprofit space, move nonprofit, develop over old nonprofit site).	Willing sellers / availability of sites.	MOHCD	Funding	Low to moderate income households	small / incremental - depends on # of units and sites.	ongoing / long	\$\$-\$\$\$ / building (from site to completion)	underway / existing program
5P	Y	Housing Preservation / Tenant Protections	Preserve rent-control units when major rehabilitations occur	The tenants Protection working group talked about this item also (see that section) - Minimize evictions that take place due to "major" rehabs (or minor - what constitutes a major or minor rehab?)?	Can evictions that take place due to rehabs be prohibited or limited, can a deed-restriction or development agreement to rebuild the unit with price restrictions similar to rent control be required?	Rent Board	Legislation	Existing tenants	small / incremental - depends on # of units but retains existing tenants and affordable units.	Short	\$	Not yet underway
1P	Y	Housing Preservation	Explore Tenant's First Right to Purchase legislation	Tenant's right of first refusal stipulates if an owner has decided to sell a tenant occupied property (including: apartments, condos, single family home, etc.) prior to placing the property on the market the property owner must follow a strict process of notification to tenants that is meant to facilitate tenant purchase of the property. Target is rent-controlled apartments, family child-care providers. Maintain long-term affordability, city or nonprofit purchase, no displacement of tenant, permanent lease.	TOPA model has had limited succes (Paris model was funded with \$1 billion for historic preservation). Can be tailored so that it is primarily a tool to get developers to negotiate with nonprofit buyers of small sites. Can be risky for potential buyers making offers on a tenant occupied home as there's more than one opportunity for the process to fall through. What qualifies as a "sale": "95/5 loophole," whereby the transfer of 95 percent ownership in a building didn't qualify as a sale under the law, and so tenants never had a chance to make the purchase themselves. What qualifies as a "fair price"? What qualifies as an "owner"?	Community Organizations & BoS	Legislation	Existing tenants	small / incremental - depends on # of units but could give tenants more time when buildings go for sale.	Med	\$	Not yet underway
4P		Housing Preservation	Explore a City's second right to purchase	The DC DOPA (District Opportunity to Purchase Act) was passed in 2008 in conjunction with the amended TOPA (see #1P). It could be limited to transit-oriented areas (Campos proposal), low-income tenants, or building typology (such as SROs).	As of 2015 the DC TOPA was not provided dedicated funding to support the purchase of properties by the District. For this reason, the option had not been utilized by the District once. (see TOPA notes for additional information).	Community & BoS	Legislation	Existing tenants	small / incremental - depends on # of units (but could give City more time)	Med	\$	Not yet underway
2P	Y	Housing Preservation	Continue and replenish funds for Small Sites program	Existing program to purchase existing buildings that are 5-25 units. Continue to look for replenishing funds. Works for SRO acquisition too.	Funding and finding small sites that "pencil".	MOHCD	Funding	Existing tenants	small / incremental - depends on # of units but retains existing tenants and affordable units.	ongoing / long	\$\$-\$\$\$ / building	Existing program / underway
3P	Y	Housing Preservation	Continue and replenish funds for Acquisition and Rehab program	Existing program to purchase existing larger building (greater than 25 units). It is an existing program, geared for tax-credit underwriting, like multi-family buildings, currently not fully funded. Continue to look for replenishing funds and whether it works for SRO buildings.	Funding and finding sites.	MOHCD	Funding	Existing tenants	depends on # of units but retains existing tenants and affordable units.	ongoing / long	\$\$-\$\$\$ / building	Existing program / underway

