



MISSION ACTION PLAN 2020



San Francisco
Planning

ANNUAL STATUS REPORT
2024

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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.

Cover photo by Em Campos / iStock

Land Acknowledgement

The Planning Department acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the Indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost, nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working in their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and relatives of the Ramaytush Ohlone community and by affirming their sovereign rights as First Peoples.

Initiated in 2014, MAP2020 has now reached its ten-year milestone, and this report turns the page to prepare for a new chapter of City and community collaboration and efforts. Over the past five years, coordination between the Latino and American Indian communities in the Mission District has grown significantly. Since the launch of the City's Cultural District Program in 2018, the Calle 24 Latino Cultural District (Calle 24) and the American Indian Cultural District (AICD), established in 2019, have become allies and leaders in preserving cultural identity, promoting community stability, and resisting further displacement. These districts have created multiple pathways for shared advocacy and mutual support through information sharing, collaborations and co-sponsorship of events.

The Mission District has long been a cultural hub for both the Latino and American Indian communities in San Francisco, each with deep roots in the neighborhood.

The Latino community's presence in the Mission grew in the 1950s, as many sought refuge from displacement in their home countries, creating a vibrant tapestry of businesses, cultural institutions, and advocacy networks. Around the same time, many American Indians arrived in San Francisco due to government relocation policies, such as the 1950s Indian Relocation Act, which pushed Native peoples from reservations to cities under false promises of jobs and housing. By the 1960s and 70s, the City's reputation as a hub for the Red Power Movement—a national Native American civil rights movement—further contributed to the community's growth in the Mission. While both Latino and American Indian communities continue to face immense pressures of displacement, their strong advocacy networks and cultural institutions remain the foundation of the Mission neighborhood today.

Looking ahead, the City and the community remain committed to this cultural collaboration, aiming to protect the neighborhood's diversity and reinforce the shared values of cultural preservation, intergenerational housing, and environmental justice. As new challenges arise, the partnership between these two communities holds the potential to build a more resilient and inclusive future for all Mission residents.

Executive Summary

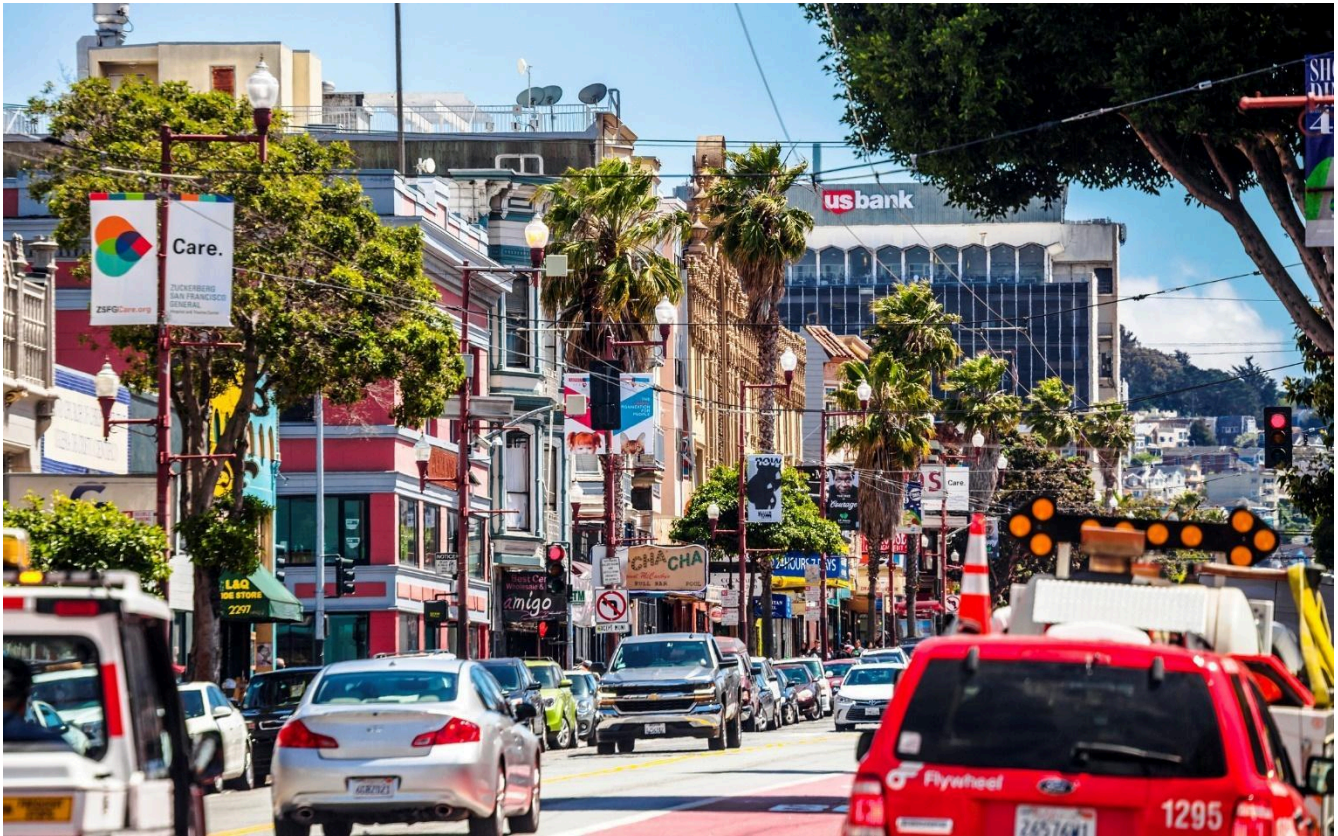


Photo by peeterv / iStock

In 2014, community leaders and City government came together to launch the Mission Action Plan (MAP2020) to address how the City will retain low- and moderate-income residents and support community organizations and businesses. Eight years later, despite enduring the painful impacts of Covid-19 and economic challenges, this partnership has yielded initiatives and investments that have preserved the Latino’s cultural activities and markers, produced and preserved affordable housing, and supported the retention and expansion of community businesses. Additional work is required to reverse the loss of the Latino population and the increase of homelessness in the Mission.

This report provides an assessment of the MAP2020 progress and outlines the work ahead to strengthen the vitality of this neighborhood and the Latino community. Based on City and community data, the report includes an analysis of demographics, housing, and community economy. The conclusion includes an overall assessment of the MAP2020 implementation and next steps.

Since 2014, the preservation and production of affordable housing has more than doubled compared to the previous decade. Community affordable housing developers have taken the lead in delivering affordable units by expanding their capacity and working closely with City agencies. This resulted in 1,130 new affordable units, 266 existing units made permanently affordable, and the construction of 156 accessory dwelling units between 2014 and 2024. Another 1,174 affordable units are in the

pipeline. Additionally, the Mayor's Office of Housing and Community Development helped keep tenants in their homes by increasing eviction legal services, housing counseling, education and awareness, and rental subsidy programs. Almost 2,000 Mission households benefited from these investments, more than double the original target of 800 people. This contributed to the stability of the low-income population (less than 50% of median income) and increase of the middle-income population (100-150% of the median income). Still, between 2017 and 2022, the Mission doubled its number of unsheltered people and the Latino population declined at an average rate of 2% over the past decade. In contrast, the Latino population for San Francisco has increased from 14% in 2000 to 16% (18,641 individuals) in 2022. The decline of the Mission Latino population is not as dramatic as it could have been from the Covid-19 pandemic, but the goal is to reverse this trend.

The Mission neighborhood economy continues serving the growing Latino population in San Francisco and beyond. Many shops and restaurants in the Mission have survived the Covid-19 shutdown and online competition, new businesses have opened, and Calle 24 has increased its activity. In 2023, the sales tax revenues from the Mission were almost at the same level as in 2019, while San Francisco was 13% lower citywide and Union Square/ Yerba Buena area was 40% lower. Similarly, in 2024 the average retail vacancy in Mission/Potrero was 4.3% compared to Union Square/ Yerba Buena at 30% and citywide at an average 9% vacancy. This economic performance is the result of collaboration among community organizations and City agencies. The Office of Economic and Workforce Development has played a major role in this success by implementing policies, offering programs, and providing funding to attract and retain community-serving businesses, thus fostering the neighborhood commercial revitalization observed on 24th Street and Mission Street.

The cultural strength of the community has deepened and expanded through physical markers, community organizations, and activities. This cultural richness extends beyond neighborhood residents, drawing visitors from across the city, region, and country to the Mission. These visitors come seeking a unique cultural experience, which in turn supports the diverse businesses in the area. A targeted effort by the community and the City has been focused on 24th Street, el Corazón del Barrio, with the designation of Calle 24 Cultural District and Calle 24 Special Use District. The Calle 24 Cultural District is helping preserve the cultural heritage and traditions of the local community through small business assistance and monthly Latino-themed activation. The Calle 24 Special Use District has aided in saving historical signage and art and supporting legacy businesses and a diversity of small mom and pop storefronts.

The successful implementation of MAP2020 has been achieved through several key efforts. These include fostering collaboration between community and City partners, adopting a holistic approach to community development that integrates housing, culture, and economic investments, ensuring transparency and accessibility of information, and increasing community capacity to nurture a thriving neighborhood ecosystem.

Based on the analysis of the implementation progress and existing conditions, the Planning Department should engage with community representatives to build on the success, and review and update the strategies around the key themes of 1) stabilizing community spaces for small business and community-based organizations, 2) improving street conditions, 3) enhancing cultural vitality, 4) expanding affordable housing access, and 5) strengthening community-based planning and collaborations.

As we enter the next phase of MAP2020, these strategies will guide City agencies and the community to address ongoing and emerging challenges in the Mission District and meet the MAP2020 goals, upholding the Mission District's vision for a healthy, thriving, safe, and affordable neighborhood for both current and future generations.

Introduction



Photo by Kathryn Styer Martínez (CC BY-NC-ND 2.0)

The Mission District has a long history of rich cultural diversity, welcoming new residents, and workers. As a working-class enclave, it predominantly housed low to moderate income households, creating a vibrant community in east-central San Francisco. Since the 1970s, it has stood as a beacon of Latino culture, home to a significant population of immigrants from Latin America with the highest concentration of Latinos in San Francisco. It is anchored by community organizations, cultural institutions, small legacy businesses, and working-class jobs in the Production, Distribution and Repair (PDR) sector.

The 21st Century has presented Mission District residents, community organizations, mom-and-pop businesses, and cultural workers with numerous challenges. At the onset of the Mission Action Plan 2020 (MAP2020) in 2014, development pressures citywide and in Eastern neighborhoods were threatening the ability of the community to access affordable residential, cultural, and commercial spaces. Many Latino workers and families were displaced, contributing to an increase in poverty and homeless population, the closure of some community businesses, and a growing concern for safety. These challenges triggered the development and implementation of MAP2020 as a collaborative project among City agencies, community organizations, residents, and workers. Over the past eight years, the community and City have put in motion initiatives that have led to material results in affordable housing production, tenant protections, small business performance, commercial corridor

vitality, and cultural activation. Still, additional investments and strategies are required to support the vitality of the neighborhood.

This fourth MAP2020 Status Report includes an analysis of demographic, housing, economic, and cultural trends to identify progress and delays towards the MAP2020 goals. The analysis included in this report incorporates emerging community needs related to businesses, safety, and homelessness as well as an assessment of the new 24th Street Special Use District (SUD).

Tracking Trends

This section explores the demographic, housing, and economic developments in the Mission. The time frame varies according to the indicators and data available between 2000 and 2024. The most recent data for demographic indicators is 2022. Housing production and business data is available up to 2024. In addition to data recorded or gathered by the City, community organizations have provided critical pieces of data (i.e. existing vacancies, cultural events, business profiles) that allow for a robust analysis of existing conditions.



Photo by Kathryn Styer Martínez (CC BY-NC-ND 2.0)

Demographics

The Mission has had a significantly high concentration of Latino residents in San Francisco since the 1970s. In 2000, 50% (30,145) of the population in the Mission was Latino. Over the years, the percentage of Latinos living in the Mission has steadily declined. Since 2000, the period of greater stability for the Latino population was between 2011 and 2017 around 39%. After 2017, this share dropped to 36% (20,962) in 2019 and down to 32% (17,823) in 2022 (Table 1). Between 2000 and 2022, the Mission experienced a loss of around 12,000 Latinos. In contrast, the number of Latinos citywide during the same period grew by approximately 19,000 people, maintaining a relatively stable share of the city’s total population between 14% and 16% throughout this period.

By 2022, the Latino population was still concentrated in the Mission District with 32% in comparison to the San Francisco average of 16%. Other neighborhoods such as Bayview, Excelsior, and Tenderloin are also showing a concentration of Latino population (Map 1). Between 2000 and 2020, the decline of the Mission’s Latino residents is parallel to a rise in the Latino population in the Tenderloin, Mission Bay, Soma, Treasure Island, and Bayview-Hunters Point (Map 2).

