

PRIORITY PLANNING PROJECT

# Community Stabilization Strategy



San Francisco  
**Planning**

October 11, 2018



**Rent increases for  
artists, small  
businesses, and  
non-profits**



**Housing  
affordability  
crisis**



**Increased  
displacement and  
gentrification**



**Severe impacts  
on vulnerable  
populations**

**Why this project?**



### MISSION ACTION PLAN 2020



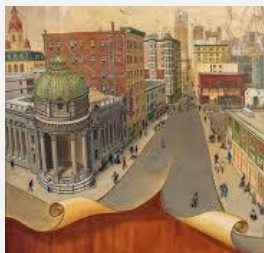
#### Mission Action Plan 2020 - Phase I

2015-2017



#### Strategies for a Sustainable Chinatown

*Collaboration with  
community stakeholders*  
2017



#### Tenderloin Development Without Displacement

*Collaboration with  
community stakeholders*  
2017



#### Neighborhood Strategies TBD

2016-present  
Excelsior, Bayview,  
Western Addition

**Created a new team  
for Community  
Development**  
2015

**Community  
Stabilization and  
Anti-Displacement  
Strategy**  
2017-present

## Context and Background: Community Development Initiatives





Department of  
Homeless and  
Supportive Housing



Office of Economic and  
Workforce Development  
(OEWD)



Housing  
Authority



Community partners

Mayors Office of Housing and  
Community Development  
(MOHCD)

Chief Economist  
(Controllers Office)



Department of  
Building  
Inspection  
(DBI)



Office of  
Community  
Investment and  
Infrastructure



Rent Board

HOPE SF



Office of Small  
Business

**Collaboration** with City & Community Partners

Community Stabilization Strategy

**Protect and  
stabilize  
communities  
especially  
vulnerable  
populations**



**Project Purpose**

Community Stabilization Strategy



1

**Mitigate impacts of displacement**



2

**Prevent displacement as an impact of economic growth**

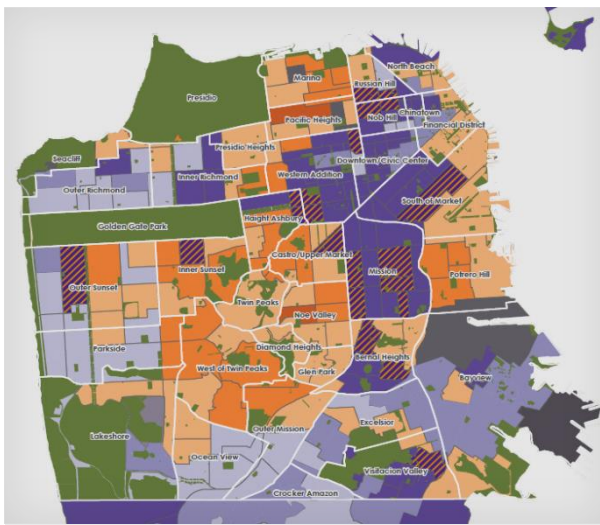


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**Ensure economic growth offers benefits to existing communities**