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1E		Economic Development	Ensure that arts application process reflects the needs of arts groups	Review existing arts commission grant process and modify to make it more accessible to arts groups.	The SFAC already has a process in place to review its grant making strategy and process after each grant cycle.	SFAC	Process	Art Non Profits	Large - broader arts community	Existing	-	partially underway
27E		Economic Development	PDR Space Retention / enforcement- Increase review of PDR building permits to catch illegal conversions	Increase enforcement of illegally occupied PDR spaces by non-conforming uses.	Based on concerns raised regarding illegal uses of PDR a new process was put in place in 2015: 1. Anyone that goes to DBI for a permit to do work at a PDR building over a 50k OR if there's cumulative permits over 150k (with some exceptions for life safety, roof replacement etc.) gets kicked over to planning for additional review.	Planning + OEWD	Program	PDR Businesses/ Workforce		Short to Med	\$	underway
28E		Economic Development	Increase PDR enforcement staff at the Planning Department	Increase full time Planning Staff to support PDR enforcement team	Planning Department has made budget request to expand staff support for this team.	Planning	Program	PDR Businesses/ Workforce		Short to Med	\$	underway
29E		Economic Development	PDR zoning changes to protect PDR in PDR, UMU and NCT	Strengthen definition of Urban Mixed Use to protect PDR uses and replace them. Legislation to change existing 16th Street Retail SUD to prevent existing PDR to be converted to commercial. Explore excluding specified uses currently allowed through the conditional use authorization process within PDR and NCT zones	Assess existing PDR uses not in PDR zones	Planning	Study / Legislation	PDR Businesses/ Workforce		Short to Med	\$	
11E		Economic Development	Explore expanding section 429 of the planning code (1%-for-art/Public Art Trust) beyond the C-3 (downtown)	Explore expanding section 429 of the planning code (1%-for-art/Public Art Trust) beyond the C-3 (downtown) . Public Art Trust dollars can be used to purchase/improve cultural space		Planning & SFAC	Study /Legislation	Individual artists/ Arts Non Profits/ Arts Businesses	Small / incremental - depends on amount of space	Short to Med	\$	not yet underway
2E	*	Economic Development	Artist and community resource center	Artist assistance or resource center for individual artists who don't have a business established and are not apart of a non profit. Promote art education for children, schools or adults Career guidance and technical assistance training	The SFAC and GFTA do not currently offer adequate grants to artist service providers (ex. ArtSpan, CA Lawyers for the Arts, Theatre Bay Area, etc.) for capacity building and technical assistance programs for individual artists. Allocate funding so that a community nonprofit service provider can become a resource for individual artists to help with real estate/housing issues. Need to identify source of funding and determine how funds could be administered. The Nonprofit Displacement Mitigation Fund is a good model for how resources can reach the community in a timely fashion. Other technical assistance opportunities include assisting artists with accessing small business resources.	SFAC but contingent on funding	Program	Individual artists	Small/incremental new service- assess demand and expand services as needed	Short /Med	\$	not yet underway
3E		Economic Development	Artist registry	Develop an artist registry with a criteria maintained by Arts Commission, potentially to include others in the arts sector such as stage hands etc.	Arts Commission has requested a fellow for this project to develop the registry Arts Commission has also requested for technology to support it	SFAC	Study	Individual artists	Large - broader arts community	Short /Med	-	not underway

