

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**

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- San Francisco Municipal Transportation Agency
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- 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, 42 out of the original 51 solutions are underway (with some agencies still to report on progress). 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 2000.¹

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 over time 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.)

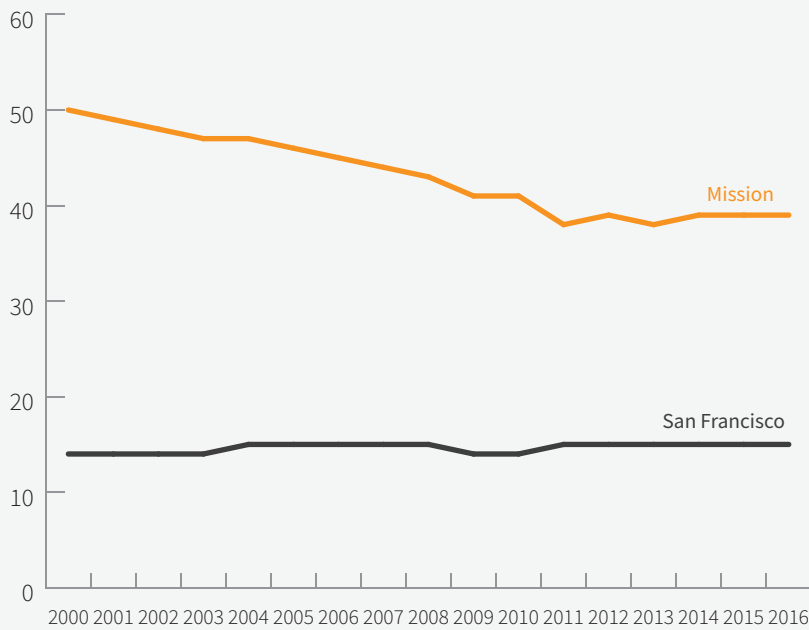
Since 2000, there has also been a change in the type of households that call the Mission District home. In 2000, 43% of all households were comprised of families (defined as a household with children under the age of 18). At that time, 33% of white households were families and 57% of Latino households were families.² 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 a slight increase in the proportion of family households.

¹ 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.

² 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)

