Community Stabilization Strategy
Why this project?

Community Stabilization Strategy

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

Housing affordability crisis

Increased displacement and gentrification

Severe impacts on vulnerable populations
Context and Background: Community Development Initiatives

Mission Action Plan 2020 - Phase I
2015–2017

Created a new team for Community Development
2015

Strategies for a Sustainable Chinatown
Collaboration with community stakeholders
2017

Excelsior, Bayview, Western Addition

Neighborhood Strategies TBD
2016–present

Tenderloin Development Without Displacement
Collaboration with community stakeholders
2017

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

Collaboration with City & Community Partners

- Mayors Office of Housing and Community Development (MOHCD)
- Chief Economist (Controllers Office)
- Department of Homeless and Supportive Housing
- Office of Economic and Workforce Development (OEWD)
- Rent Board
- Housing Authority
- Department of Building Inspection (DBI)
- Office of Community Investment and Infrastructure
- Office of Small Business
- HOPE SF
Protect and stabilize communities especially vulnerable populations

Project Purpose
Community Stabilization Strategy

**Project Goals**

1. Mitigate impacts of displacement
2. Prevent displacement as an impact of economic growth
3. Ensure economic growth offers benefits to existing communities
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!
Community Stabilization Strategy

Areas of vulnerability and ongoing displacement

Areas with a lack of affordability

Areas that recently changed from low- to moderate/high-income

Understanding Stages of Gentrification and Displacement
1. Further Understanding of Neighborhood Trends

- 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
Community Stabilization Strategy

2 Assessing Existing Programs and Policies

- Tenant Empowerment and Eviction Prevention
- Access to Homeownership
- Housing Preservation
- Affordable Housing Production
- Economic Development
- Homelessness
## Assessing Existing Programs and Policies

<table>
<thead>
<tr>
<th>Policy / Program</th>
<th>Service</th>
<th>Lead Agency</th>
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<tbody>
<tr>
<td>Small Sites Program</td>
<td>Acquisition and rehabilitation financing</td>
<td>Mayor’s Office of Housing and Community Development</td>
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<tr>
<td>Preservation of Sound Housing</td>
<td>Limit dwelling unit removals</td>
<td>Planning</td>
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<tr>
<td>Residential Hotel Conversion</td>
<td>Enforcement for illegal conversion of SROs</td>
<td>Department of Building Inspection</td>
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<td>Ordinance</td>
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<tr>
<td>Workforce Training and Placement</td>
<td>Workforce programs targeting vulnerable populations</td>
<td>Office of Economic and Workforce Development</td>
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<tr>
<td>Small Business Technical Assistance</td>
<td>Guidance for businesses</td>
<td>Office of Economic and Workforce Development</td>
</tr>
<tr>
<td>Tenant Protections</td>
<td>Tenant counseling, education, and legal representation</td>
<td>Mayor’s Office of Housing and Community Development</td>
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</tbody>
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Assessing Existing Programs and Policies

- Partnerships
- Geography served
- City funding
- Ideas for improvement
- People served
- Data tracked
- Major challenges
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
3. **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
Timeline and Next Steps

2017
- WINTER: MAP 2020 released
- FEB: UDP Map updates

2018
- JAN: Draft Existing Toolkit Released
- APR: Evaluating existing toolkit: Outreach to city agencies
- MAY: Evaluating existing toolkit: Outreach to community stakeholders and public
- JUNE: Further outreach/develop the strategy
- JULY: Preliminary recommendations
- AUG: Draft for Public Review Released

2019
Community Stabilization Strategy

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