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6E	*	Economic Development	Extend lease negotiation services for individual artists	Provide free or low cost services to help individual artists negotiate longer term leases for their spaces	Need to explore if we have a mechanism to do this and where it would live within existing departments. Currently we have this for small businesses and non profits under the non profit displacement mitigation program. Ideally, this service would be contracted out to a nonprofit with expertise in both real estate and the arts.		Program	Individual artists	small to med - depends on # of cases	Short /Med	\$	not yet underway
7E		Economic Development	Assessment of existing art resources (map institutions and artists?)	Understand and track the art resources in the Mission including institutions and art spaces.	We have some data from planning, but would have to collect from various sources for it to be comprehensive. A survey would need to be conducted. We also need to find a way to track artist live/work spaces, which may be operating illegally with the intent of bringing them into compliance while preserving those spaces for arts use.	CAST currently doing a cultural space study in SF, but does not include live/work spaces	Study	Community/ General Public	large - broader arts community	Short /Med	\$	not yet underway
13E		Economic Development	Legacy Business Policies	Funding for small commercial businesses, PDR and non profits to maintain legacy businesses with long term affordable leases	Businesses on legacy registry will have access to prop J funds in addition we currently provide access to lease negotiation assistance through Legal Services for Entrepreneurs.	OEWD	Program	Legacy Businesses	Small /incremental new service- assess demand and expand services as needed	Short /Med	TBD: \$- \$\$	Partially underway
14E	*	Economic Development	Displacement & Relocation Technical Assistance	Technical assistance for businesses, PDR and non-profits planning for potential relocation, lease negotiation, eviction defense and finding new space.	Services for non profits exist under the non profit displacement mitigation program, however there is currently only allocation for one more year. PDR services have been expanded beyond current levels for FY 15-16 to address need. For small businesses new services to address relocation will be launched FY 15-16. Advocacy is needed to retain funding for additional years for the program.	OEWD and MOHCD	Program	Small Businesses	Small /incremental new service- assess demand and expand service as needed	Short /Med	\$	
15E		Economic Development	Proactive outreach for services and improved service delivery	Culturally competent engagement for accessing resources and building trust by showing success stories, celebrating work, ensure that services are adequate and match the business needs, peer sharing, ambassador program, communicating needs back to the City.	Current services exist that strive to be culturally competent, by funding local community partners in addition to having multi-lingual staff to directly reach out. However we are always assessing our services and improving outreach and building trust to better serve clients.	OEWD and Non Profit Partners	Program	Small Businesses	Small /incremental new service- assess demand and expand service as needed	Short /Med	\$	
16E	**	Economic Development	Retention & Relocation Fund	Dedicated fund (grant or revolving loan) for tenant improvements when forced to relocate.	Under the Non Profit Mitigation fund, there is access to funding to address displacement it is a one year allocation. Access to loans already exists. Some businesses may not qualify due to requirements, however some alternatives exist that have less stringent requirements. Façade and tenant improvement program already exists as SF Shines, but is not citywide. We are limited in the quantity of	MOHCD and OEWD	Program	Small Businesses	Small /incremental new service- assess demand and expand service as needed	Short /Med	\$	

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
17E		Economic Development	Small business guide to being a community benefit	Develop a guide on ways businesses can be a community benefit or contribute back to neighborhood priorities.	Once the plan is public and priorities established of MAP 2020 a guide can be put out on neighborhood websites, planning website and other city websites for property and business owners to refer to.		Program	Community/ General Public	Unknown	Short /Med	\$	
18E	*	Economic Development	Commercial ownership assistance	Make funding accessible to assist business owners in purchasing the property. Loans or downpayment assistance.	Need to research how this has been applied in other places, OEWD is exploring. Leverage small site acquisition and other available programs to fill the gap in acquiring property (65% loan to value).		Program	Small Businesses	Small / incremental new service- assess demand and expand service as needed	Short /Med	\$	
20E	*	Economic Development	Business attraction services	Implement business attraction services to recruit, develop property owner relationships and fill vacancies with community serving businesses	Currently proactive neighborhood organizations work on filling vacancies and reaching out to property owners, so that the vacancy is filled with a desired business.		Program	Small Businesses		Short /Med	\$	
32E	*	Economic Development	Promote and support the creation of business coops	Ensure workforce training provides training and skills for a worker owned business model such as the Arizmendi Association.	Best Practices, need to study further and find best way to integrate into services, OEWD exploring.	OEWD	Program	Small Businesses		Short /Med	\$	
34E		Economic Development	Develop unique zoning controls for Calle 24 Latino Cultural District	Develop a Special Use District for commercial properties to retain the diversity of existing corridor mix	Underway	Planning and OEWD, Supervisor Campos	Legislation	Community/ General Public		Short /Med		
35E		Economic Development	Conduct an assessment to improve existing workforce services so that they are accessible by those in need	Increase individual economic security by helping unemployed residents get a job and or help those who already have a job get progressively better-paying jobs. How does workforce support middle income jobs? (PDR jobs?)	Survey is being conducted across departments to assess existing services provided and define areas of improvement OEWD currently invests \$1 million a year in Mission-based workforce services including neighborhood Access Points and Sector Academies for mission residents. An average of 350 residents in the 94110 access these workforce services every year. There is capacity with existing resources to serve 500 residents. This is in addition to workforce services other city departments provided by DCYF, HSA and other agencies.	OEWD, DCYF, HAS	Study /Program	Community/ General Public		Short /Med	\$	
9E		Economic Development	Explore incentives to retain artist spaces	Explore accessing private funds, tax breaks, subsidies and grants to retain artist spaces and add artist space in new developments.	Explore expanding section 429 of the planning code (1%-for-art/Public Art Trust) beyond the C-3. Public Art Trust dollars can be used to purchase/improve cultural space. Need to explore various mechanisms for providing incentives. Also see: Prioritize spaces for commercial incubator uses, offer incentives to developers to preserve PDR space as part of non residential space.		Study /Legislation	Individual artists/ Arts Non Profits/ Arts Businesses	Small / incremental - depends on amount of space	Med to long	\$-\$\$	not yet underway