## Project Goals





**Understand stages of displacement, gentrification and exclusion in different neighborhoods**



**Compile and assess the City's existing stabilization and anti-displacement programs and policies**

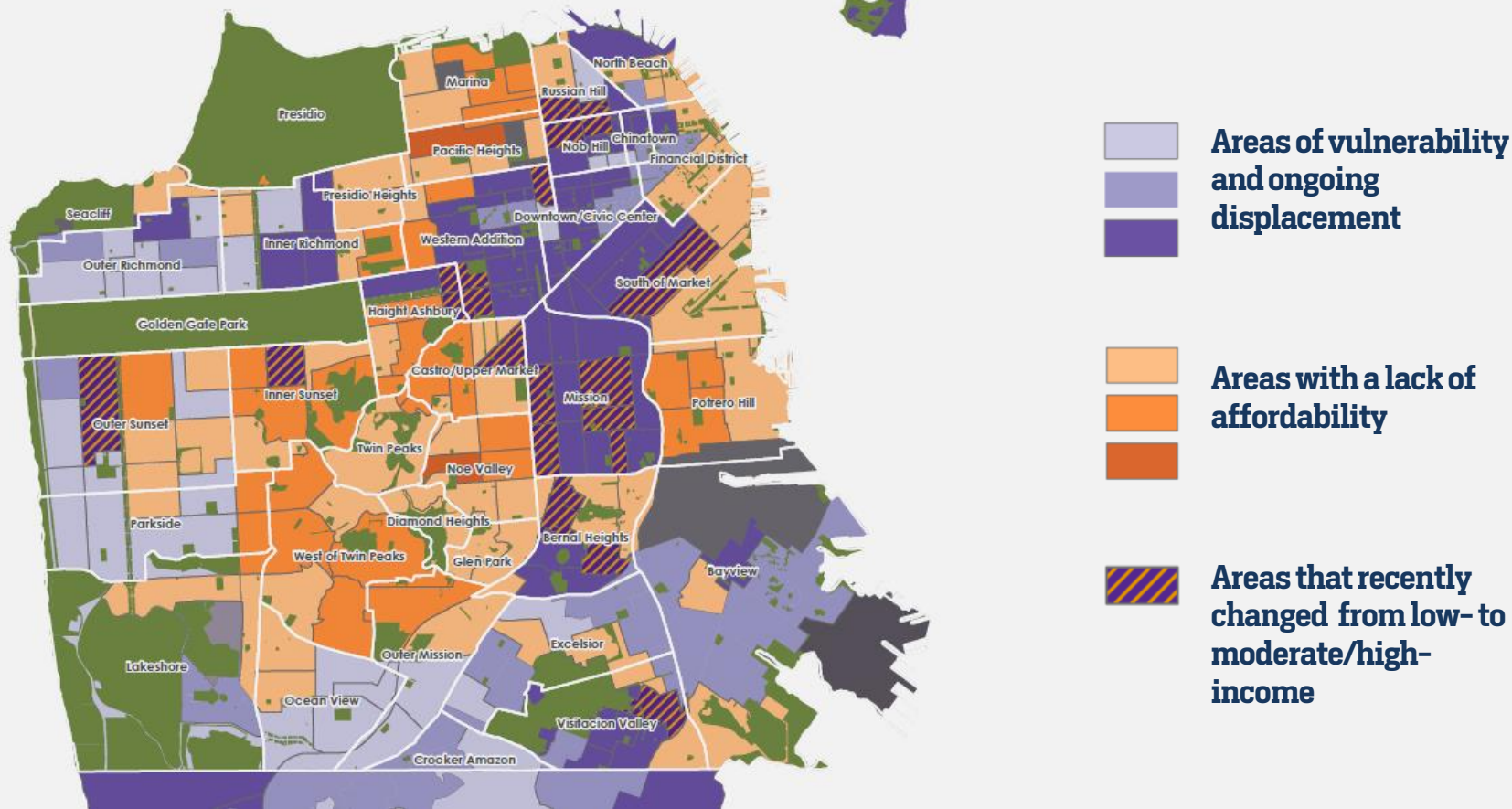


**Propose recommendations to enhance existing programs and policies, and suggest new tools and policies**

**We are here!**

**Project Components**

Community Stabilization Strategy







**Evictions/Buyouts**



**Building type**



**BMR Units**



**SRO locations and  
vacancy**



**Renovation  
permits**



**Demographics of  
service recipients**



**Locations of loan  
recipients**



**Small Sites  
purchased**



**Homeownership  
loans received**



**Language isolation**

**1**

## **Further Understanding of Neighborhood Trends**



**Tenant Empowerment and  
Eviction Prevention**



**Access to  
Homeownership**



**Housing  
Preservation**



**Affordable Housing  
Production**



**Economic  
Development**



**Homelessness**

**2**

## **Assessing Existing Programs and Policies**

## TOOLKIT SAMPLE

POLICY / PROGRAM	SERVICE	LEAD AGENCY
<b>Small Sites Program</b>	Acquisition and rehabilitation financing	Mayor's Office of Housing and Community Development
<b>Preservation of Sound Housing</b>	Limit dwelling unit removals	Planning
<b>Residential Hotel Conversion Ordinance</b>	Enforcement for illegal conversion of SROs	Department of Building Inspection
<b>Workforce Training and Placement</b>	Workforce programs targeting vulnerable populations	Office of Economic and Workforce Development
<b>Small Business Technical Assistance</b>	Guidance for businesses	Office of Economic and Workforce Development
<b>Tenant Protections</b>	Tenant counseling, education, and legal representation	Mayor's Office of Housing and Community Development

## 2 Assessing Existing Programs and Policies





**Partnerships**



**Geography served**



**City funding**



**Ideas for  
improvement**



**People served**



**Data tracked**



**Major challenges**

**2**

## **Assessing** Existing Programs and Policies

## Example: Single Room Occupancy Hotels

### Data



Vacancy rate, average monthly rent, private and public SRO hotel locations, and housing stock changes over time

### Engagement



City agency and community stakeholder engagement between DBI and Planning Department

Tenderloin Housing Clinic, Central City SRO Collaborative, Chinatown SRO Collaborative, Tenderloin Neighborhood Development Corporation (TNDC), Senior and Disability Action, SRO United Families Collaborative, Mission SRO Collaborative, Glide Foundation, Faithful Fools, and Market Street for the Masses





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### Recommending Enhancements to Existing Programs and Policies and New Tools and Policies

Community Stabilization Strategy





## Community Organization Stakeholder Meetings

AUGUST 2016 - PRESENT

## Survey

FALL 2018

## Community Meetings with Broader Public

WINTER 2018/2019

# Community Outreach and Engagement

2017

2018

2019

WINTER

SPRING

SUMMER

FALL

JAN

FEB

MAR

APR

MAY

JUNE

JULY

AUG

SEP

OCT

NOV

DEC

JAN

FEB

MAR

MAP 2020 released

Draft Existing  
Toolkit Released

UDP Map updates



Evaluating existing toolkit:  
Outreach to city agencies



Evaluating existing toolkit:  
Outreach to community stakeholders and public



Further outreach/  
develop the strategy

Preliminary recommendations

Draft for Public Review  
Released

Timeline and Next Steps





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**Planning**

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