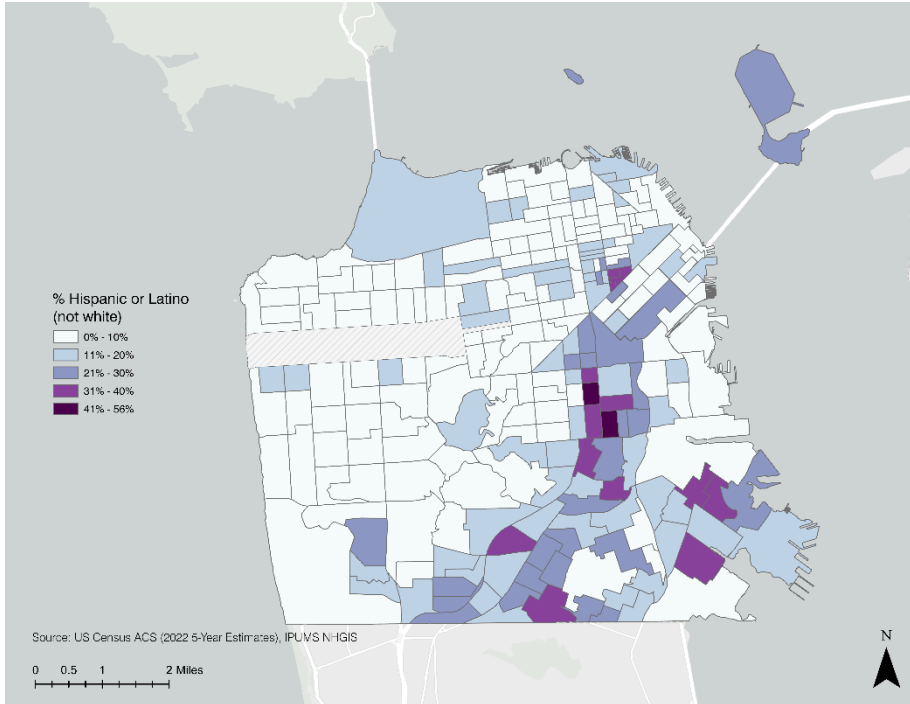
Table 1. Percent of Latino / Hispanic Population

Year	Mission Latino 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%

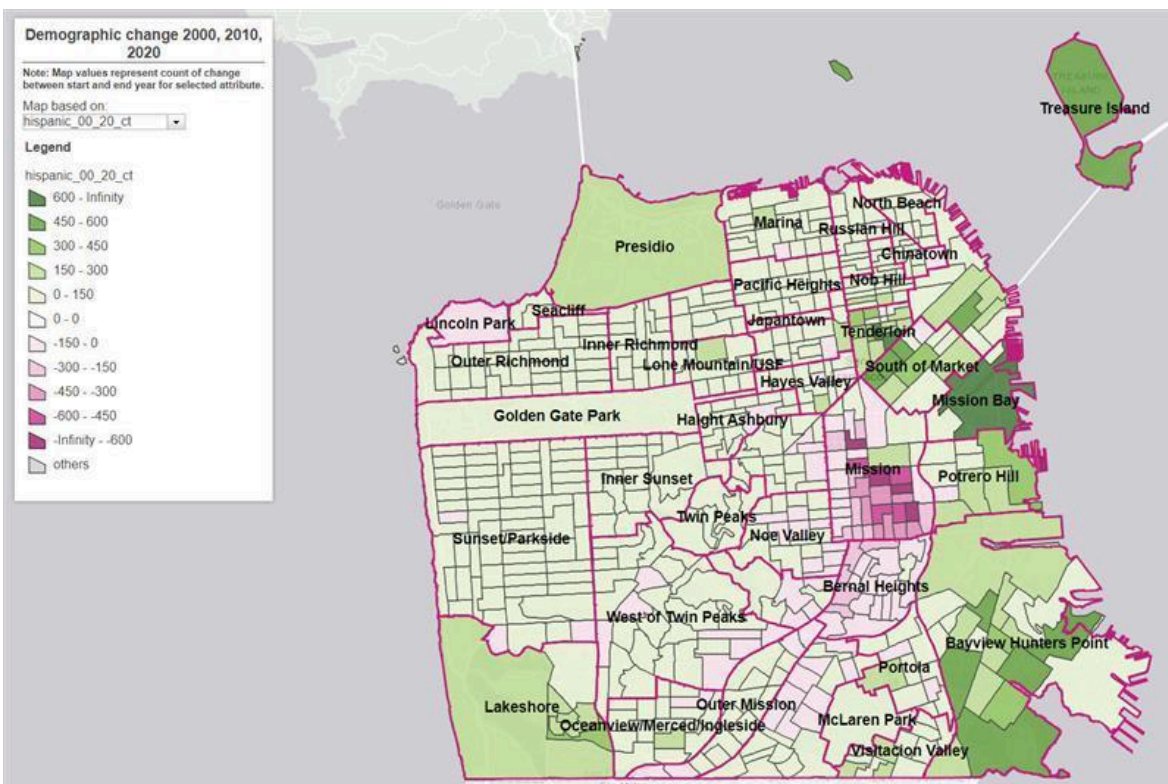
Year	Mission Latino Population	Percentage
2012	21,623	39%
2013	21,893	38%
2014	22,058	39%
2015	22,707	39%
2016	22,694	39%
2017	22,088	38%
2018	21,933	37%
2019	20,962	36%
2020	20,041	34%
2021	19,620	34%
2022	17,823	32%

Source: American Community Survey (ACS)

Map 1. Percent of Latino/Hispanic Population in San Francisco



Map 2. Latino/Hispanic Population Demographic Change in 2000, 2010, and 2020



Source: American Community Survey (ACS)

Over the past two decades, changes in race and ethnicity have been accompanied by changes in primary language, place of birth, and income within the Mission. Spanish-speaking households (households where Spanish is the primary language or one of the primary languages spoken) decreased from 46% in 2000 to 25% in 2023. The most notable decrease was between 2000 and 2019; it went from 46% to 29%. Meanwhile, English-speaking households have risen from 40% in 2000 to 60% in 2023. Other languages at home have fluctuated between 13% and 17%. These changes are correlated to the decrease in the Latino population. This decline may also be attributed to second generation Latinos' preference for English as their primary language, conditioned by their social and cultural interactions.

Parallel to the decline in Spanish-speaking households, is the decline of foreign-born residents. In 2000, the Mission had a higher percentage of foreign-born residents at 45% compared to San Francisco's 37%. Since 2014, this relationship was reversed with the Mission declining to 30% and San Francisco to 34%. The most substantial decline of the foreign-born population in the Mission was between 2000 and 2019, from 40 to 30%. From 2019 to 2022, the number of foreign-born individuals in the Mission remained around 30%. (Figure 3)

Over the last two decades, the Mission has experienced shifts in its income distribution (Table 2). The Upper Income (150% + AMI) category saw a significant increase from 17% to 34% between 2000 and 2021, dropping to 22% in 2022. The Middle-Income (120%-150% AMI) group saw a substantial rise from 8% to 21% over the same period. The share of the low-income (< 80% AMI) households showed a small decline between 2000 and 2022. This might reflect displacement or some upward economic mobility within the neighborhood.

In contrast to all these changes, the Mission remains a stable housing environment for families. In 2000, the Mission had 43% of family households, slightly lower than San Francisco's 45%. Family households are defined as a household with children under the age of 18. Both areas have remained stable in recent years. (Figure 4)

An area of major concern is the increase of the homeless population in the Mission. The Department of Homelessness and Supportive Housing (HSH)'s [2022 Point-in-Time](#) count showed the overall total homelessness (sheltered and unsheltered people) decreased in San Francisco by 3.5% since 2019, dropping from 8,035 to 7,754 people. However, there was a 55% increase in the Latino homeless population since 2019, constituting 30% (2,357 individuals) of San Francisco's total homeless population, despite being 16% of the city's overall population. According to HSH, Latino clients are less likely to be sheltered (36%) than the total homeless population, which is 43% sheltered. The Mission's homeless population rose from 643 in 2019 to 664 in 2022. The Mission's sheltered count decreased 63% (244 individuals) due to Covid-19-related shelter closures. The Mission saw the most substantial increase (103%, 265 individuals) of unsheltered individuals since 2019 compared to other San Francisco neighborhoods. The sharp increase in the overall Latino homeless population and the disparity in the Mission's unsheltered population underscores the need for targeted and culturally sensitive solutions to address the rise of homelessness within the community.

It's important to acknowledge the diverse spectrum of housing experiences individuals and families may encounter, including those that put them at-risk for homelessness. The term "housing insecurity"

signifies unstable or inadequate living conditions, often stemming from the threat of eviction, unaffordable housing costs, overcrowding, or residing in substandard housing. HSH data does not capture these individuals and defines “homeless” as encompassing individuals who lack a fixed, regular, and adequate nighttime residence, including those staying outdoors or in vehicles, residing in temporary shelters such as transitional housing or emergency shelters, or leaving an institution and entering a homeless shelter or other non-residential accommodation.

Figure 2. Language Spoken at Home in the Mission

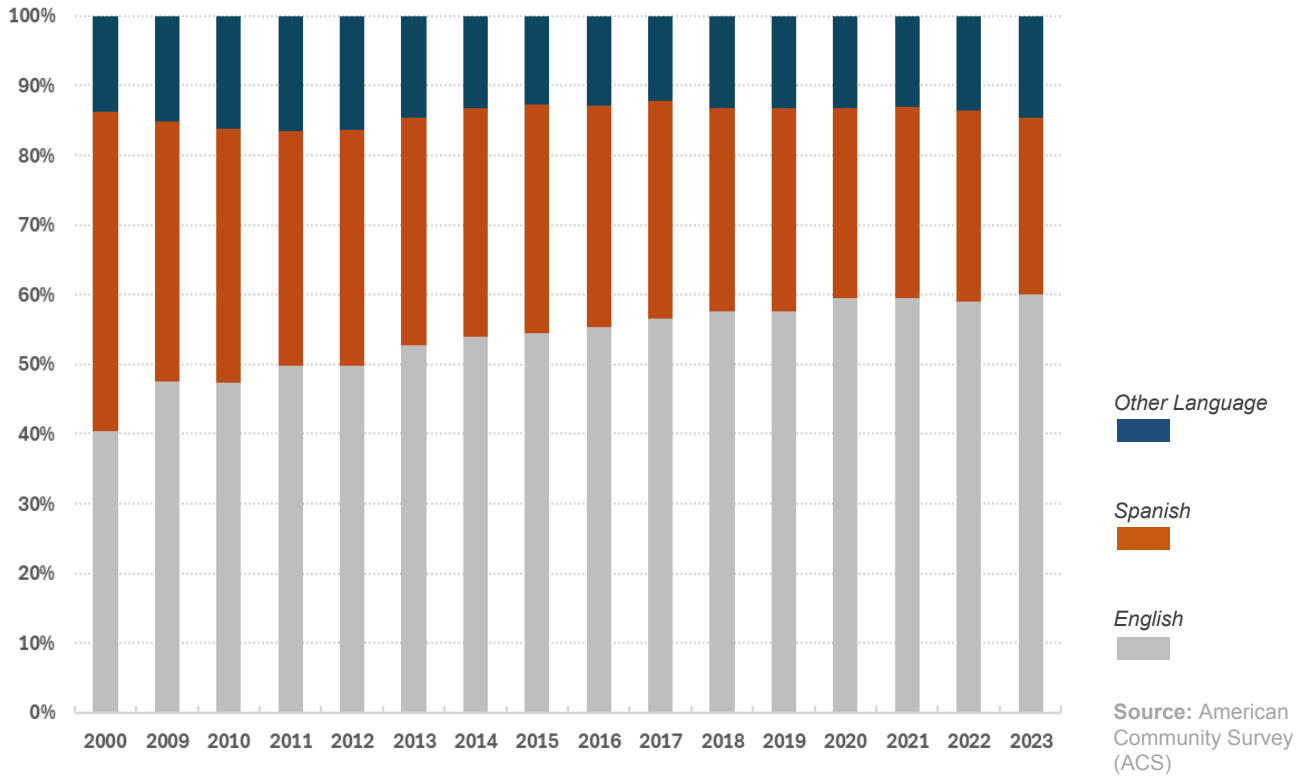


Figure 3. Foreign-Born Population in the Mission and San Francisco, 2000 – 2022

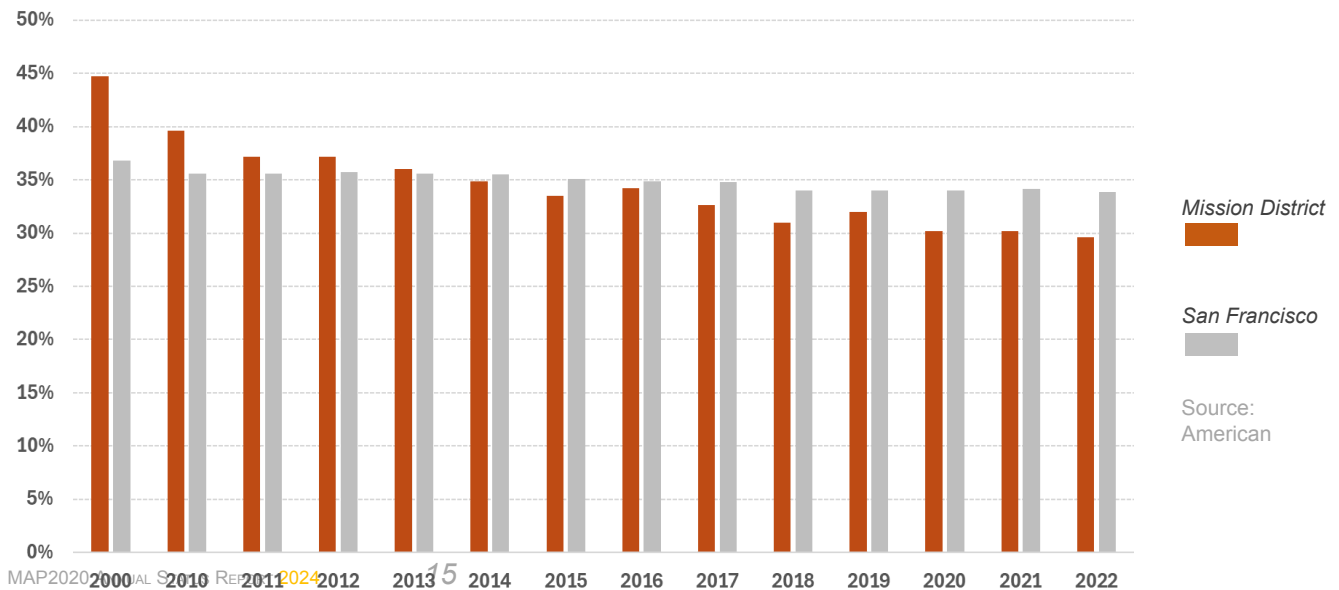
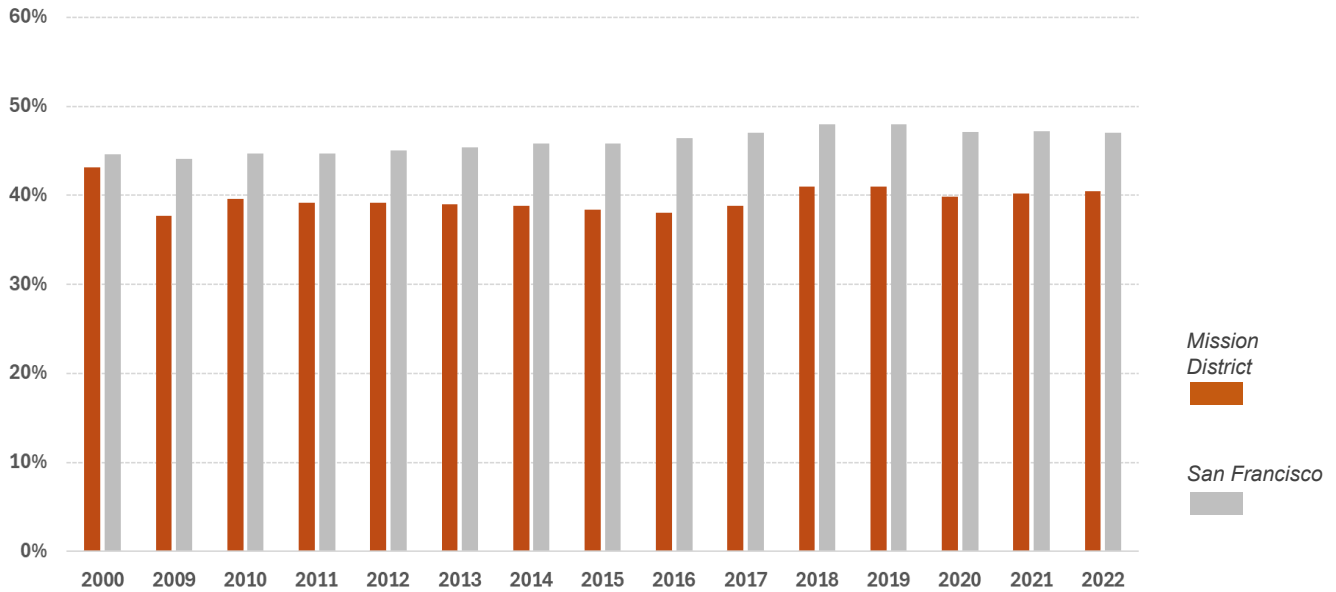


Figure 4. Percentage of Family Households in the Mission and San Francisco



Source: American Community Survey (ACS)

Table 2. Percent of Households by Area Median Income in the Mission

AMI - Income Category	2000	2010	2015	2016	2017	2018	2019	2020	2021	2022
< 30%	20%	21%	23%	24%	25%	24%	23%	20%	20%	19%
30% - 50%	13%	15%	13%	13%	11%	10%	8%	9%	10%	10%
50% - 80%	20%	17%	14%	13%	12%	13%	12%	13%	13%	14%
80% - 100%	12%	9%	7%	7%	8%	9%	9%	7%	7%	7%
100% - 120%	10%	8%	7%	8%	8%	7%	7%	6%	6%	7%
120% - 150%	8%	9%	9%	8%	8%	10%	11%	10%	10%	21%
150% +	17%	22%	27%	27%	27%	27%	30%	33%	34%	22%
Total Households	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: American Community Survey (ACS)

Summary of Demographics

In 2022, the Mission remained the highest concentration of Latino population in San Francisco and a neighborhood that supports families. However, many changes in the composition of the population have taken place in the last two decades. Since 2000, the Mission saw a decline in its Latino population and Spanish speaking households. Income distribution shifted, with an increase of middle-income households and a decline of upper income households and low-income households. The Mission also saw the most substantial increase (265 individuals) of unsheltered individuals since 2019 compared to other San Francisco neighborhoods.