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23E		Economic Development	Shared space model - multiple businesses at one location	Expand efforts to encourage and simplify collaboration and co- working spaces, so that multiple businesses/non profits can share space at the same location.	Need to understand components required to implement this model successfully. Currently included as an option in non profit displacement with the technical assistance services.	OEWD	Program	Small Businesses	Small /incremental new service- assess demand and expand service as needed	Med /Long	\$	
4E	*	Economic Development	Masterlease space for artists	Identify a masterlease holder or assist in building the capacity for a master lease holder, that could negotiate lease on behalf of multiple artists (studio space or gallery space?)	Build upon the Nonprofit Displacement Mitigation program to extend technical assistance and provide grants to nonprofits so that they can act as master lease holders. NCCLF/CAST could advise on how to shape the program. Ultimate goal is to place artists and nonprofits on a pathway to ownership. Supervisor Campos' office would like an allocation of \$400,000 to go towards acquisition, the the non profit displacement and mitigation program.	SFAC but contingent on funding	Program	Individual artists	Small to med - depends on strategy and amount of space secured	Med	\$	not yet underway
5E		Economic Development	Research and explore options for a database of available work spaces for artists	Connect artists to available spaces for art use	A database was developed for vacancies for small businesses and was not effective at connecting businesses to spaces. Challenges included: ability to frequently update information, very data input intensive, many more spaces were available than what we directly had knowledge of and brokers were not using our platform to publicize those spaces. Explore other options to make it easier for artists to find available spaces. Report on the impact of Arts Span and continue to support their efforts.	SFAC	Program	Individual artists	large - broader arts community	med	\$	not yet underway
10E		Economic Development	Develop Mission specific controls to protect art spaces or incentivize keeping artist space	Look at options that may involve adding zoning controls that would protect or incentivize artist space. The idea of a Mission wide special use district has come up. Including the potential of creating an Arts District.	An incentivized approach could be similar to "Explore incentives to retain artist spaces", by exploring the use of (1% for art public art trust) beyond C-3.	Planning	Study /Legislation	Individual artists/ Arts Non Profits/ Arts Businesses	Small / incremental - depends on amount of space	Med	\$	not yet underway
12E		Economic Development	Create an arts district for the Mission	Arts district would acknowledge the importance and presence of artists in the Mission to promote, leverage incentives and retain artists.	Explore the benefits of formulating an artist district and how it relates or would interact with other defined zones within the Mission.	TBD	Study /Legislation	Individual artists/ Arts Non Profits/ Arts Businesses	Large - broader arts community	Med	TBD: \$- \$\$	not yet underway
31E		Economic Development	Define businesses and services to retain, promote and attract	In developing strategies to incentivize, retain and promote uses a clearer definition must be developed regarding what uses those are.	Need to narrow down characteristics that community would like to see retained and assess challenges to retaining them. This is also to be informed by a data analysis of trends in individual corridors in the Mission.	OEWD	Study /Program	Community/ General Public		Med	\$	