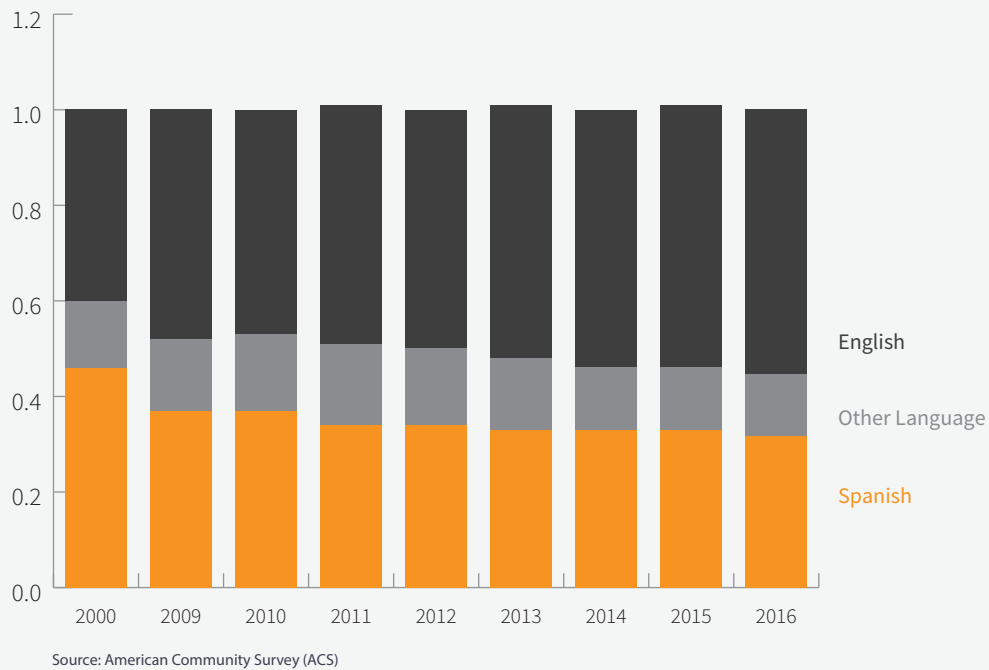


Figure 4. Percent of Foreign-born Population

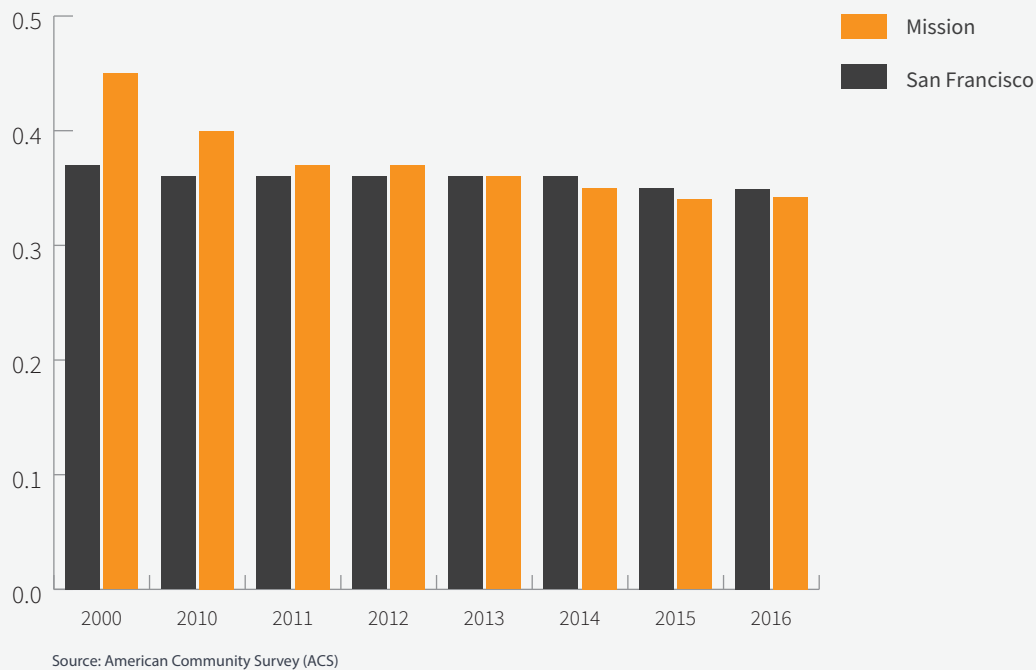
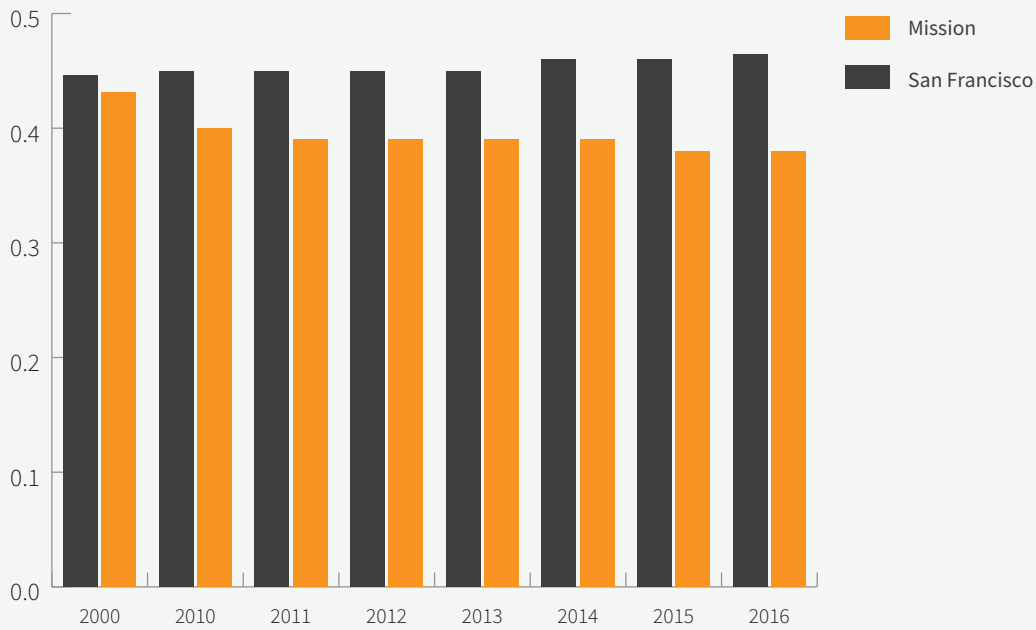
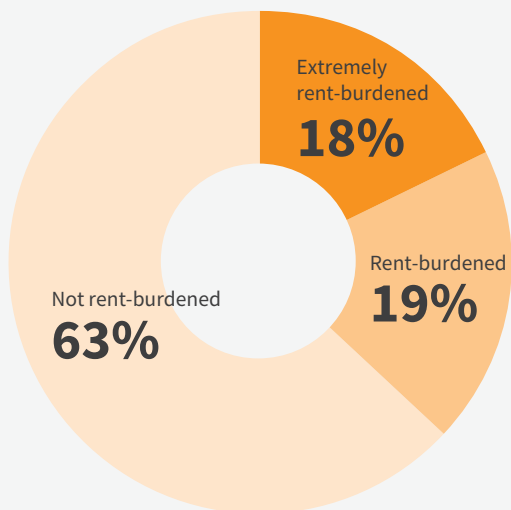