These changes reflect the evolving neighborhood landscape, some of which were amplified by Covid-19. The growth of the middle-income households reflects a combination of new higher-income residents, existing residents experiencing income growth, and the role of improved job opportunities and increased investments in affordable housing. The high concentration of Latino population, the share of Spanish speaking population and the increase of homeless population underscores the need for targeted and culturally sensitive solutions within the community. The next section will discuss the housing investments and strategies that contributed to the retention of the Latino population, families, and middle-income households as well as the investment gaps that remain in the community.

American Indian Presence in the Mission District

The Mission District has long been a cultural and economic hub for both the Latino and American Indian communities in San Francisco, each with deep roots in the neighborhood. The Latino community's presence began to take hold in the 1950s, as many sought refuge from displacement in their home countries, creating a vibrant tapestry of businesses, cultural institutions, and advocacy networks. The majority of American Indians who live in San Francisco today are here due to the government relocation policies of the 1950s, such as the Indian Relocation Act, that forced or lured American Indian peoples from reservations to cities under the false promises of jobs and housing. By the 60s and 70s, the City's growing reputation as a hub for the Red Power Movement—a national Native American civil rights movement, also contributed to the community's population growth in the Mission. Both communities faced immense pressures of displacement due to rising property values and development, but they built strong advocacy networks, establishing vital cultural institutions that still serve the neighborhood today.

Since the launch of the City's Cultural District Program in 2018, the Calle 24 Latino Cultural District (Calle 24) and the American Indian Cultural District (AICD) in 2019 have emerged as powerful vehicles to preserve cultural identity and resist further displacement. These districts, working collaboratively, can create a framework for shared advocacy and mutual support. With increasing visibility for the American Indian community—a population that has historically been overlooked—there are growing opportunities to celebrate each other's cultural traditions while ensuring that both communities remain anchored in the neighborhood. As the two cultural districts continue to strengthen their partnership, the Latino community's long-standing advocacy for tenant protections and housing preservation can provide critical support for Native residents facing similar pressures, ultimately benefiting the broader Mission District.

Looking forward, this collaboration not only serves to protect the neighborhood's diversity but also fosters shared goals of cultural preservation, affordable housing, and environmental justice. As new challenges arise, the symbiotic relationship between these two communities has the potential to build a more resilient and inclusive future for all Mission residents. By honoring both the American Indian and Latino communities' legacies and advocating together, they can ensure that their shared physical and cultural spaces remain vibrant and accessible.



Photo by Mission Housing Development Corp.

Housing

Neighborhood affordability is critical to retaining working-class residents, families, and the Latino cultural enclave in the Mission; this has been a key goal in MAP2020. However, since 2000 this neighborhood has seen challenges with housing affordability and a steady decline of the Latino population. For example, the Mission's average home prices have increased substantially from \$380,000 in 2000 to \$1.1 million in 2023 (Zillow, 2024), leading to a displacement of the working-class households. This section provides an overview of housing conditions and housing production, preservation, and protection.

Housing Conditions

Since 2000, the Mission District has had a total of 2,265 reported evictions (Table 3). Between 2000 and 2013, total annual evictions rose and peaked at 237 in 2013, largely driven by an increase in Ellis Act evictions, which reached 78 that year, and only accounted for 17 evictions in 2000. The Ellis Act allows property owners in California to exit the rental market by evicting tenants for conversion to other forms of ownership. Overall, total annual evictions have declined since 2014, hitting a low of 78 in 2020 amidst the pandemic, which brought various eviction protections and moratoriums. The numbers provided in this report exclusively represent evictions formally filed with the City's Rent Board. However, it's important to acknowledge the instances of "undocumented evictions, displacement and housing instability that are not reported in the data." Monolingual immigrant households in the Mission are especially susceptible to this type of eviction.

This overall decline of evictions could be influenced by various factors, including an increase in the acquisition and preservation of existing affordable housing (i.e., Small Sites Program) and the presence of Covid-19 related protections and moratoriums.

Housing rent burden is an indicator of affordability, measured by the percentage of income spent on rent. The Mission's "Rent burdened" (30% or more of income spent) households fluctuated between 29% in 2020 to 31% in 2022 and "Extremely Rent Burdened" (50% or more of income spent) households remained relatively stable with a slight increase from 14% in 2020 to 15% in 2022. The data shows Mission households are less rent burdened than San Francisco overall, possibly due to more affordable housing.

Over the years, the Mission consistently experienced higher rates of overcrowded households compared to the city, reflecting ongoing housing availability and affordability challenges (Figure 6). This pattern persisted, with notable peaks in 2016 and 2017. From 2019 to 2022, the Mission's overcrowding rate rose from 8% to 10%, while San Francisco remained stable at 8%. This increase in overcrowding during the Covid-19 pandemic heightened vulnerability of residents due to challenges in maintaining physical distancing and hygiene. San Francisco's Department of Public Health data revealed that Latinos accounted for 16% of Covid-19 deaths, underscoring the importance of addressing overcrowding in the Mission to safeguard public health and safety. Furthermore, overcrowded housing may be forcing individuals and families into housing insecurity, where they are unable to afford adequate housing and may eventually become homeless.

According to HSH data, San Francisco has a total of 50 shelters with about 3,140 beds. This data does not include around 60 beds from shelters with confidential locations, programs that provide

temporary hotel vouchers, or seasonal beds provided during extreme weather conditions. As of 2023, the Mission neighborhood has a total of six shelters, providing 339 beds (Table 4).

Summary of Housing Conditions

The Mission District has seen a decline in evictions since 2014 and rent burden rates show slightly more affordability than the city average given the public and non-profit investments in affordable housing production and preservation., However challenges persist in both areas and additional funding and strategies are a priority. Overcrowding remains a significant issue, consistently higher than city rates, emphasizing the need for more diverse housing options to accommodate family and intergenerational households in the Mission. These findings emphasize the need to continually address eviction, rent burden, and overcrowding. The increase in affordable housing and Covid-19 relief programs played a crucial role in stabilizing the community during the pandemic. These measures helped shield residents from eviction threats and ease the burden of high rents, ultimately preventing more drastic outcomes.

These trends highlight the ongoing need for increased investments in the Mission’s affordable housing stock.

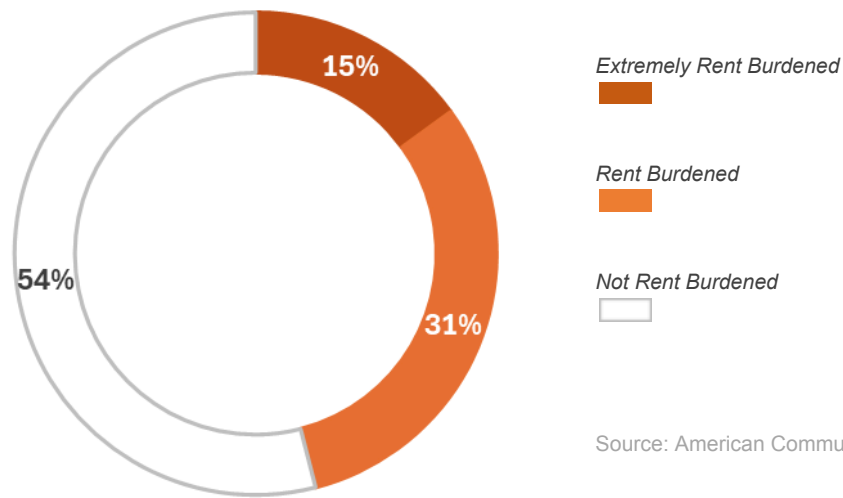
Table 3. Reported Evictions in the Mission District

Year	Owner Move-in	Ellis Act	Other	TOTAL	Pre-disclosure/buyout date
2000	96	17	114	227	
2011	17	11	98	126	
2012	27	33	110	170	
2013	29	48	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
2018	26	31	121	178	44
2019	33	37	73	143	61
2020	5	23	50	78	106
2021	1	26	93	120	66
2022	10	12	95	117	44
2023	5	2	75	82	34

Source: San Francisco Rent Board

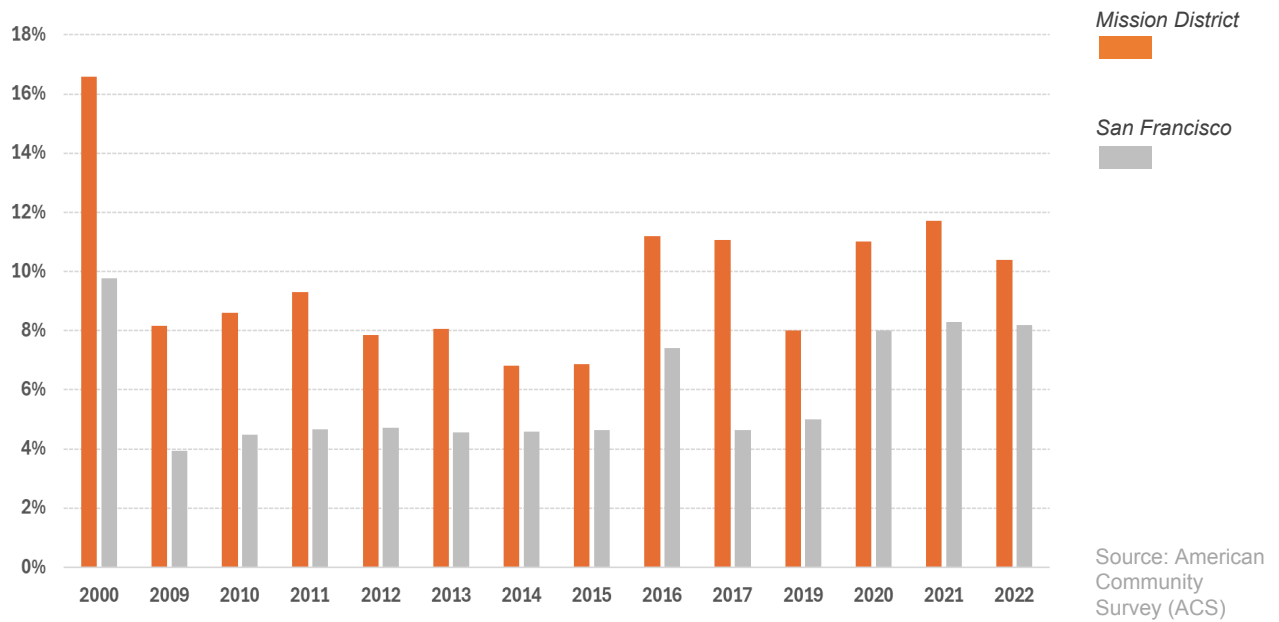
*Other category includes reasons such as non-payment, breach, nuisance, illegal use, failure to sign renewal

Figure 5. Rent-burdened in the Mission (2022)



Source: American Community Survey (ACS)

Figure 6. Overcrowding for Households who Rent, Mission v. San Francisco



Source: American Community Survey (ACS)

Housing Production, Preservation, and Protection

Since 2014, the Mission has experienced a substantial rise in affordable housing production, achieved through the construction of 100% affordable housing projects, inclusionary units within market-rate developments, the expansion of secondary units such as accessory dwelling units (ADUs), and the acquisition of buildings to ensure permanent affordability (Table 5). This data shows how this comprehensive approach has resulted in positive trends toward stabilizing the Mission's low to moderate-income households (see Table 2) and steady progress toward the MAP2020 goal of achieving 1,700-2,400 affordable housing units.

Beginning in 2019, there was a significant rise in 100% affordable units, peaking at 387 in 2021. This upward trend continued into 2022, though with a slight decline, before a dip in 2023. Since 2014, a total of 1,130 new affordable housing units have been constructed by non-profit developers and private developers' contributions towards inclusionary requirements. Additionally, 156 secondary units (i.e., ADUs) were built, and 266 units were secured as permanently affordable through the Small Sites Program during the same period.

As of December of 2023, the SF Planning Department development pipeline showed 1,226 new affordable housing units in the Mission, out of 2,421 total new units. This adds up to roughly 50.6% of all new units as affordable. This Planning Department data include all the real estate development projects that have submitted applications to the City, Table 7 shows that 1,012 units will come from seven new 100% affordable housing development projects plus an additional 162 inclusionary units. Not reflected in the data is 1633 Valencia located just outside the Mission boundaries at the southwest corner of Cesar Chavez and Mission Street. The project will provide 146 units of affordable housing for seniors.

The Small Sites Program in the Mission, beginning with the first acquisition by San Francisco Community Land Trust in 2014 (SFCLT) and primarily spearheaded by the Mission Economic Development Agency (MEDA), has shown a consistent effort to acquire properties to make them permanently affordable (Table 8). From 2016 onwards, there has been a notable increase in the number of units acquired each year by MEDA, ranging from 4 to 12 units per property. The peak year of acquisitions was 2017, when MEDA acquired eleven properties totaling 89 units. This trend continued in 2018, with MEDA acquiring properties with 6 to 11 units each. However, there was a slight decrease in acquisitions in 2020. Since the program began in 2014, a total of 32 properties and 266 units have been made permanently affordable.

From 2011 to 2023, a total of 134 dwelling units were lost in the Mission District (Table 9). The data shows fluctuating trends, with notable peaks in unit loss in 2011 (21 units), 2015 (45 units), and 2016 (31 units). However, there is a general decreasing trend in recent years, with only 1 unit lost in 2023. This suggests potential stabilization in the loss of dwelling units in the district, especially after the peak in 2015.

Under the MAP2020's Tenant Empowerment and Eviction Prevention solution area, a target was set to serve over 800 Mission clients annually with at least one of three housing stabilization services: eviction-related legal counsel, affordable housing counseling, tenants' rights counseling, or rental subsidies. The Mayor's Office of Housing and Community Development (MOHCD) and partner

organizations are funding and implementing these services and continue to work to meet and exceed targets.