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33E	*	Economic Development	Develop interventions and or controls to incentivize and or protect community serving uses	Retain affordable and diverse commercial spaces that can provide affordable goods, jobs and services in the neighborhood. Expand the definition of what we want to retain to those small businesses that employ low to moderate income households, employ minorities, women and those who have abrrriers to employment, provide livable wages, provide career opportunities, supply chain. Develop landuse controls to retain affordable spaces and diverse commercial storefronts (e.g. Prohibition on small storefront mergers greater than 799 sq fr within the Latino Cultural District)	Need to study over make up of each Mission commercial corridor, its characteristics, desired community uses and define appropriate interventions. OEWD exploring.	Planning and OEWD	Study /Legislation	Community/ General Public		Med		
26E		Economic Development	Nonprofit resource portal	Streamline information so that non profits have access to available resources at one location.	Under development		Program	Non Profits	Unknown	Existing	-	
30E		Economic Development	Business Strengthening	Provide adequate access to business technical assistance for existing businesses to strengthen their business models, so that they are sustainable, profitable and thrive.	Services are ongoing. Report on existing impact of services (to be derived from multiple service providers)	OEWD	Program	Small Businesses		Existing	\$	
19E	*	Economic Development	Establish priorities in new development for ground floor uses	Commercial incubator spaces, childcare, PDR, non profits, artists etc.	Need to assess how it may or may not compete with the desire of greater affordability and also how do you prioritize the community serving use. Planning is conducting a study to include scenarios that will test financial feasibility of adding more units of affordable housing and other amenities such as the ones mentioned here.		Study/ Legislation	Community/ General Public				
24E	*	Economic Development	Explore promoting the conversion of commercial space from rental to ownership including condoizing/TIC.	Explore the conversion of existing commercial building (no residential use) into commercial condominiums that can be individually sold. Note: Explore how it may apply to mixed use buildings. In addition support ownership of buildings. Ensure that spaces are permanently affordable.	Need to research how this has been applied in other places, OEWD is exploring .	OEWD	Program	Small Businesses	Small /incremental new service- assess demand and expand service as needed		\$	
25E	*	Economic Development	Prioritize Spaces for Commercial Incubator Uses	Promote affordable commercial, nonprofit, arts and childcare spaces 1. Inclusionary or community benefit agreement commercial space zoning for sites above 10k s.f. 2. Inclusionary or community benefit agreement childcare w/open space for sites above 10k s.f.	Analysis and discussion needed around prioritizing uses, for non residential space. Planning is conducting a study to include scenarios that will test financial feasibility of adding more units of affordable housing and other amenities such as the ones mentioned here.	Planning and OEWD	Study / Legislation	Small Businesses				

New Topics (to be discussed / not discussed yet) - from focus groups, community meeting, and other venues