Figure 5. Percent of Family Households



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 \$118,400.³ This is significantly higher than California's statewide 2018 AMI of \$77,500⁴ 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.⁵

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)

³ http://sfmohcd.org/sites/default/files/Documents/MOH/Asset%20Management/2018%20AMI-IncomeLimits-HMFA_04-06-18.pdf

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

⁵ 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%	21.75%	22.99%	23.55%
>30% to ≤ 50% AMI	12.75%	15.48%	13.73%	13.12%	12.96%
>50% to ≤ 80% AMI	19.70%	16.75%	15.30%	13.73%	13.30%
>80% to ≤ 100% AMI	12.17%	8.58%	7.49%	6.65%	6.96%
>100% to ≤ 120% AMI	10.02%	7.78%	7.50%	7.16%	7.63%
Subtotal ≤ 120% AMI	74.63%	69.24%	65.78	63.65%	64.40%
>120% to ≤ 150% AMI	8.02%	8.50%	9.03%	8.96%	8.15%
>150% to ≤ 200% AMI	8.61%	8.49%	8.42%	8.84%	9.47%
> 200% AMI	8.74%	13.77%	16.77%	18.54%	17.97%
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

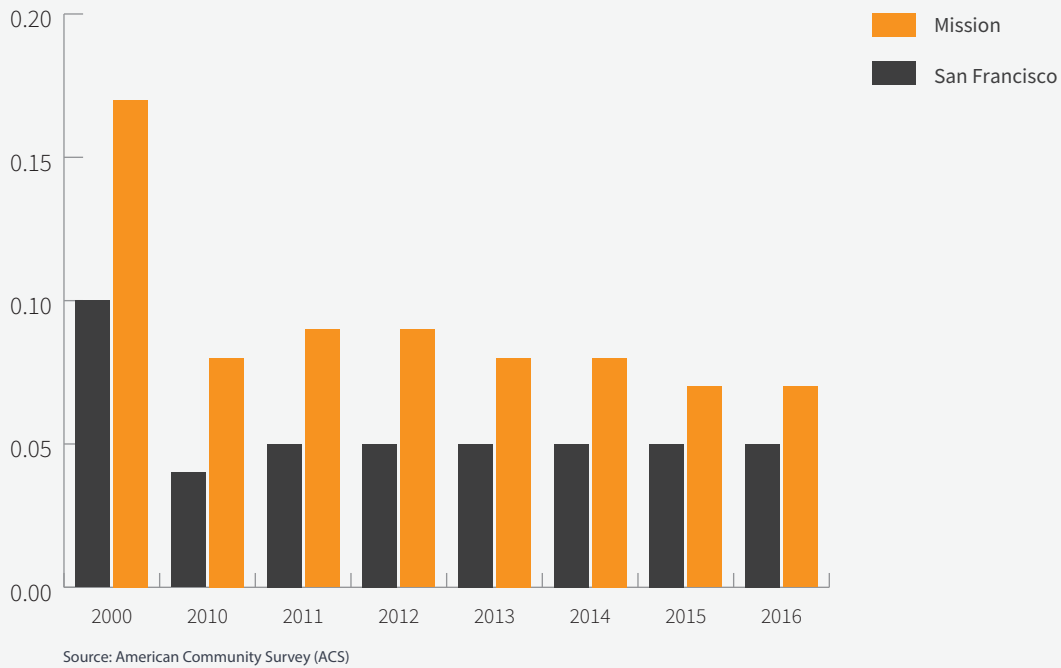
*No data available.
Source: San Francisco Rent Board

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 Map⁶ (PIM) and Redfin. These blocks were selected at random, but generally represent the neighborhood’s existing housing.