In fiscal year 2023 (July 1, 2022 – June 30, 2023), the following investments were made by MOHCD, with 1,966* households served in the Mission, exceeding the target for eviction prevention and tenant empowerment:

- **\$13,742,860** has been invested citywide in eviction related legal services to keep tenants in their home. Citywide, 2,821 households were served, including 454 households in the Mission.
- **\$2,580,398** has been invested citywide in housing counseling to increase access to affordable housing opportunities. Citywide, 3,367 households were served, including 620 households in the Mission.
- **\$3,526,218** has been invested citywide in tenants' rights education and counseling to ensure that tenants know and assert their rights. Citywide, 1,791 households were served, including 247 households in the Mission.
- **\$60,166,7222** has been invested citywide in tenant-based rental subsidies to assist low-income individuals and families afford housing by covering a portion of their rent. Citywide, 5,981 households were served, including 713 households in the Mission.

*Note on the total number of households served: Each client is counted once for each program area they participated in, regardless of the number of activities within that area. However, in the total count, each client is only counted once regardless of how many program areas they participated in.

Summary of Housing Production, Preservation, and Stabilization

Between 2005 and 2013, production in the Mission was at 593 affordable units (Housing Inventory, DataSF). The MAP2020 initiative established a target of 1,700-2,400 affordable units by 2020. The community, recognizing the need to address a decline in the Latino population, set the ambitious goal of 2,400 units. Progress toward this target has been significant. A total of 1,552 affordable housing units have been either constructed or acquired, more than double the number in the prior eight years. Furthermore, with an additional 1,174 units in the pipeline (Table 7), including 376 units already approved or under construction. This momentum suggests a potential total of 2,726 affordable housing units since the inception of MAP2020 in 2014.

To effectively address the decline in the Latino population, persistent rent burden, eviction rates, and the growing Latino homeless population, a sustained focus on affordable housing, stabilization, and supportive housing initiatives is essential. This involves further investments, actively seeking funding avenues, including championing the Bay Area Affordable Housing Bond, and implementing recommendations from the [Affordable Housing Leadership Council](#). Additionally, there is a need to support the Mission's expanding middle class. This includes facilitating access to affordable homeownership programs, broadening job opportunities, and addressing homeownership challenges like limited access to capital, particularly for Individual Taxpayer Identification Number (ITIN) holders. Equally important is the City's continued dedication to robust tenant protection services and providing

essential aid for low-income residents and the transitional housing for Mission's homeless population.

Table 4. Homeless Shelters*, Mission District

Name	Address	Site Type	Congregate Setting	Capacity
Division Circle Navigation Center	224 South Van Ness Ave	Navigation Center	Congregate	186
St. Josephs Family Center	899 Guerrero St	Emergency Shelter	Non-Congregate	9
ESG-Dolores Shelter Program	1050 South Van Ness Ave	Emergency Shelter	Congregate	39
HPP PATH Emergency Housing	2500 18th St	Emergency Shelter	Non-Congregate	16
Buena Vista Horace Mann Family Shelter	3351 23rd St	Emergency Shelter	Congregate	63
Mission Cabins	1979 Mission St	Emergency Shelter	Non-Congregate	68
TOTAL				339

Data is of September 2023. *Does not include ~60 beds or units from shelters with confidential locations or programs that provide vouchers for hotel stays and does not include 1976 Mission Street Tiny Home Village.

Source: Department of Homelessness and Supportive Housing

Table 5. Affordable Housing Production, Mission District

Year	New Production	Inclusionary	Secondary Units	Small Sites*	Yearly Total
2011	-	-	7	-	7
2012	-	6	5	-	11
2013	-	40	5	-	45
2014	-	10	6	18	34
2015	-	10	7	6	23
2016	-	22	-	30	52
2017	-	4	-	89	93
2018	-	6	11	57	74
2019	93	21	19	10	143
2020	115	113	10	41	279
2021	387	22	31	-	440
2022	129	129	36	-	294
2023	-	69	36	15	120
TOTAL	724	452	173	266	1,615

* Table 8. Small Sites in the Mission

Table 6. 2023 Housing Development Pipeline, Mission District

<i>Development Status</i>	<i>No. of Units</i>	<i>No. of Affordable Units</i>	<i>No. of Projects</i>
Planning Application Filed	653	224	37
Building Permit Filed (PL not Approved)*	91	0	48
PL Approved BP Not Filed	612	545	8
PL Approved BP Filed	431	81	8
BP Approved/Issued	454	364	22
Under Construction	180	12	59
TOTAL	2,421	1,226**	182

* Planning Application Not Approved

** Does not include 1979 Mission Street planned for 400 affordable housing units as the project application is not yet filed. Additionally, the total affordable housing unit count of 1,226 reflects the original unit count of 513 units estimated for the Potrero Yard Modernization Project and as of April 2024, the total unit count has been lowered to 120 to reflect the first Phase of the project more accurately. Future development phases are yet to be determined.

Source: SF Planning and Department of Building Inspection.

Table 7. Affordable Housing Pipeline

<i>Affordable Housing Units</i>	<i>Net Units</i>
1979 Mission St *	400
1515 South Van Ness Ave	168
2530 18th St	70
2205 Mission St	63
1939 Market St	185
SFMTA Potrero Yard Modernization Project (2500 Mariposa St) **	12
80 Julian Ave ***	21
Total Affordable Housing	1,027
Inclusionary	162
Small Site	0
TOTAL	1,189

* Currently serving as a Tiny Home Village with 59 units. Property is estimated to be redeveloped into 400+ units of 100% affordable housing. Planning application has not yet been filed. Project not reflected in Table 6. 2023 Quarter 4 Development Pipeline.

** The original unit count for the Potrero Yard Modernization Project was 513, as of April 2024, the total unit count has been lowered to 120 to reflect the first Phase of the project more accurately. Future development phases are yet to be determined.

*** Project will be built in the American Indian Cultural District adjacent to 56 Julian, an existing Friendship House property and will serve the American Indian community, providing community spaces plus 12 units of transitional housing and relocation of the

Women's Lodge for up to 9 women with children.

Table 8.

Small Sites Program in the Mission

Key:

MEDA = Mission Economic Development Agency

SFCLT = San Francisco Community LandTrust

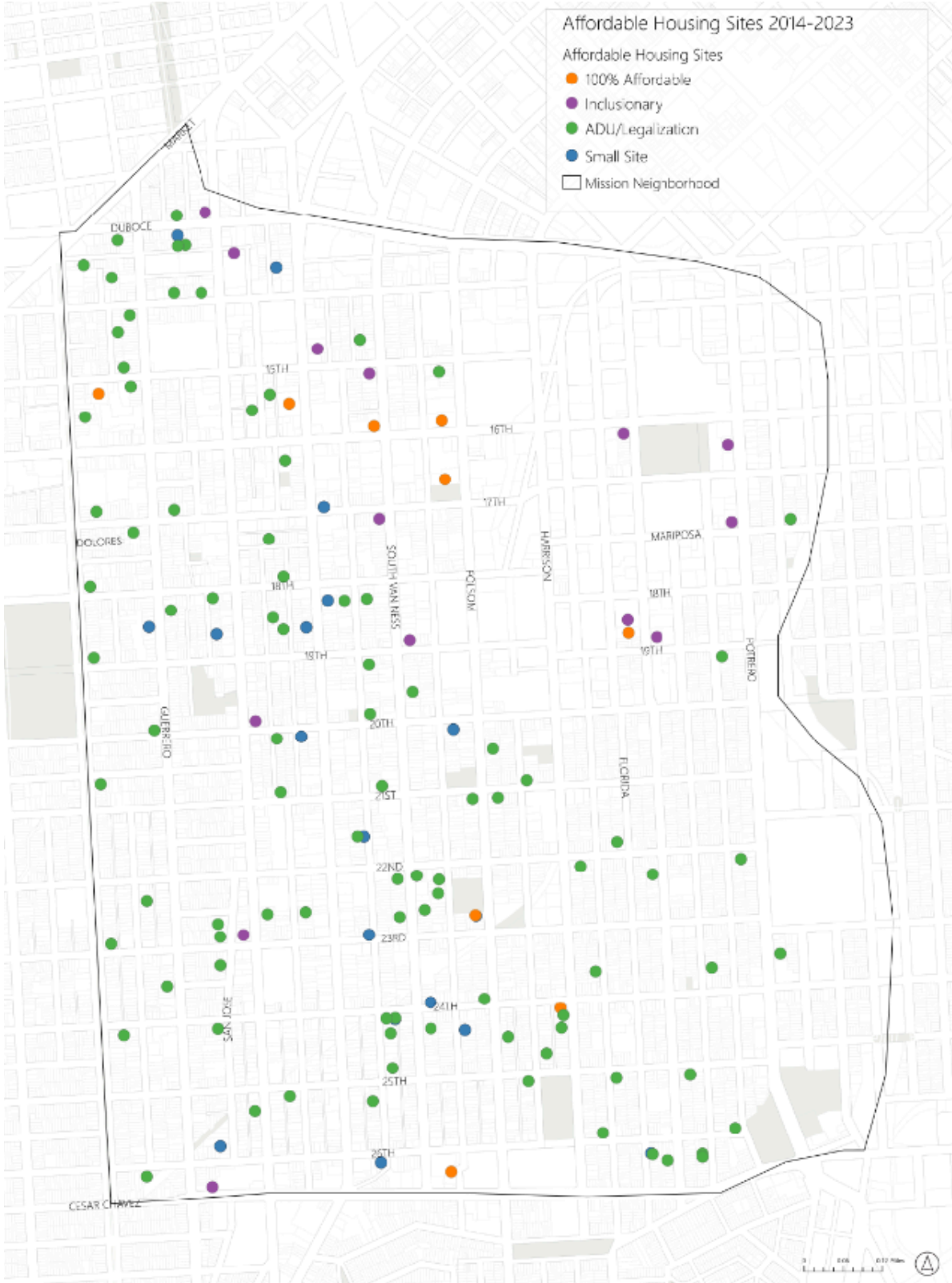
<i>Address</i>	<i>Sponsor</i>	<i>Units</i>	<i>Acquisition Date</i>
2976 23rd St	SFCLT	14	5/28/2014
151 Duboce Ave	SFCLT	4	12/23/2014
2840 Folsom St	SFCLT	6	9/10/2015
642-646 Guerrero St	MEDA	4	1/22/2016
280 San Jose Ave	MEDA	4	1/22/2016
348 Precita Ave	MEDA	4	3/16/2016
1500 Cortland Ave	MEDA	4	7/22/2016
3840 Folsom St	MEDA	4	9/23/2016
3329-3333 20th St	MEDA	10	11/30/2016
269 Richland Ave	MEDA	6	3/10/2017
63 Lapidge St	MEDA	6	4/14/2017
3182-3198 24th St	MEDA	13	5/1/2017
2217 Mission St	MEDA	9	5/12/2017
1015 Shotwell St	MEDA	10	5/12/2017
1411 Florida St	MEDA	7	5/24/2017
19 Precita Ave	MEDA	3	9/29/2017
35 Fair Ave	MEDA	4	7/14/2017
305 San Carlos St	MEDA	14	10/31/2017
3353 26th St	MEDA	11	11/20/2017
60 28th St	MEDA	6	12/11/2017
3280 17th St	MEDA	17	1/3/2018
65-69 Woodward St	MEDA	6	2/22/2018
654 Capp St	MEDA	7	5/30/2018
4830 Mission St	MEDA	27	7/25/2018
3158 Mission St	MEDA	10	9/23/2019
3225 24th St	MEDA	6	1/22/2020
2260 Mission St	MEDA	7	1/30/2020
3254-3264 23rd St	MEDA	11	3/20/2020
2676 Folsom St	MEDA	10	7/23/2020
1353 Stevenson St	MEDA	7	7/30/2020
3661 19th St	MEDA	12	1/27/2023
40 Sycamore St	MEDA	3	6/23/2023
TOTAL		266	

Table 9. 2011-2023 Dwelling Units Lost, Mission District

<i>Unites Lost Through Alterations by Type of Loss</i>						
<i>Year</i>	<i>Illegal Units Removed</i>	<i>Units Merged into Larger Units</i>	<i>Conversion</i>	<i>Total Alterations</i>	<i>Units Demolished</i>	<i>Total Units Lost</i>
2011	-	7	-	7	14	21
2012	-	-	-	-	-	-
2013	-	1	-	1	1	12
2014	3	-	-	3	1	4
2015	4	-	1	5	-	45
2016	4	-	18	22	9	31
2017	2	-	1	3	-	3
2018	4	-	-	4	3	7
2019	2	-	-	-	2	4
2020	-	-	-	-	2	2
2021	-	-	-	-	2	2
2022	-	-	2	-	2	2
2023	-	-	-	-	1	1
TOTAL	19	8	22	45	37	134

Source: SF Planning Department and Department of Building Inspection

Map 3. Affordable Housing in the Mission District



Source: SF Planning



Photo by Mission Housing Development Corp.

Community Economy

This section provides an overview of the local economy and initiatives aimed at enhancing economic vitality and preserving the cultural fabric of the Mission. The MAP2020 goals include supporting businesses that serve the community, establishing community spaces within new developments, and enhancing the presence and growth of arts activities spaces. As part of the implementation of those goals, two community-driven strategies were developed with specific regulations and funding: the Calle 24 Cultural District and the 24th Street Special Use District (SUD). These initiatives represent efforts in enriching the heritage and economic vitality of the area, addressing the ongoing challenges and opportunities of cultural preservation and community development. This section includes an assessment of these initiatives.

This section starts with a description of public investments and strategies, followed by an overview of business and jobs in the Mission and an assessment of the commercial corridors, street conditions, and cultural resources to identify the impacts of MAP2020 and Calle 24 Cultural District and SUD.

Public Investments and Strategies

Addressing the complex issues small businesses face requires a comprehensive set of tools and initiatives that prioritize affordable commercial space, access to resources, community-driven policies, and economic empowerment that supports the most vulnerable community members. The San Francisco Office of Workforce and Economic Development (OEWD) and its community partners offer support to small businesses and nonprofit community organizations to strengthen the commercial corridors in the Mission. Support is provided through a range of initiatives, including technical assistance, commercial broker services, lease negotiations, grants and loans, and other types of culturally competent support offered by community partners.

OEWD partners with Clecha and MEDA to contract two commercial real estate brokers to work directly with small businesses and non-profit organizations in need of retail space and/or support with lease negotiations. This has been an especially effective strategy in filling retail vacancies along the Mission St and 24th St corridors. Collectively, the real estate brokers have over 50 years of experience in the industry and are fluent in Spanish and Chinese, thereby gaining access to and trust from prospective diverse entrepreneurs.

The Mayor's Office of Housing and Community Development (MOHCD), in partnership with the non-profit Calle 24, bolsters place-based economic and cultural strategies through the **Calle 24 Latino Cultural District**. Its mission is to preserve, enhance, and advocate for Latino cultural continuity, vitality, and community within San Francisco's iconic Latino Cultural District and the broader Mission neighborhood. Funded by Proposition E, the program is part of San Francisco's ten cultural districts and aligns with MAP2020's goals by providing stabilization tools with City resources. Map 4 outlines the district's boundaries, spanning 24th Street from Bartlett Street to Potrero Avenue and encompassing the area between 22nd Street and Cesar Chavez Street.