15S		Homelessness	Increase supportive services to homeless	Many homeless individuals need other services for stabilization before they can even be housed including legal documentation to access services, employment and meaningful activities, language and culturally-appropriate assistance so they can access services, etc.		New homelessness agency	Funding	Homeless individuals	Med to large - depends on # of individuals reaches	Short to Med	\$-\$\$	Not underway?
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2SS		Homelessness	Explore acquiring or masterleasing one SRO or similar building to house homeless individuals	Over the last year homelessness seems to be more prevalent in the Misison in the northeast part of the neighborhood (13th Street, Folsom, etc.)	It is preferable to find a vacant or partially vacant property as acquisition requires bringing buildings up to Code and could displace tenants. For master leasing buildings with more units are preferable given the cost. Look at Casa Quezada & DAH/Star Hotel models.	New homelessness agency	Funding	Homeless individuals	Small / incremental - depends on # of units / people housed	Med to long	\$\$-\$\$\$	partially underway
3SS	*	Homelessness	Include more housing for homeless in new affordable developments (mixed-housing)	For certain affordable projects there is a requirement to do 20% units to house the homeless. It is used to be a higher percentage but was lowered sometime in the last 5 years. Given the homeless encampments in the Mission the percentage should be higher than 20% in the Mission (between 30-40%).	If you have too many preferences then there are less units available for the general low to moderate income population.	MOHCD	Legislation?	Homeless individuals	Small / incremental - depends on # of units / people housed	Med to long	\$\$-\$\$\$	not yet underway?
9H		Housing	Provide "rapid rehousing" strategies for tenants in the middle of an eviction	Is there a program for rapid rehousing of tenants that just got evicted?								
10H		Housing	Provide artist housing	Are there models for affordable artist housing?								
7S		SROs	Increase supportive services to SRO tentants living in private SROs not managed or master leased by the City or nonprofits.	Smaller SROs are difficult and expensive to master lease and acquire given their size. However, tenants often need supportive services (through a case manager or other) so they can remain housed to prevent them to become homeless.	Is an assessment of key needs needed or a quantification and prioritization of how many and which SROs to prioritize? or a vulnerability index or system?	HSA	Funding / Program	SRO tenants	Med to large - could reach most SRO tenants without any or sufficient supportive services.	Med	\$-\$\$	Partially underway?

Solutions underway through other / parallel efforts

1F	Y	Funding (source)	Create Private Development Fund	Housing Accelerator Fund - Develop local development fund from tech investment, CDFI, and pension funds, use for rapid acquisition fund, downpayment assistance, etc.	Money needs to be repaid back by the City	Mayor's Budget Office						Underway (through a separate /parallel process)
3F	Y	Funding (source)	Increase Existing Affordable Housing Fees	Increase existing Inclusionary (off site) and Jobs-linkage fees.	Needs charter amendment and waiting for June vote. For jobs-linkage fee - the potential increase may be very small (not yield much) as there is not a lot of non-residential development in the Mission subject to the jobs-linkage (based on current pipeline and fee this may be 5 million or less over the next 4 years).	Mayor's Office	ballot / legislation	low to mod income HH	med to large - depends on the amount of projects affected and the percentage increase	Med		Underway (through a separate /parallel process)

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
10F	TBD	Funding (source)	Business Tax License Tax for Property Owners	With passage of Costa Hawkins landlords statewide have been able to raise rental rates with each new lease to market rates - as a result, many large property owners have earned significant profits. This tax focuses on increasing the Business License Tax on certain kinds of landlords to recoup public investment that has undoubtedly driven the market desirability of rental units and focuses the tax increase into programs focused on alleviating the negative impacts of such an inhospitable rental market. Explore a tax on vacancy-decontrolled rent-controlled units. Once units become market-rate can there be a tax to subsidize low-income families since those units will no longer be serving low-to-moderate income households. A tax on the earned income from rental housing, that could recapture a portion of the profits that landlords gain when they re-rent from rent-control rates to new market-rates, either from eviction or simple turnover. City of Berkeley is now pushing forward with financial feasibility and legal studies for this idea (from Steve Barton's work in Berkeley).	Is SDAC working on this already (duplicate)? Can be seen as "anti-business" especially if levied against small, locally owned properties vs. "out of town" companies holding rental real estate but SF's rental market is experiencing significant foreign investment in rental properties.	TBD - community	legislation	Depends what it is earmarked for (low to mod families with children?)	small to med - depends on # of buildings and units	Med to long	\$	Separate but parallel process if SADC is already pursuing?