6 <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 completed a Housing Needs and Trends Report in summer 2018. The study offers information on changes related to demographics and the affordability of the housing stock. The report is an effort by the Planning Department to better understand the housing stock and broad housing trends. It will help the City identify policy interventions to promote housing affordability and stability. While it is a citywide report, it will inform and support the MAP2020 goals.

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
Total number of units	64	45	59	52	220
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
TOTAL	2,793	765	165

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
TOTAL		92	30	122

* 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
TOTAL	13	8	20	41	25	66

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 SQFT
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)
TOTAL	385,559	15,200	235,840	(479,648)	51,056	208,007

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 2060 Folsom (127 units) 490 South Van Ness (89 units) 1296 Shotwell (96 units) Casa de la Mision (40 units) 1950 Mission (157 units) 681 Florida (2070 Bryant) (130 units) 1990 Folsom (143 units)	782
Inclusionary	87+
Small sites acquisition	120+
TOTAL	989+

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

Eviction Prevention and Tenant Empowerment

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 investment 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 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 Method: Dept budget Frequency: Fiscal Year
	2T. Expand culturally responsive tenant counseling programs	Output (what is produced through investments)	# of individuals provided with access to housing and tenant counseling	Source: MOHCD Method: Grant Reports 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 (resulting change/benefits)	# BMR and 100% affordable housing applications submitted # of rental subsidy recipients stably housed	Source: MOHCD Method: Grant Reports 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	Source: MOHCD Method: Dept. Budget Frequency: Fiscal Year
	5T. Minimize evictions from affordable housing		public \$ granted to CBOs for mediation services in affordable housing	
			public money granted to CBOs for eviction prevention tenant counseling	
			public \$ granted to CBOs for housing counseling	
	6T. Create city enforcement mechanisms to monitor/enforce compliance with eviction ordinances and temporary relocation due to repair, construction, and fire	Output (what is produced through investments)	# of individuals/households provided with eviction prevention legal services	Source: MOHCD Method: Grant Reports Frequency: semiannually
	7T. Identify mechanisms to improve enforcement of restrictions on short-term rentals and mechanisms to achieve compliance and enforcement		# of households in affordable housing provided with mediation services	
			#of households provided with eviction prevention tenant counseling services	
9T. Encourage and support policy efforts to amend the Ellis Act to exempt San Francisco from certain provisions	Outcome (resulting change/benefits)	# of households protected from eviction	Source: MOHCD Method: Grant Reports Frequency: Semiannually	
10T. Expand analysis of eviction data		# of conflicts resolved through mediation		
Legislation	8T. Explore the practical feasibility of imposing restrictions on non-primary residences (NPRs)	Investment	# FTE City staff	Source: City agencies Method: Dept budgets Frequency: annual
	12T. Explore strategies to address long term relocation of residents as a result of fire	Output (what is produced through investments)	Legislation	not applicable
	13T. Review occupancy requirements to create greater flexibility for tenants	Outcome (resulting change/benefits)	# of residents stably housed	Source: MOHCD Method: grant report Frequency: semi-annual
			# of vacant units decreases	