The **Calle 24 Special Use District** (SUD) was established in 2017 as a complementary policy tool for the Cultural District. The San Francisco Board of Supervisors passed [Ordinance No. 85-17](#), amending the Planning Code to establish the SUD. It seeks to uphold the distinct identity of the Calle

24 Latino Cultural District, while permitting new developments that recognize the substantial contributions of the Latino community to both the neighborhood and the broader city of San Francisco. This legislation supports the Cultural District’s preservation and economic stability purposes by guiding land use. The tools include preserving and promoting businesses that serve the neighborhood, protecting Legacy Businesses, enhancing street character through signage and artwork, strengthening local employment, and expanding Latino-based art initiatives. The boundaries of the SUD are the same as the Calle 24 Cultural District.

It’s important to note that the land use strategies are adjusted according to the needs of the community and economic conditions. Last year, one specific case was the increase in the cap on restaurants and bars on Mission Street from 167 to 179. The limit was originally created to ensure the vitality of the existing businesses and the balance of activities along the corridor. Given the increasing demand and need to promote small business flexibility and innovation Supervisor Ronen passed legislation to increase the limit. Currently, there are 159 restaurant and bar establishments on Mission Street within the boundaries.

Map 4. Calle 24 Latino Cultural District and Special Use District Boundary



Businesses and Jobs

Over the past decade, the Mission District has maintained a relatively stable economic performance despite major challenges such as Covid-19 closures, shifts in retail and services towards online options, and displacement pressures affecting production, distribution, and repair activities in San Francisco. As of 2023, the number of businesses and workers in the Mission (Table 10) is as follows: 3,981 business enterprises and 33,753 employees. Most workers (31%) are employed in office jobs, followed by retail (24%), production, distribution, and repair (23%), and community services (including health, education, and arts) at 19%.

The Mission District’s retail sector has performed better than San Francisco as a whole. While Covid-19 and online retail trends have negatively impacted sales tax revenues in cities across the country, the Mission District has remained stable. Between 2019 and 2023, sales tax revenues for San Francisco declined nearly 13%, from \$40 to \$35 million (Figure 6). Downtown declined by 40%. The Mission District declined by 1%.

Figure 6. Sales Tax Revenue, 2019, 2020, 2023

Table 10. Businesses and Employees, Mission District, 2023

Land Use*	Businesses		Employees	
	Number	Percent	Number	Percent
Office**	853	21%	10,529	31%
Retail/Restaurants***	935	23%	8,137	24%
PDR****	533	13%	7,873	23%
Cultural/Institutional	864	22%	6,534	19%
Unclassified	796	20%	680	2%
TOTAL	3,981	100%	33,753	100%

* NAICS codes are grouped based on land use type

** Office includes Agriculture, Mining, Information, Finance, Real Estate, Professional Services, and Public Administration

*** Retail includes Retail Trade, Accommodation and Food Services

**** Production, Distribution, and Repair (PDR) includes Utilities, Construction, Manufacturing,

Wholesale Trade, Transportation, Waste Management

Source: ESRI Business Summary Data¹ (Accessed March 2024).

Commercial Corridors Vitality

Businesses in the Mission District, particularly retail and services, are concentrated in the commercial corridors along Mission Street, Valencia, 24th Street, and 16th Street. These corridors serve as substantial anchors for the Latino community as places to shop, eat, access social services, and participate in entertainment and cultural events. This report focuses on two vital commercial hubs, 24th Street and Mission Street, covering the area from Mission to Potrero on 24th Street and from Cesar Chavez to Division on Mission Street. These corridors concentrate Latino cultural assets.

Despite the impacts of regional economic trends and marketplace shifts, these commercial areas have shown resilience. Unlike the high vacancies and closures in Downtown San Francisco, retail vacancies on the corridors are either on par with or below average. Overall, vacancies in this district have been lower than the citywide average. San Francisco has an average retail vacancy rate around 9% (Costar, 2024), Union Square/Yerba Buena at 30%, and the district from Mission Street to Potrero Avenue around 4.3% vacancy. The 24th Street Corridor is experiencing a 7.4% vacancy, equivalent to 10 retail spaces out of the total 135. The Mission corridor has more vacancies, with 56 empty retail spaces (Table 12), that’s about a 11.2% rate. The resilience of these corridors is also reflected in the

¹ Esri Business Summary data summarizes the Business Locations from Data Axle for specified North American Industry Classification System (NAICS) and Standard Industrial Classification (SIC) summary categories by geography. These include the total number of businesses, total sales, and total number of employees for a trade area. <https://doc.arcgis.com/en/esri-demographics/latest/regional-data/business-summary.htm>

number of new businesses and business closures. The low point for new businesses was at the peak of the pandemic in 2020, for both corridors as well as for the Mission District as a whole (Tables 7.1.-7.3). For the period between 2020 and 2023, the number of new businesses on 24th Street and Mission Street are slightly lower than pre-pandemic numbers. Records for the number of business closures are not reliable because not all business closures are reported. Still, the trend indicates a decline in business closures in recent years relative to 2018.

The following is a sampling of a few mom-and-pop merchants and community organizations that call the Mission home. They illustrate the diverse mix of goods, services, and cultures that attract residents and visitors. They are a sample of the variety of Latin-American and Asian produce markets, multi-ethnic restaurants, legal services, medical offices, bridal dress stores, shoe repair, performance venues, and dozens of other services available in the neighborhood.

Morena’s Fashion. 3262 24th Street. Morena Martinez, has run her clothing shop in the Calle 24 Latino Cultural District for over 10 years. With business assistance from the non-profit Calle 24 she was able to access a city grant and technical resources that helped her stabilize her business.

La Placita, 24th & Capp St. **El Tianguis,** 2137 Mission St. Two indoor and canopy-covered marketplaces that provide more than 4 dozen stalls for street vendors to sell a variety of arts, crafts, and household goods. Weekly culturally inspired events are held to **showcase vendors, attract visitors, and instill a sense of community.** The economic initiative is sponsored by Calle 24 and Clecha with support from OEWD to provide an economic and spatial alternative to street vendors that could no longer sell on the streets due to the recent Mission Street ban. **As of the publishing of this report, El Tianguis has ceased operations, and its vendors have relocated to La Placita.*

Ceviche 19. 2301 Mission St. Since April 2023, El Mercadito de Plaza Adelante has become a go-to spot for anyone craving Peruvian cuisine in San Francisco. The star attraction is Ceviche 19, the restaurant of Julio Vidal, a Peruvian immigrant who has called San Francisco home for the past nine years. This venture is part of MEDA’s incubation program at El Mercadito, located on the ground floor of Plaza Adelante in the Mission District.



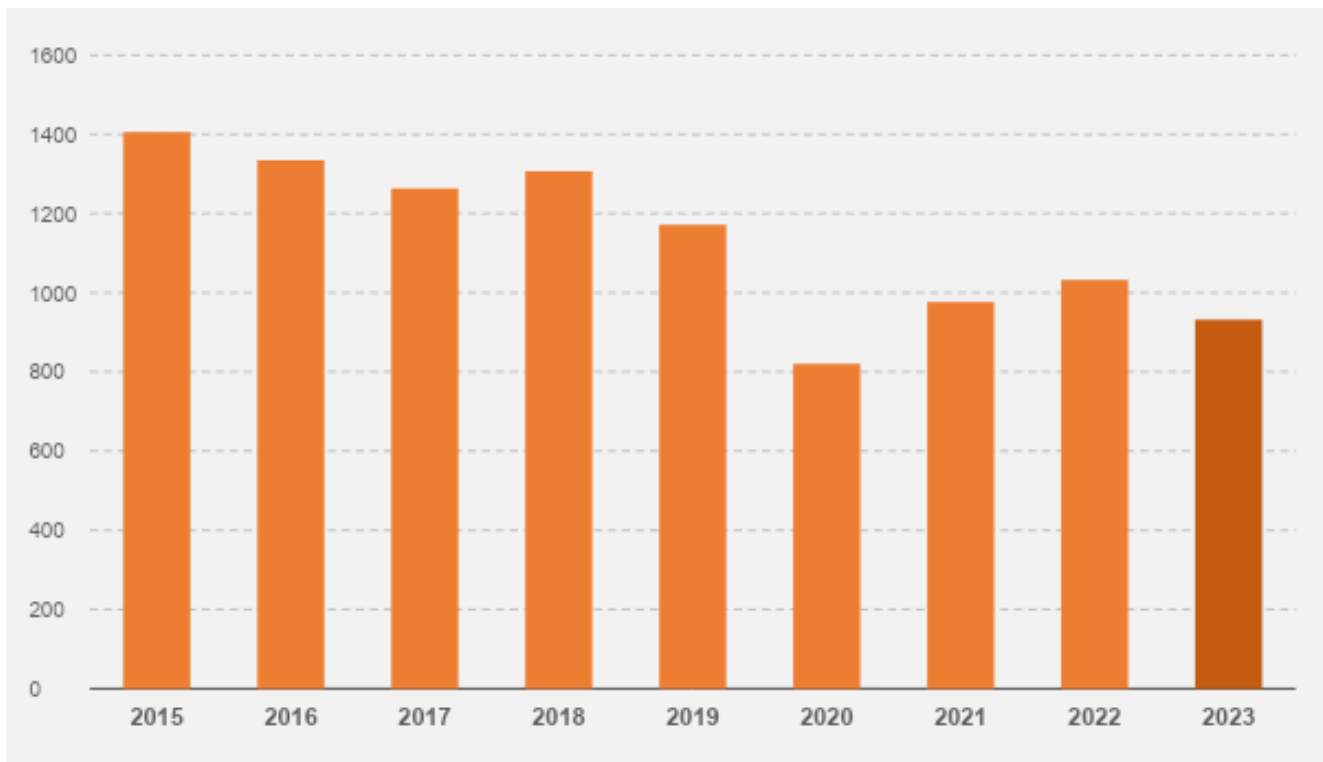
Left photo: Morena's Fashion. Right photo: Ceviche 19

Table 11. Storefront Vacancy on Mission and 24th Streets, 2024

Corridor		# of Vacancies	% Vacancy
Mission Street	500	56	11.2%
24th Street	135	10	7.4%
TOTAL		66	

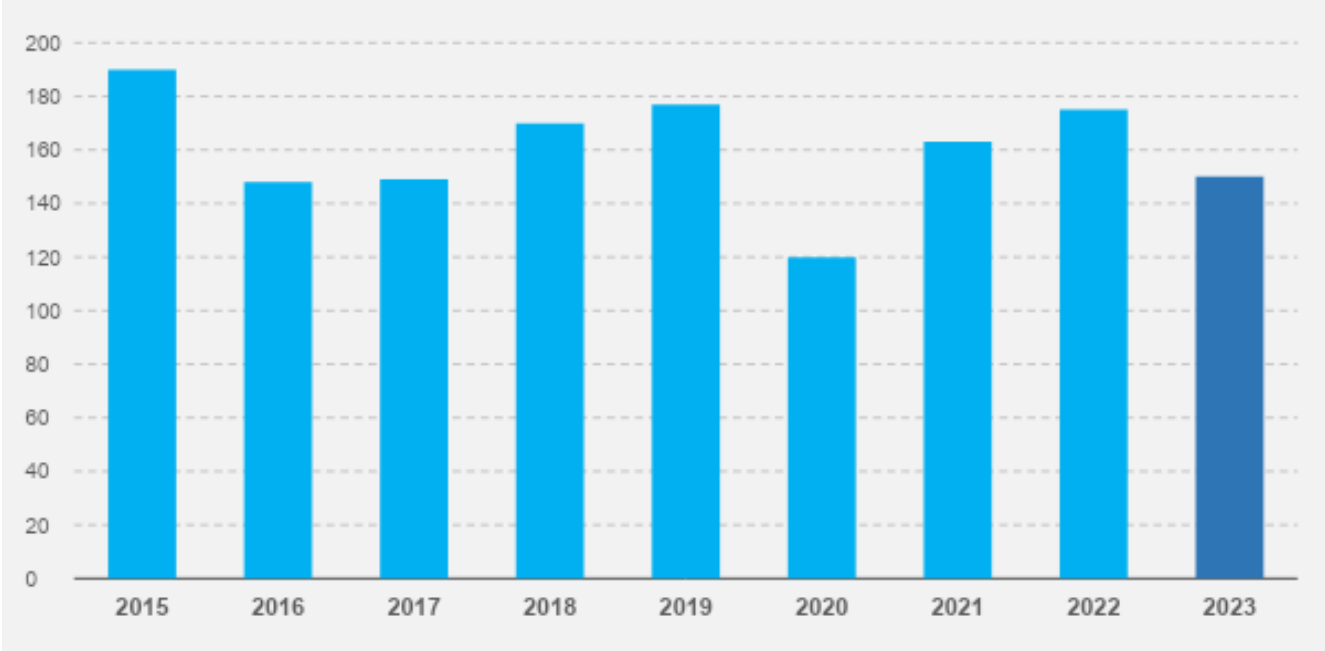
Source: MEDA Commercial Broker, Pablo Wong, 2024

Figure 7.1. Number of New Business Opening, Mission District



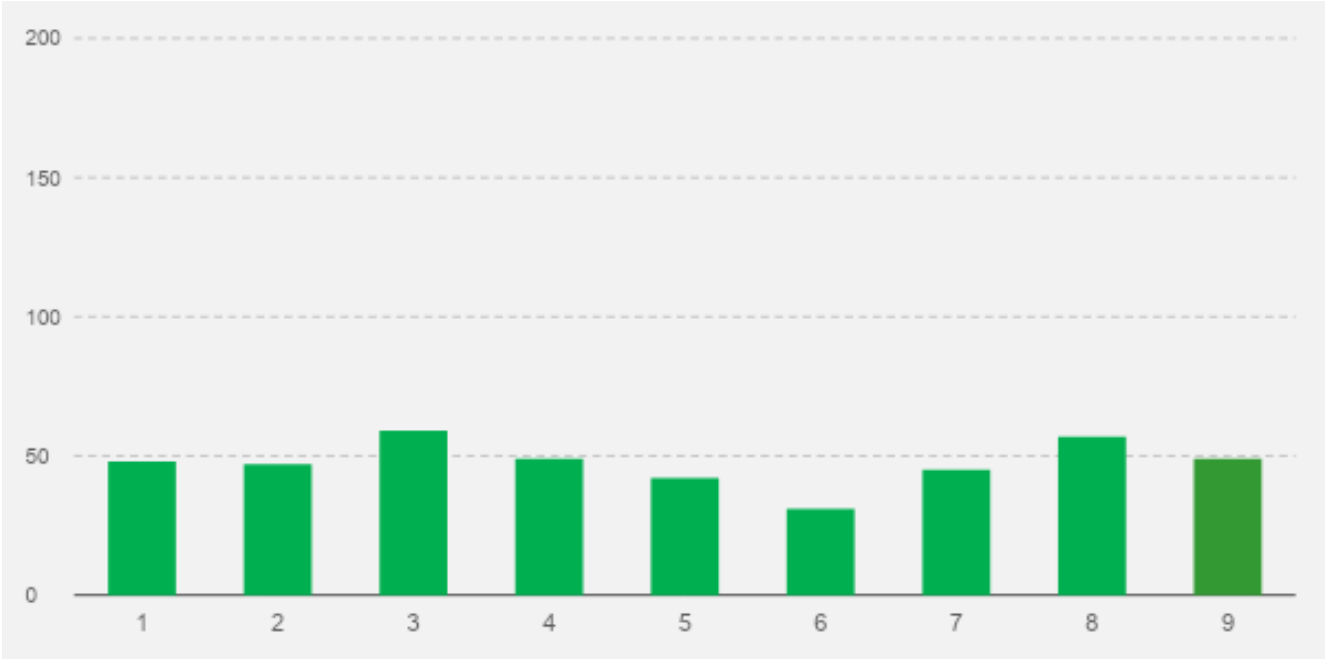
Source: DataSF, Registered Business Locations – San Francisco