Completed solutions

7T	Y	Tenant Protections	Pass Eviction Protections 2.0	Pass Eviction Protections 2.0 Note: additional details: Occupancy is more restrictive in the amended Rent Ordinance than at DBI. It should be further amended to be the greater of, not lesser of. Review occupancy requirements with DBI for possible expansion to reduce cause for eviction								DONE
10T	Y	Tenant Protections	Limiting low-fault evictions	Explore limiting "low-fault evictions", including breach of lease and illegal use.		BOS						DONE
5F	Y	Funding (Source)	Housing Bond & Housing Bond Dedication	Ensure that 75% of bond is dedicated to neighborhoods with highest eviction and displacement of low- to moderate-income households. Put a Housing Bond in the Regular Bond Cycle.	Rather than dedication prioritization is best so it allows fund to be responsive to availability of sites and prices.	MOHCD	DONE	Low to mod income residents	Med - depends on # of units yield	ongoing		DONE / Underway
5H	Y	Housing Production / Access	Establish a neighborhood preference and enhanced outreach	Neighborhood Preference legislation adopted/complete. MOHCD has strengthened its outreach.	This is ongoing & neighborhood preference complete/adopted.	MOHCD	DONE	neighborhood residents	Medium - depends on # of projects.	DONE		DONE

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Ideas discussed but not in the Plan due to legal, financial or other constraints (will continue to examine if conditions change or new information emerges)

2S	TBD	SROs	Preserve Low-Income SRO rooms when tenants vacate rooms through legislation.	Explore changes to Chapter 41 of the Amin Code to prevent landlords who are holding rooms vacant and turning rooms and eventually buildings into tourist/commercial use for higher rent. Landlords also "cook the books" (the DBI Unit Report required) stating less tourist rooms than true for hotels that are required to have certain rooms to be residential.	May have legal challenges - need city attorney advice on whether vacancies in SROs can be restricted (by room not building).	DBI	Not underway	SRO tenants		Med	\$	Not underway
2F	TBD	Funding (source)	Dedicate Impact Fees to the Neighborhood	Study the dedication of 100% of all new Inclusionary "in lieu" fees, Jobs-Housing Linkage Fees, and EN Impact Fees collected within the entire Mission back to the Mission and/or within 1 mile radius	This could be roughly 25 million (over the next 4 or so years based on current pipeline assuming 20% of projects continue to pay in-lieu fee). However, this yields less money for the neighborhood overall as impact fees from other parts of the city wouldn't accrue here (for comparison currently the Mission is getting close to 200 million through 2020 compared to other neighborhoods). If something were established would need to have a criteria so it is not locked and it's responsive to urgency. MOHCD needs to respond to site availability, entire city, etc. EN Impact fees are not used for housing and dedication would be taking money away from parks, childcare and transportation.	TBD - MOHCD or Planning	Legislation	Funding dedicated for housing for low- to moderate-income households.	TBD / medium - depends on the number of projects affected and the amount of the fee	Med	\$	Not underway
4F		Funding (source)	Explore a local IFD / Tax Increment tool (E-IFD or IRFD)	Study the yield from tax increment from new development to stay in the neighborhood development sites to fund additional affordable housing and other infrastructure improvements (and potentially affordable nonprofit/small biz) space.	Has not been implemented anywhere in the City. Takes time for increment to generate much revenue or bonding capacity. Needs voting and Board approval may be more work than it could generate. It takes money away from other services in the general fund.	TBD	Ballot / Legislation	Could yield additional funding for new and acquisition for low-to-mod income HH -		Long	\$	Not underway
8F	TBD*	Funding (source)	Progressive Property Tax Increase	Transfer tax since Prop 13 limits other property tax increases (is this correct?). A progressive property tax would essentially increase tax revenue (which can then be earmarked for certain uses including housing and other programs) while placing the burden on high-income landowners. This mimics our income taxation system which ensures that a higher tax burden is placed on higher earners. Owners of expensive property (including multi-unit property owners) in The Mission would be subject to increased taxation on their property which will generate additional tax income for the City. If this approach is coupled with tax relief for low-income homeowners then there is a net benefit to low-income homeowners as they wouldn't see their property taxes increase but would benefit from additional resources generated from a progressive property tax.	Is there a consideration for lower-income homeowners (historically cash poor but have housing as their only asset) who are cashing out on their properties? Could make it based on income vs. ownership.	TBD - BOS & Community led	Ballot / legislative	Funding for low to moderate income HH & programs that serve them	TBD / medium - depends on # of buildings and units	Med	\$	not underway