	SOLUTION	METRIC: INVESTMENT, OUTPUT OR OUTCOME		DATA COLLECTION 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 Method: Dept budgets Frequency: one time
	6S. Implement guidelines for prioritizing moving families from SROs into affordable family units.	Output (what is produced through investments)	Legislation	not applicable
		Outcome (resulting change/benefits)	# of families in SRO units	Source: DBI Method: agency reports 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 public \$ allocated	Source: City Agencies Method: Dept budgets Frequency: annual
	5S. Improve code enforcement in SROs	Output (what is produced through investments)	# SRO tenants provided with housing support services yearly building inspections of SROs Decrease in time from complaint to remedy DPH online complaint tracking system	Source: DBI or SRO collaboratives Method: grant reports Frequency: annual
		Outcome (resulting change/benefits)	# of SRO tenants moving into stable housing Improved living conditions Decrease # of SRO evictions	Source: DBI or SRO collaboratives Method: grant reports Frequency: quarterly
Property Management	2S. Identify opportunities to master lease privately owned and managed SRO Buildings	investment	# CBO staff time # FTE City staff public \$ allocated to SRO acquisition	Source: City Agencies Method: Dept budgets Frequency: annual
	4S. Identify opportunities to acquire privately owned and managed SRO buildings	Output (what is produced through investments)	# of new master leases # of SRO buildings under public / nonprofit ownership	Source: TBD Method: Dept. budgets Frequency: fiscal year
		Outcome (resulting change/benefits)	# of tenants in stabilized SRO housing Improved living conditions Decrease # of SRO evictions	Source: TBD Method:Department budgets Frequency: Fiscal year
Solution 3) Preservation of Affordable Units				
Legislation	1P. Explore Tenant's First Right to Purchase legislation	Investment	# FTE City staff # CBO staff time	Source: Board and Departments Method: TBD Frequency: one time
	4P. Explore a City's first right of refusal	Output (what is produced through investments)	Legislation to support Tenant's First Right of Refusal Legislation supporting City's First Right of Refusal Definition of rehabilitation and enforcement mechanisms	Source: Board Method: legislative reports Frequency: one time
	5P. Preserve rent-control units when major rehabilitations occur		Outcome (resulting change/benefits)	# of affordable units preserved # units converted to luxury decreases # 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 \$ for acquisition and rehabilitation	Source: MOHCD Method: Annual reports Frequency: Fiscal Year
	3P. Replenish funds for Acquisition and Rehabilitation program	Output (what is produced through investments)	# of units of affordable housing preserved # of households protected from eviction	Source: MOHCD Method: Annual reports Frequency: semi-annual
		Outcome (resulting change/benefits)	# of low-income households in stable housing	Source: MOHCD Method: Annual reports Frequency: semi-annual
Solution 4) Housing Production				
Funding	2H. Continue site acquisition (public, nonprofit, private) to build 100% affordable housing	Investment	\$ for site acquisition \$ for acquisition and rehabilitation	Source: MOHCD Method: Annual reports Frequency: Fiscal year
		Output (what is produced through investments)	# of units of affordable housing preserved # of households protected from eviction	Source: MOHCD/Planning Method: Annual reports Frequency: Semi-annual
		Outcome (resulting change/benefits)	# of low-income households in stable housing	Source: MOHCD Method: Annual reports Frequency: semi-annual
Zoning	1H. Examine and develop zoning strategies to produce more affordable housing	Investment	# FTE City staff	Source: Planning Department Method: TBD 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 Increase in number of affordable and family units	Source: Planning Department Method: staff reports Frequency: one time and annual
Legislation	4H. Incentivize childcare-friendly units	Investment	# FTE City staff	Source: Planning and Board Method: staff reports 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) Housing Bond in a regular cycle	Source: Planning, Board, Mayor's Office Method: One time / TBD 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 Method: annual reports Frequency: Annual
Solution 5) Economic Development				
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 Method: Staff, grant reporting Frequency: annual
	2E. Explore policies to retain or increase spaces for artists	Output (what is produced through investments)	# programs existing and created # artists serve # of arts organizations served # of audience members attending cultural events in new and retained art spaces in a FY	Source: Arts Commission, OEWD, Nonprofit Partners, Community Organizations Method: staff and grant reporting 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 # of arts spaces created # of projects completed	Source: Arts Commission, OEWD, Nonprofit Partners, Community Organizations Method: staff and grant reporting Frequency: annually

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

	SOLUTION	METRIC: INVESTMENT, OUTPUT OR OUTCOME		DATA COLLECTION SOURCE/METHOD/FREQUENCY
Process Improvement	2C Improve Pre-App community review of proposed development projects	Investment	# FTE staff	Source: Planning Method: TBD Frequency: TBD
	3C Improve representation of community concerns in Commission presentations for proposed development projects.	Output (what is produced through investments)	additional and earlier community meetings staff reports inclusive off all input	Source: Planning Method: TBD Frequency: TBD
		Outcome (resulting change/benefits)	improved reach, frequency and timing of meetings improved information to the Planning Commission regarding community concerns	Source: Planning Method: TBD Frequency: TBD
Solution 7) Homelessness				
	1O Increase supportive services to homeless	Investment	# of programs and budget for annual services	Source: HSH Method: TBD Frequency: Annually
	2O Explore acquiring or master leasing one SRO or similar building to house homeless individuals	Output (what is produced through investments)	\$ for acquisition % of units for housing homeless individuals	Source: HSH Method: TBD Frequency: One time
	3O Explore the feasibility of including more housing for homeless in new affordable developments (mixed-housing) "		Direct services and programs An SRO hotel Additional units in new developments	
		Outcome (resulting change/benefits)	TBD	Source: HSH & MOHCD Method: TBD 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	\$	1P may satisfy this
	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	\$	✓

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	#	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
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