Figure 7.2. Number of New Business Opening, Mission Street



Source: DataSF, Registered Business Locations – San Francisco

Figure 7.3. Number of New Business Opening, 24th Street



Source: DataSF, Registered Business Locations – San Francisco

Quality of Streets

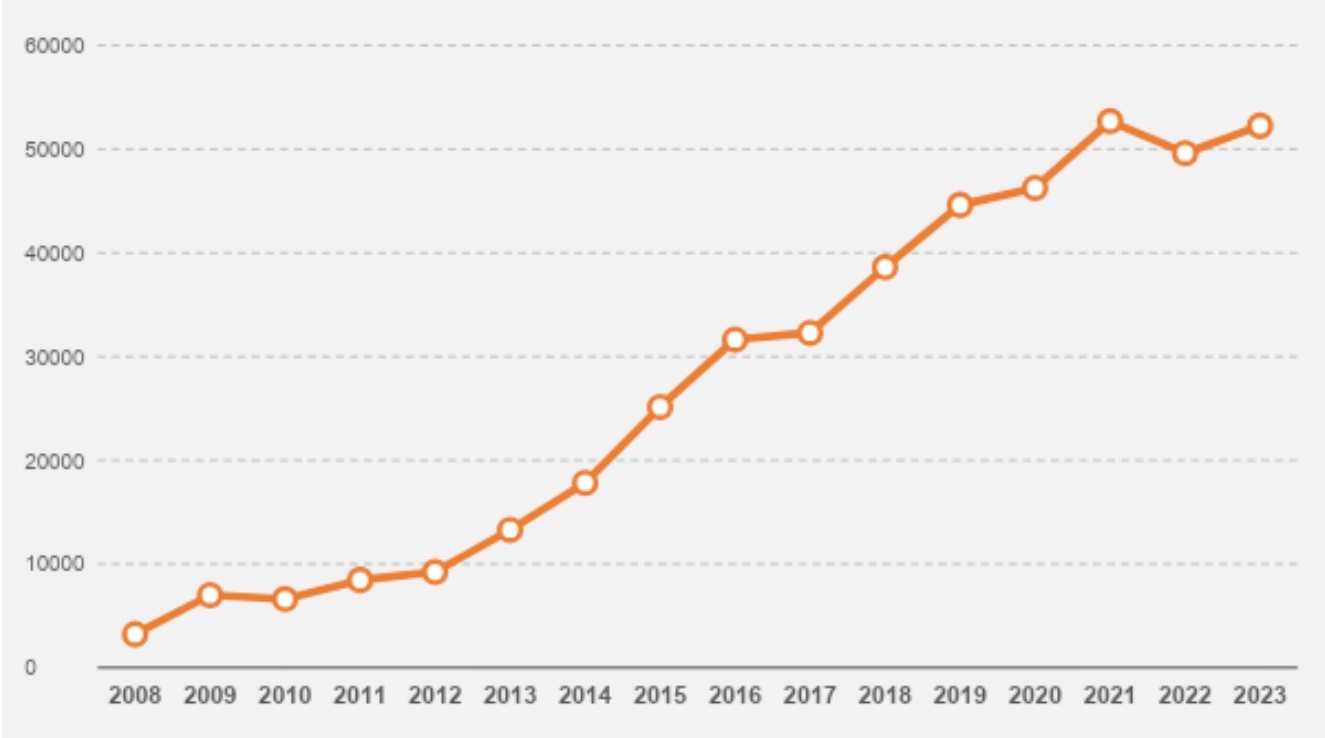
The street conditions have long been a focal point for neighborhood business, residents, and community organizations. The unsanctioned operations on Mission Street, 24th and 16th Street Plazas heightened concerns among affected small business owners, permitted street vendors, and community leaders. Temporary interventions are currently underway to address cleanliness and community safety on Mission Street and the 24th Street Plaza.

In this section, we examine trends dating back to 2008², the same year the City Introduced new 311 online services, using two data indicators as references for street conditions: 311 requests for street or sidewalk cleaning and police department incident reports. These indicators are not meant to define the overall quality of streets; rather, they serve as points of reference. Additionally, we provide more detailed data from the past 6 months to highlight recent strategies.

Over the years, the Mission neighborhood has seen a steady increase in 311 requests for street and sidewalk cleaning, with notable spikes in 2013, 2015, and 2021, indicating an increasing need for cleaning services (Figures 8.1-8.3). The highest number of cleaning requests was recorded in 2021, totaling 52,692. Looking specifically at Mission Street, significant spikes in requests were observed in 2016, 2018, and 2021, with the peak number of cleaning requests occurring in 2023 at 5,604. Meanwhile, for 24th Street, the highest number of cleaning requests was also in 2021, reaching 2,689 - a 73% increase from the previous year. However, in 2023, there was a noticeable decrease, with only 31,483 requests. In summary, the data illustrates a rising trend in cleaning requests for the Mission neighborhood, with Mission Street showing higher numbers and greater fluctuations compared to 24th Street, which experienced a decline in requests over the past two years.

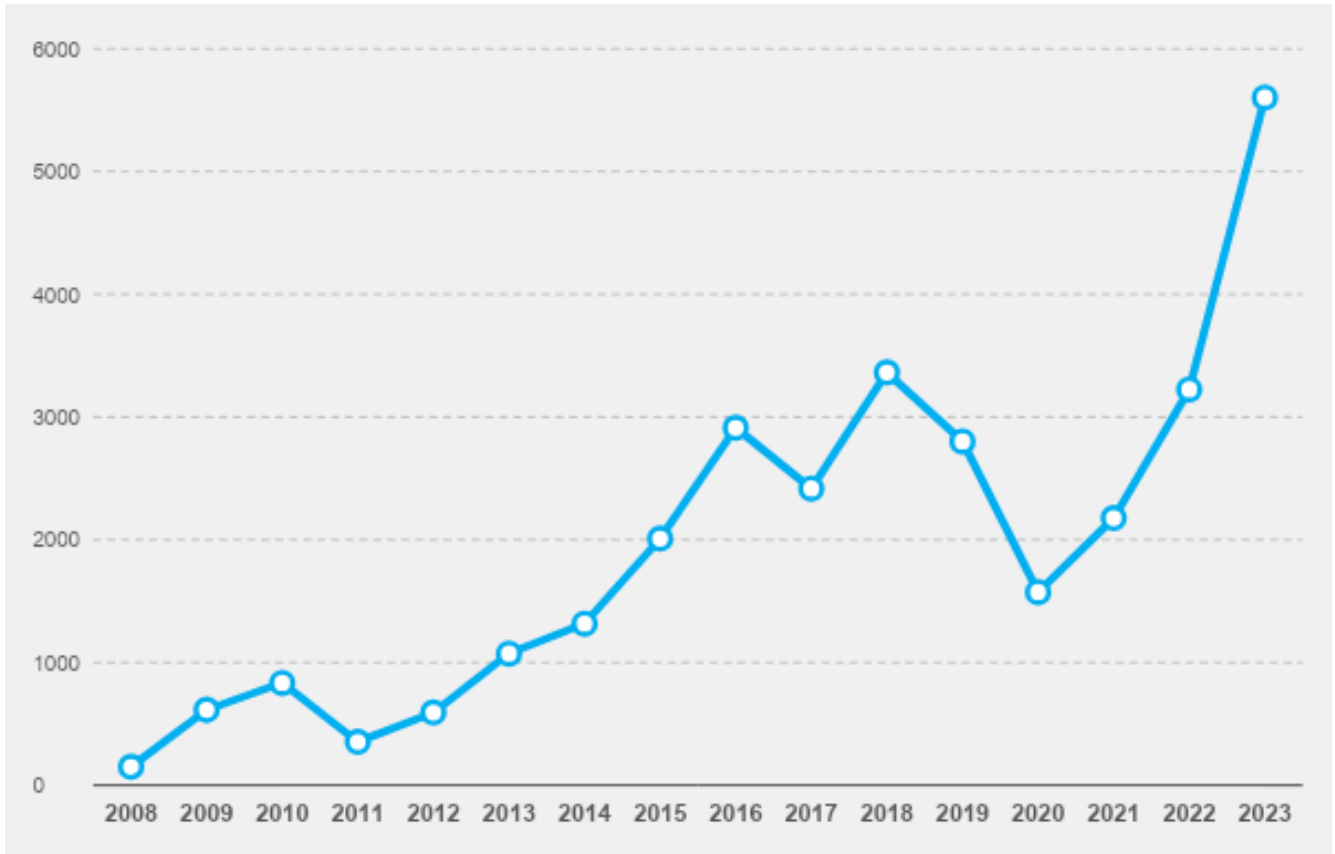
² 311 data availability starts July 1, 2008. Police incident reports data contains data starting January 1, 2008.

Figure 8.1. 311 Service Requests for Street & Sidewalk Cleaning, Mission District



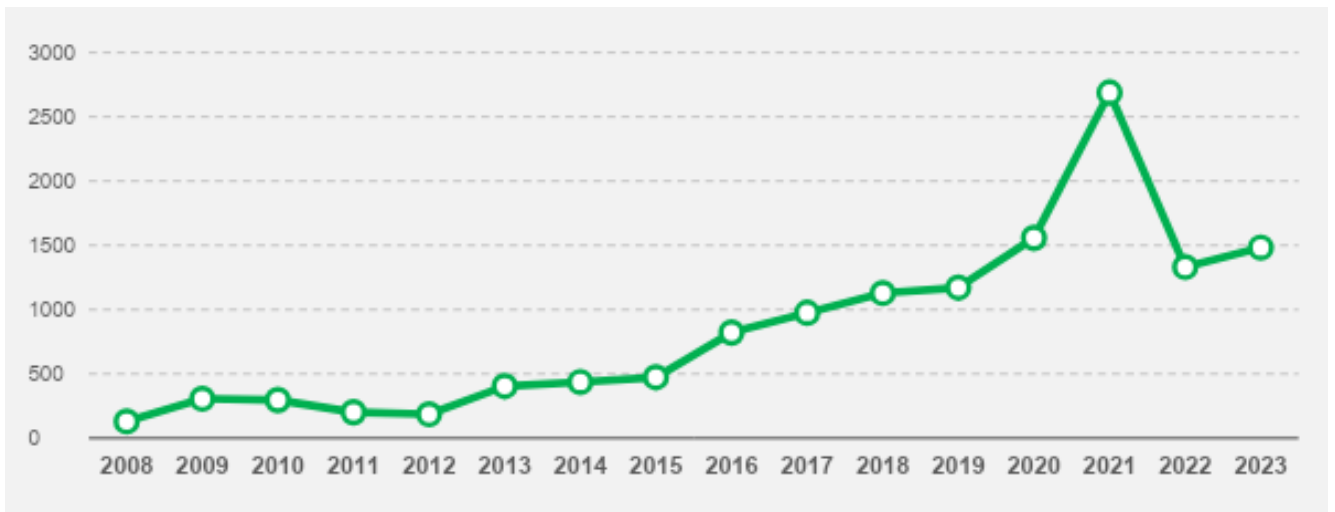
Source: DataSF – 311 Cases

Figure 8.2. 311 Service Requests for Street & Sidewalk Cleaning, Mission Street



Source: DataSF – 311 Cases

Figure 8.3. 311 Service Requests for Street & Sidewalk Cleaning, 24th Street

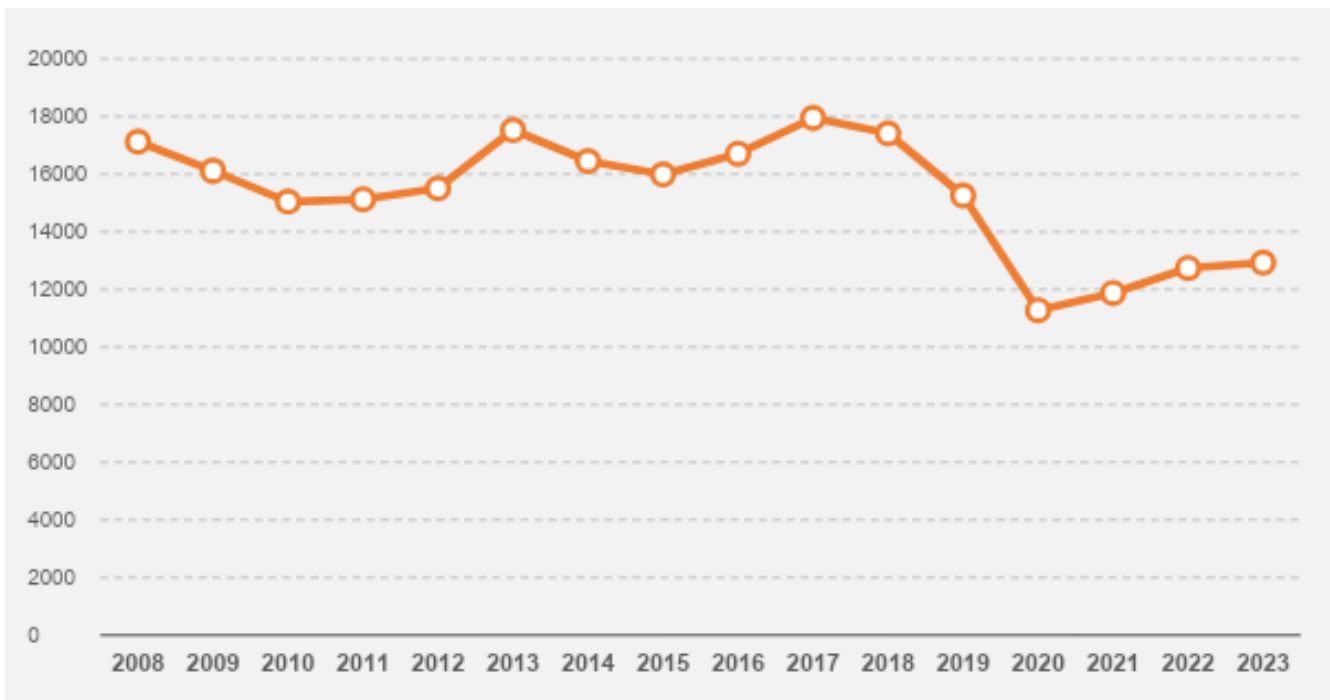


Source: DataSF – 311 Cases

Figures 9.1-9.3 presents data on Police Department requests since 2008, encompassing various incidents requiring police response, such as robberies, assaults, illegal drug sales, and others. In 2023, the overall number of incidents in the Mission District was lower than in 2008, similar to the trend citywide. That the share of Mission District's police reports of all reports citywide decreased slightly from 13% in 2008 to 10% in 2023 suggested improvements in the Mission neighborhood over the 15-year period. At the same time, 24th Street's incidents didn't vary much over this period and the number of incidents in 2023 slightly surpassed 2008 levels. Since 2021, both the Mission District and the two corridors have exhibited increases. On Mission Street, there were notable spikes in 2013 and 2017, with a significant decrease observed in 2020 during the Covid-19 pandemic, followed by a gradual rise but still below levels seen a decade ago. Similarly, 24th Street has maintained a steady average since 2010, with a noticeable increase in incidents since 2021.