#	Priority	Topic	Solution	Description and Intent	Opportunities & Challenges	Lead	Mechanism	Who it serves	Potential Impact	Timing	Cost	Status
11F	TBD*	Funding (source)	Vacant or Underutilized Parcel Tax	A tax on vacant or underutilized parcels. Vacant Parcel Tax works best if paired with City right to purchase.	Can be seen as "anti-business" especially if levied against small, locally owned properties vs. "out of town" companies holding rental real estate but SF's rental market is experiencing significant foreign investment in rental properties. Long to study and implement, needs to go on ballot, and then to generate revenue.	BoS - Sup Kim?	Ballot (legislative)	Depends on what it is earmarked for	Small to med - depends on # of parcels	Long	\$	Not underway
12F	TBD*	Funding (source)	Vacant and Non-Primary Residence Fee	Or Pied-e-terre/non-primary resident tax to help ensure that units are not kept off the rental market.	Did Sup Mar already try this? Would it apply to condos? Single-family homes? enforcement? Legal Challenges? Is there a registry that already exists or is needed?	BoS - Sup. Mar?	Legislative	Depends on what it is earmarked for	tbd: small to medium - depends on # of properties	med to long	\$	underway by Mar??
6F		Funding (ask)	Mission District Acquisition & Dedicated Fund & Neighborhood Stabilization Trust	Expanded version of Small Sites fund and dedicated funding for the Mission, uses include small sites, larger buildings, and SRO preservation. Called for in Prop K. Applicable unit sizes for AMI levels, link to preferences for DALP and "teacher in the community," or other government and nonprofit employees. Increase units affordable to teacher salaries (Studio & 1-Br at 70-90% AMI, 2-BR & 3-BR 120%-150%), Dedicate funding to "buy-down" middle income units above the req. inclusionary, or "buy-up" within nonprofit housing.	Is this duplicating other funds such as what Prop A already dedicated to the Mission or restricting the funds? Also, it is challenging for the City to set up a specific fund for one neighborhood and not others. The Bond already set some prioritization language.	TBD	TBD	low to mod income HH	small / incremental - depends on the # of units	tbd - med to long	\$\$\$	TBD
37E		Economic Development / Funding	Social impact indicators and bond (PPP)	Look at alternative models for community benefit. Denver passed a bond measure to support establishments that had high social impact.	Need to research implementation and applicability to San Francisco. http://ssir.org/up_for_debate/article/the_payoff_of_pay_for_success . OEWD has requested research assistance to explore this. When exploring feasibility include repayment.	OEWD	Study / Legislation	Community/ General Public	Unknown	Med/Long		
36E		Economic Development	Prioritize childcare services (pre-school and after school)	Ensure that childcare is funded in the Mission ensure that we balance subsidized vs. market Examples: - Childcare impact fee - Community benefit agreements - Adding childcare to new development	HSA is the leading agency funding childcare providers need to engage to understand needs. Include allowing in house childcare		Study / Legislation	Childcare Providers				
21E		Economic Development	Incentivize preserving existing neighborhood businesses by waiving the transfer tax	When a building is bought or sold incentivize maintaining the existing business by waiving the transfer tax.	Further study needed regarding transfer tax and feasibility of this.		Study / Legislation	Small Businesses	Unknown	Med/Long		
22E		Economic Development	Community advocates for commercial rent control	Community to advocate for state to change legislation to implement commercial rent control for the Mission	Community organization would lead this MEDA or other.		Legislation	Small Businesses		Long		