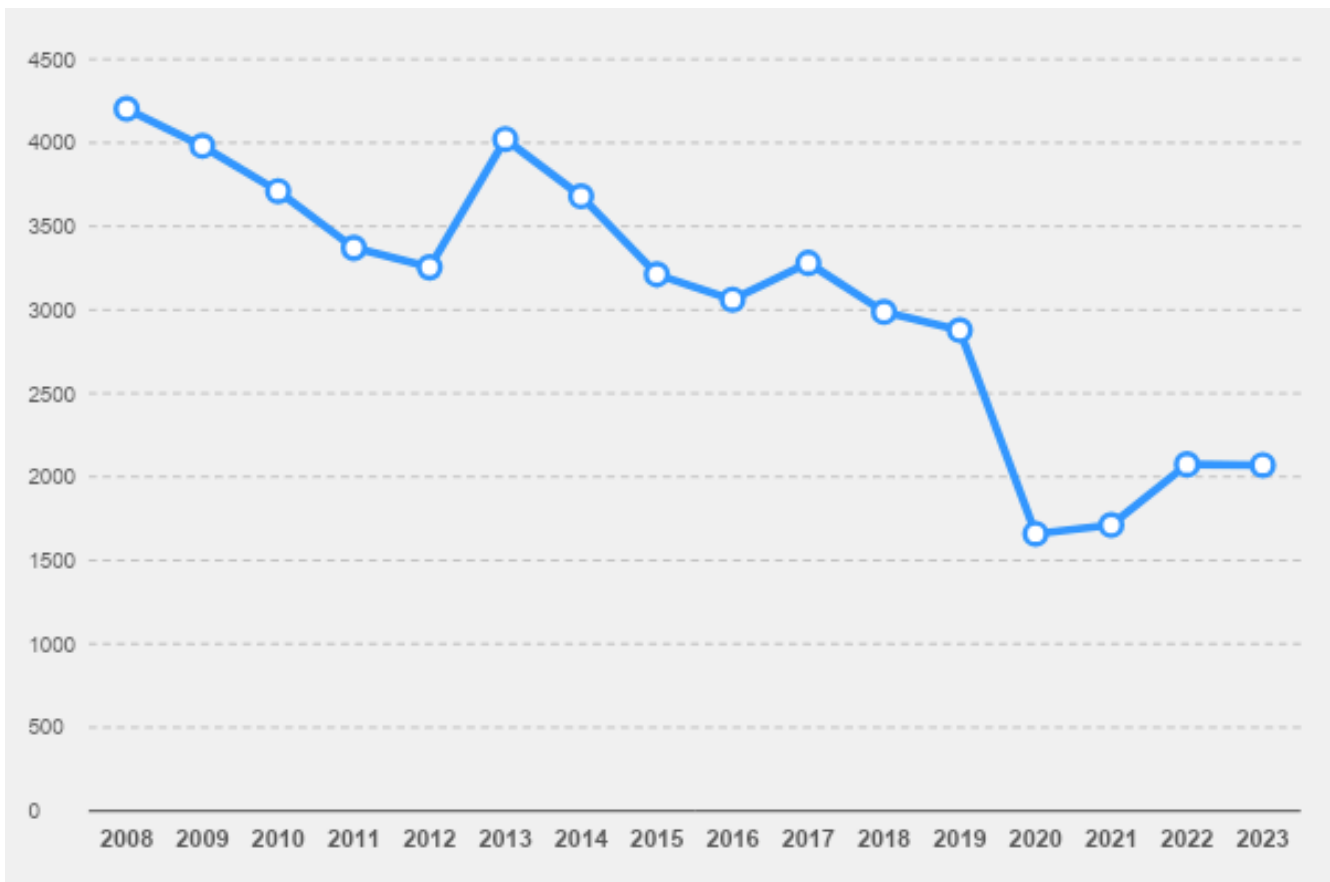
In November 2023, The City enacted a temporary ban on street vending along the Mission Street corridor in response to safety concerns stemming from unauthorized vending on public plazas and sidewalks. In February 2024 the ban was further extended by another 6 months. Recent data indicates changes along the Mission Street corridor, with fewer police calls and street cleaning requests. The Department of Public Works (DPW) intensified street cleaning efforts and enforcement against unsanctioned street vending around the 16th and 24th Street BART plazas. Since the moratorium began, there has been a decrease in assaults and robberies by 30% and a 23% reduction in street cleaning service requests. City agencies collaborated to address community and permitted vendor concerns while safeguarding public health. The Office of Economic and Workforce Development (OEWD), in partnership with the Latino Task Force, Clecha, and Calle 24 Latino Cultural District, is offering wraparound services to permitted street vendors, including job training, marketing assistance, and emergency relief for low-income households.

Figure 9.1. Police Department Requests, Mission District



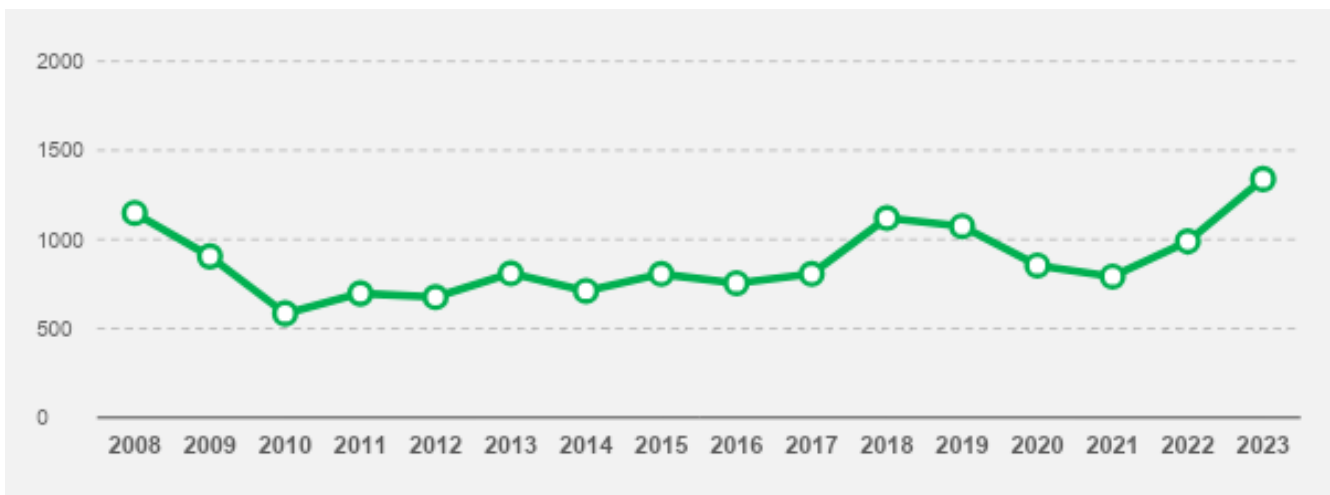
Source: DataSF - Police Department Incident Reports

Figure 9.2. Police Department Requests, Mission Street



Source: DataSF - Police Department Incident Reports

Figure 9.3. Police Department Requests, 24th Street



Source: DataSF - Police Department Incident Reports

Cultural Economy

Mission Street and 24th Street commercial corridors serve as vital destination hubs, meeting the diverse community and cultural needs of a racially and economically varied local and regional population. The distinctive neighborhood small businesses are the backbone of the Mission, providing goods, services, employment, and community gathering spaces that uphold its cultural heritage. Initiatives such as the Calle 24 Cultural District, Special Use District, and targeted business grants are essential for nurturing the local economy and preserving the neighborhood's unique Latino cultural character.

Legacy Businesses

The Legacy Business Program is a public policy tool designed to protect long-standing businesses that enrich specific neighborhoods and cultural communities. Businesses and non-profit organizations with a history of more than 30 years can apply for Legacy Business registration, unlocking access to a range of benefits including technical support, public recognition, and rent stabilization grants. Currently, San Francisco boasts 400 registered legacy businesses, with the Mission district hosting 51 of them. Among these, nine legacy businesses are on 24th Street, four reside on Mission Street, and an additional eleven are found along Valencia Street. Of particular significance is the existence of 10 registered businesses within the Calle 24 Special Use District, underscoring the legislation's commitment to preserving the contributions of Legacy Businesses to the history and identity of both the Special Use District and the Calle 24 Latino Cultural District.

Table 12. Legacy Business Inventory, Mission District

<i>Business Type & Name</i>		51 TOTAL Legacy Businesses in the Mission
<p>Adult Good Vibrations</p> <p>Art Gallery / Art Consulting / Public Art City Art Cooperative Gallery Creativity Explored Galería de la Raza Precita Eyes Muralists Association The Lab</p> <p>Artist Live / Work Community Developing Environments</p> <p>Automotive / Motorcycle Larkins Brothers Tire Company Munroe Motors Royal Automotive Group</p> <p>Bakery Dianda's Italian American Pastry Company La Mejor Bakery</p> <p>Bar / Entertainment Venue Doc's Clock Elixir Make Out Room Pop's Bar Uptown Zeitgeist</p> <p>Books / Comics / Media Adobe Books Dog Eared Books</p> <p>Clothing Golden Bear Sportswear Latin Bridal</p> <p>Coffee / Tea / Café / Restaurant Café La Bohème Bissap Baobab * Balompie Café * El Faro Restaurant *</p> <p>Film / Video Oddball Films</p>	<p>Grocery Store / Delicatessen Bi-Rite Market Rainbow Grocery Valencia Whole Foods</p> <p>Health and Wellness / Gym / Gymnastics EHS Pilates Instituto Familiar de la Raza</p> <p>Ice Cream St. Francis Fountain</p> <p>Jewelry Latin Jewelers</p> <p>Legal La Raza Centro Legal</p> <p>Marketing / Communications Design Media</p> <p>Medical / Dental / Optometry 24th Street Dental Lyon-Martin Community Health Services Mission Neighborhood Health Center</p> <p>Microscopy San Francisco Microscopical Society</p> <p>School / Education Community Music Center</p> <p>Social Services Acción Latina Horizons Unlimited Mission Graduates Natural Resources</p> <p>Specialty Store Elite Sport Soccer Paxton Gate</p> <p>Tattoo Black and Blue Tattoo</p> <p>Theater / Performing Arts / Cinema Dance Brigade / Dance Mission Theater Joe Goode Performance Group Roxie Theater</p>	

* Applications under review

Source: San Francisco Office of Small Business

Map 5. Legacy Business & Land Uses



Community Owned Commercial Spaces

In response to the MAP2020 goal of increasing affordable commercial space and community serving uses in new development, new ground-floor community spaces have been created. The recent production of new affordable housing has included the creation of 10 new community-owned affordable ground-floor commercial spaces. As reported earlier, there has been a significant increase in the production of newly built and pipeline affordable housing since 2014. In addition to providing affordable residential units, nonprofit developers have been partnering with the Mayor's Office of Housing & Community Development, financial lenders, and community organizations to create affordable, long-term community spaces for commercial and cultural uses. This section showcases six new affordable housing developments with ground-floor community-serving spaces:

La Fénix at 1950 Mission Street is a mixed-use affordable housing complex providing 157 units to households with incomes between 45% and 60% AMI, with 25% of the apartments set aside for 40 formerly homeless families. On the ground floor, La Fénix is home to several community organizations. Bicis Del Pueblo provides bicycle repair services to the broader community, while Youth Arts Exchange offers artist production studios. Additionally, Faith in Action organizes various civic engagement activities fostering community involvement and empowerment. (3)

Casa Adelante at 2828 16th Street is mixed-use affordable housing providing 143 units of family housing on a former bread factory site. The ground floor commercial honors the light industrial production history of the site by dedicating the space to cultural arts production. Galería De La Raza, a registered Legacy Business founded in 1970 and displaced from their long-time home on 24th Street, operates a Latino arts studio and gallery. The non-profit HOMEY will operate a youth based Kalpulli, meaning "large house" in the indigenous Nahuatl language, aimed at engaging local youth in cultural arts creation and civic awareness. (2)

Casa Adelante at 2060 Folsom Street offers 127 residences tailored to support low-income families and transitional-age youth. Anchored by PODER, an environmental justice organization, the premises also host the youth-based arts organizations First Exposures and Youth Speaks. Moreover, a 550 square foot is available for a small business. (3)

Casa Adelante at 681 Florida Street provides 130 affordable units for individuals and families with low incomes, including families who were formerly unhoused. The commercial ground floor features 9,250 square feet of designated space for community-arts and indigenous healing space managed by Cultura y Arte Nativa de las Américas (CANANA), the nonprofit who produces the annual neighborhood Carnaval Festival. (1)

Avanza 490 at 490 South Van Ness Avenue, comprises 81 units tailored to households with incomes ranging from 30% to 60% AMI. The building also features 636 square feet of ground floor commercial space serving as the headquarters for Association Mayab, dedicated to supporting the immigrant Mayan population from the Yucatan region in Mexico, as well as Mayans from across Central America, including Guatemala, El Salvador, and Honduras.

Cultural Markers and Preservation

MAP2020 and Calle 24 Cultural District and SUD include goals, strategies, and policies to support cultural markers and street activation focused of Latino cultural and tradition themes and occasions. These encompass the unique signs, symbols, practices, and events that define the culture and community synonymous with the Mission District. These elements span a diverse range of expressions, which are passed down and often evolve across generations of community members. This section includes an overview of signs and murals, celebrations, and festivals to describe the history and presence of the Latino community in the Mission today.

Signage plays a crucial role in preserving and enhancing the unique identity of the Calle 24 Latino Cultural District. This includes various types of signage, such as neon, cabinet signs, colorful hand-painted designs, and visuals in multiple languages, all contributing to the district's distinctiveness. Below are a few examples of how existing signage has been repurposed for new businesses, while still honoring the cultural significance of previous signs and businesses, thereby preserving the community's collective memory. In concert with both the Calle 24 Special Use District and Special Area Design Guidelines, several newer commercial businesses have partnered with San Francisco Planning, the Office of Economic and Workforce Development, and the Cultural District to align with these goals. This commitment to preservation not only enhances the economic appeal of the neighborhood but also serves as a testament to its vibrant cultural legacy, contributing to the overall vitality of the Latino community.

Located at 2962 24th St, La Vaca Birria, a restaurant specialized in spicy birria and burritos, occupies the former location of the renowned Latin music store Discolandia, which closed in 2011. The iconic sign remains as a symbol of pride for the neighborhood. Notably, the recent resurgence in vinyl records has paved the way for a new Latin-themed music store, Discodelic, located just down the block at 3174 24th St.

Tacos Del Barrio, has taken over the storefront once occupied by the legendary Roosevelt Tamale Parlor at 2817 24th St. Although Roosevelt, a century-old institution, closed its doors in 2022, its classic neon sign still stands proudly preserving a piece of the neighborhood's history under the stewardship of a new generation of Cultural District business owners.



Murals

Calle 24 Special Area Design Guidelines and the Calle 24 Special Use District have ensured the preservation of vibrant mural art as a key aspect of the community's identity. Murals, deeply ingrained in the neighborhood's pan-Latino diaspora, have historically served as a powerful public medium, bringing attention to local and global issues, brightening streets, and facilitating creative community-based efforts and cultural placemaking.

The [Mission Mural Inventory](#), established in 2016 (SF Planning), contains over 600 documented entries encompassing legacy, contemporary, and temporary murals. This inventory serves as a valuable resource for planners and preservationists, enabling them to consult with mural experts from the community. These consultations aid in the approval of development projects to ensure they do not adversely impact the existing murals. Community leadership and government action have played crucial roles in preserving murals along the 24th Street commercial corridor. The guidelines for new developments and renovations ensure the protection of existing murals and require new proposals to complement the neighborhood's cultural heritage.

Another tool for preserving unique assets in the city and the Mission neighborhood is the Landmark Designation Program, which aims to protect, preserve, enhance, and encourage the use of significant cultural resources. Equity communities have increasingly shown interest in safeguarding architectural, archaeological, and living history, including long standing businesses, events, practices, and organizations. Recent efforts in Japantown, Western SoMa, and the Mission reflect this growing trend. Neighborhood cultural preservation stewards, along with the office of District 9 Supervisor supported the effort to landmark two murals on residential buildings on 24th & Harrison, commemorating local Latino cultural traditions and icons. These murals, including *La Rumba no Parra: The Chata Gutierrez Mural* at 3175 24th St. and the *Carnaval Mural* at 1311 Harrison St., are now protected and preserved for the enjoyment and pride of future generations of residents, merchants, and visitors.

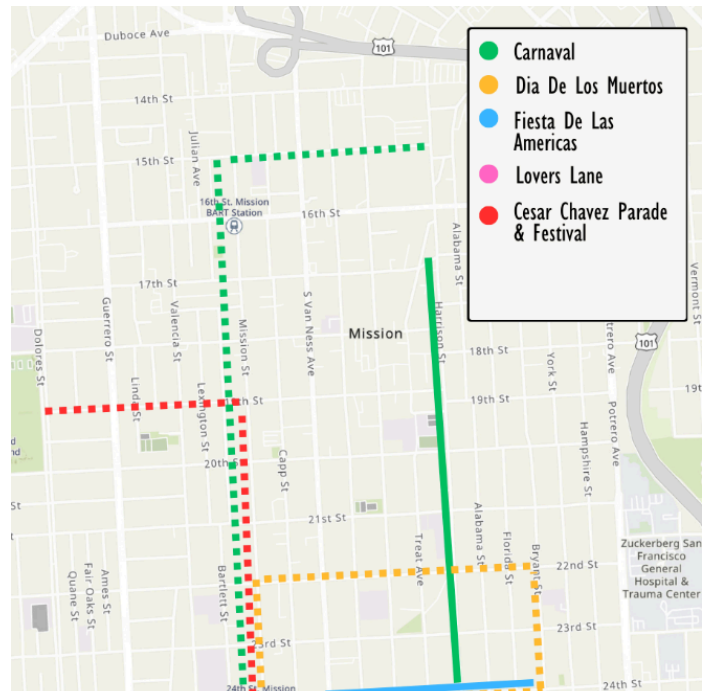


Photo courtesy of muralist Carlos Gonzalez

Cultural Activation

Cultural celebrations are deeply rooted in Latino life in San Francisco, dating back to the city's earliest documented festivities marking Mexican Independence Day in 1860. From the lively Afro-Latino Carnaval to the reverent Dia de los Muertos rituals, and including the ceremonial evocation of Aztec Dancers, these celebrations are crucial expressions of Latino heritage and identity, embodying a collective history (Nuestra Historia San Francisco Pan Latino Historic Context Statement, 2023). Although not formally cataloged by the city, some traditions endured for generations while others were short-lived. Regardless, the production and sustenance of these cultural treasures have relied on the dedication of volunteers, organizations, cultural creators, and performers, who invest countless hours and vital resources. The following descriptions highlight major cultural events with historical and physical roots in the Calle 24 Cultural District boundary area.

Carnaval San Francisco in the Mission is an annual Afro-Latino celebration of song, dance, visual arts, and community expression that takes place annually in May. Started in 1979, Carnaval is the West Coast's largest multi-cultural celebration of Latin-American, Caribbean, and African diasporic roots. Every year, over 400,000 local and regional visitors descend on the Mission for this 2-day parade and street festival, creating a significant economic boost for participating artists, cultural groups, and neighborhood businesses.



Dia De Los Muertos celebrated in November is long rooted in Mexican and Central American indigenous traditional celebrations honoring deceased ancestors. After Spanish colonization of Latin-America, Catholic elements were incorporated with traditional indigenous practices creating the widely popular celebration today known as Dia De Los Muertos. Public rituals and celebrations in the Mission District can be traced back to the early 1970's led by Latino Arts and Culture organizations Casa Hispana and Galeria De La Raza. The early days consisted of smaller sized community events with candlelight vigils and art exhibitions. Currently, Dia De Los Muertos draws thousands from the Bay Area to 24th Street and neighboring Garfield Park and/or La Raza Park (Potrero Del Sol) for a procession and display of altars honoring ancestors.

Lovers Lane is the latest addition to a long roster of cultural celebrations in the Mission. And after only four years, this youth-led Valentines themed event has made an indelible mark on the Calle 24 Cultural District. Founded by two Mission raised artists Lucia Gonzalez Ippolito and Alfredo Uribe, Lover's Lane is held in the historic mural-strewn Balmy Alley, off the 24th Street commercial corridor. The celebration brings together artists, craft makers and performers to celebrate neighborhood togetherness after a time of great isolation experienced during the pandemic.

Festival De las Americas, first established in 1979 under the moniker of the 24th Street Festival, celebrates the multi-ethnic Latino identity of the Mission. This hugely popular street gathering took a hiatus in the mid 2000's and was recently revived by the Calle 24 Cultural District. The event takes place in September when Mexico and several Central American countries celebrate their independence.

The annual Cesar Chavez Day Parade and Festival was initiated in 2000 and has since become a staple event that parades through the streets of the Mission, starting from Dolores Park, and culminates in an outdoor celebration on 24th Street. The parade and festival serve as a commemoration of the Chicano labor legacy, honoring figures such as Cesar Chavez, Dolores Huerta, and the United Farm Workers. This tribute reflects the profound impact of the movement on the people of the Mission. Young Chicano activists played a pivotal role, organizing grape boycotts at the former Safeway Supermarket on 24th Street and Potrero Avenue. Their advocacy later led to the transformation of the site into affordable housing in the late 1970s. Additionally, the renaming of Army Street to Cesar Chavez Street in 1995 further underscores the enduring influence of the Chicano labor movement within the Mission community.

Lastly, it is worth noting the contributions of Mexican and Central American indigenous rituals and ceremonies conducted by Mission-based Aztec Dance groups, which are integral to many of the above-mentioned cultural events. These rituals, deeply rooted in a blend of Meso-American indigenous traditions and Catholic elements, have been associated with the Latino Mission community since the late 1970s. Their involvement in cultural celebrations, parades, street fairs, affordable housing groundbreaking, and community funerals underscores the importance of preserving and securing access to cultural and ceremonial event space. Over four groups, including the oldest-running Grupo Xitlalli (established in 1981), hold residency in the Mission, contributing significantly to its cultural fabric.

Summary of Community Economy

Between 2000 and 2022, the Latino community in the Mission faced significant economic challenges, exacerbated by the Covid-19 pandemic. Issues such as back rent, job losses, small business closures, and the cancellation of cultural events deeply impacted the neighborhood. However, by 2024, the data and qualitative observations presented indicate a robust recovery for the Mission District. The rise in jobs and businesses, coupled with low vacancy rates compared to San Francisco overall, highlights the strength of the district's recovery. This growth has not only served the community but also bolstered the cultural legacy of the Latino community, particularly evident on the commercial strips of Mission and 24th streets. Traditional anchor businesses and newer ventures like La Placita, Discodelic, Shipyard K9 Supplies are among those supporting this vitality. Additionally, new spaces developed by community housing developers have provided support to a variety of organizations and businesses, including Bicis Del Pueblo, Youth Arts Exchange, Youth Speaks, and HOMEY.

Initiatives such as MAP2020, the Calle 24 Cultural District, and the Calle 24 Special Use District (SUD) have been instrumental in the economic recovery and sustainability of small businesses along the commercial corridors, while also preserving and expanding cultural spaces and activities. Business grants, funding for service and cultural organizations, community real estate brokers, and innovative strategies for street vending continue to advance the economic and community goals set by MAP2020. These efforts have underscored the cultural capital of the Mission District, a testament to the countless organizers, artists, activists, blue collar workers, small business owners, and nonprofit professionals who have contributed to the neighborhood's resilience and ongoing vibrancy.



Photo by Terence Faircloth (CC BY-NC-ND 2.0)

Conclusion

The Mission Action Plan (MAP2020) has proven to be a crucial and effective tool in community planning, fostering collaboration between the community and government agencies to identify impacts, trends, and needed solutions. Most importantly, the community has been able to identify targeted priorities for City investments that led to concrete outcomes such as affordable housing production and preservation, supporting businesses on targeted corridors, and creating historic landmarks. This approach is anchored in strong partnerships with knowledgeable community members, ensuring transparent and equitable government practices, and striving for equity-based policies and investments.

Since 2014, the preservation and production of affordable housing has more than doubled in comparison to the previous decade. Community affordable housing developers have taken the lead in delivering affordable units by expanding their capacity and working closely with City agencies. This resulted in 1,130 new affordable units and 266 existing units made permanently affordable between 2014 and 2024. Another 1,174 affordable units are in the pipeline. Also, the Mayor's Office of Housing and Community Development increased eviction legal services, housing counseling, tenants' rights education and counseling, and rental subsidies programs. More than 2,000 Mission households benefited from these investments, more than double the original target of 800 people. This contributed to the stability of the low-income Latino population (less than 50% of median income) and increase of the middle-income Latino population (100-150% of the median income). Still, between 2017 and 2022, the Mission doubled its number of unsheltered people and the Latino population declined at an average rate of 2% over the past decade. In contrast to the Mission District, the Latino population for San Francisco has increased to 16% (18,641 individuals) in the last 23 years. The expected decline in the Mission District's Latino population, feared to occur during the COVID-19 pandemic due to concerns about a wave of evictions, did not happen as expected. However, the objective is to reverse the trend of population decline that has persisted for over 20 years and work towards providing options for the Latino population to stay in the area. The Mission neighborhood economy is solid and is serving the growing Latino population in San Francisco and beyond. Many shops and restaurants in the Mission have survived the Covid-19 shutdown and online competition, new businesses have opened, and Calle 24 has increased its activity. In 2023, the sales tax revenues from the Mission were almost at the same level as in 2019, while San Francisco was 13% lower citywide and Union Square/Yerba Buena area was 40% lower. Similarly, in 2024 the average retail vacancy in Mission/Potrero was 4.3% compared to Union Square/Yerba Buena at 30% and citywide at an average 9% vacancy. This economic performance is the result of collaboration among community organizations and City agencies. The Office of Economic and Workforce Development has played a major role providing programs, policies and funding to business attraction and retention, and neighborhood commercial revitalization on 24th Street and Mission Street.

The cultural strength of the community has deepened and expanded through physical markers, community organizations, and activities, which have in turn supported the economic vitality of the neighborhood. Beyond neighborhood residents, visitors from the rest of the city, the region and the country come to the Mission because of the cultural experience. A targeted effort by the community

and the City has been focused on 24th Street, el Corazón del Barrio, with the designation of Calle 24 Cultural District and Calle 24 Special Use District. The Calle 24 Cultural District is safeguarding the cultural heritage and traditions of the local community through small business assistance and monthly Latino-themed activation. The Calle 24 Special Use District has aided in preserving historical signage and art, legacy businesses, and a diversity of small mom and pop storefronts.

As MAP2020 enters its eighth year of implementation, it is evident that collaboration between the community and City partners remains essential for successful community strategies. This collaboration, supported by interagency partnerships with community organizations, has created a space for collective problem-solving critical to the survival, stabilization, and growth of Latino residents, artists, nonprofits, and small businesses. Moving forward, it is essential to integrate community needs and assets into planning processes and investments to strengthen the bridge between the community and government.

Lessons learned from the past eight years of MAP2020 implementation can be summarized as follows:

- **Collaboration** between community and City partners is crucial for shared decision-making and effective implementation.
- **A holistic approach** to community development, integrating housing, culture, and economic investments, nurtures a thriving neighborhood ecosystem.
- **Transparent and accessible information** allows for precise progress tracking and adaptive strategy adjustments.
- **Strengthening community capacity** through a coalition of grassroots organizations enables effective advocacy, service, and affordable housing delivery.

Recommendations & Next Steps

Based on the analysis of the implementation progress and existing conditions, the Planning Department should engage with community representatives to build on the success, and review and update the strategies around the key themes of 1) stabilizing community spaces for small business and community-based organizations, 2) improving street conditions, 3) enhancing cultural vitality, 4) expanding affordable housing access, and 5) strengthening community-based planning and collaborations.

As we enter the next phase of MAP2020, these strategies will guide City agencies and the community to address ongoing and emerging challenges in the Mission District and meet the MAP2020 goals, upholding the Mission District's vision for a healthy, thriving, safe, and affordable neighborhood for both current and future generations.

Acknowledgements

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- The Office of Mayor London Breed
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- San Francisco Planning Department
- Mayor's Office of Housing and Community Development (MOHCD)
- San Francisco Municipal Transportation Agency
- San Francisco Arts Commission
- Health Services Agency (HSA)
- Department of Building Inspection (DBI)
- San Francisco Rent Board
- Office and Economic and Workforce Development (OEWD)
- Cultural Action Network (CAN)
- The Day Laborer Program and Women's Collective
- Mission Economic Development Agency (MEDA)
- Pacific Felt Factory
- United to Save the Mission
- Latino Task Force
- Calle 24 Latino Cultural District
- American Indian Cultural District
- Clecha
- Cultura y Arte Nativa de las Americas (CANANA)
- SF Latino Parity and Equity Coalition
- Mission Housing Development Corporation
- Plaza 16 Coalition
- Friendship House

For other information related to MAP2020 and the Mission community:

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