

ENCHIA Master List of "Healthy City" Strategies

Healthy Economy

Objective: Increase high-quality employment opportunities for local residents

	Policy	Status of Available Information
This strategy/policy integrates a number of diverse concerns regarding workforce development; establishes leadership for workforce development under MOEWD; includes performance indicators and tracking mechanisms; and prioritizes industries and occupations	<p>Integrated workforce development: Establish within MOEWD authority for planning, direction, and oversight of all publicly funded workforce training programs including those implemented by the City, UCSF, First Source, and PIC; MOWED programs should include/do:</p> <p><i>Establish and monitor program objectives and performance indicators (e.g. self-sufficiency wages)</i></p> <p><i>Implement training and education programs</i></p> <p><i>Implement retention programs (e.g. skills to manage workplace conflict)</i></p> <p><i>Establish a client intake and long-term tracking mechanism</i></p> <p><i>Augment resources and programs for the working poor</i></p> <p><i>Create a uniform tracking and data collection system for all private employers linked to training programs</i></p> <p><i>Coordinate fundraising for workforce development</i></p> <p><i>Negotiate community benefits (e.g. first source hiring, prevailing wages, etc) with any industries provided city subsidies</i></p> <p><i>Provide financial aid for students</i></p> <p><i>Provide incentives for priority industries to recruit & train local residents</i></p> <p><i>Monitor business migration and displacement</i></p>	Good information on model workforce development programs; national evaluation data on workforce training programs
	<p>First Source hiring enforcement: Authorize the Human Rights Commission to enforce the First Source Hiring Program</p>	
	<p>First Source hiring state agencies: Negotiate State agency (e.g. UCSF) participation in First Source hiring</p>	

Objective: Protect small and local businesses

	Policy	Status of Available Information
	<p>Small business monitoring: Monitor small businesses closing or relocating; assess causes of relocation; develop appropriate business retentions strategies</p>	Straightforward assessment function
	<p>Increase legal protections for low/moderate income commercial tenants (Amend/augment existing laws)</p>	Need more information
	<p>Small business bureau: Establish a bureau for small business tenants which provides education and advice on lease agreements, financing, accounting, eviction prevention, and long term ownership strategies.</p>	Good information
	<p>Formula retail restrictions: Restrict formula retail uses in Eastern neighborhoods commercial and residential districts</p>	Models in North Beach, Hayes Valley, and other California Cities
	<p>Develop more CBDs: Increase the number of Community Benefits Districts (also known as Business Improvement Districts) in the ENCHIA neighborhoods.</p>	Good Information
	<p>Create a city-sponsored subsidy program to assist small businesses accessing loans to buy property or complete capital improvements</p>	Need more information
	<p>Provide grants, down-payment assistance, or low-income loans to assist small businesses with purchasing their own buildings</p>	Need more information

Objective: Increase benefits to communities impacted by development

	Policy	Status of Available Information
	<p>Economic prosperity element: Adopt an economic prosperity element as part of the general plan which enumerates diverse economic goals, policies, and implementation activities</p>	Model being considered by San Diego

	<p>Public benefits mechanisms: Establish via city ordinance a 'public/community benefits' mechanism for all rezoning, development agreements, and large-scale projects. The mechanism could include the following provisions among others:</p> <p><i>Term 1: Establish a process of community review of design of new development</i></p> <p><i>Term 2: Flexibly prioritize area and citywide public benefit needs (e.g., first source hiring, prevailing wage, community serving space, open space, transportation facility improvements, housing affordability, green building, etc)</i></p> <p><i>Term 3: Establish the maximum financially feasible public benefit</i></p> <p><i>Term 4: Allow the development to meet public benefit obligations flexibly either through direct construction or through a payment</i></p> <p><i>Term 5: Provide for oversight and monitoring to ensure the actual achievement of promised benefits</i></p>	<p>Community benefit agreements; public benefits zoning; inclusionary housing are all related mechanisms; better neighborhoods plus ordinance provides a model; City planning had proposed a public benefits zoning scheme.</p> <p>Need more information</p> <p>Need more information</p> <p>Need more information</p> <p>Need more information</p> <p>Need more information</p>
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Objective: Increase access to health benefits

	Policy	Status of Available Information
Many low and moderate income workers lack health benefits	Pay or play health insurance: Require employers to provide health insurance or pay into a City sponsored health insurance plan	Good information; Hawaiian Model; Prop 72 Model
	Expand the scope of the City's health care accountability ordinance by requiring coverage of part-time workers, and increased fees for employers who choose to opt out of the system	Good information
	City health purchasing pool: Allow private employers to participate in pooled health care plans provided for city employees	1998 SF Blue Ribbon Task Force supported this strategy for universal health care access in SF
	Mandatory sick days: Mandate that all employers in San Francisco provide a set number of paid sick days to employees, including part-time workers, that they can use at any time without penalty	Good information

Adequate Housing

Objective: Ease fiscal and land availability constraints

	Policy	Status of Available Information
	City Assessor audits: Controller to conduct routine audits of City Assessor's assessments and re-assessments	Good Information
	Surplus property transfers: Transfer or sell city-controlled land (surplus property, foreclosures) to a land trust with use restrictions for affordable housing or community economic development	Surplus Property Ordinance; Good information
	Redevelopment funds outside RA Area: Using Redevelopment monies to purchase land for affordable housing developers outside redevelopment areas; City could retain equity in development or transfer/sell to developer with deed restriction	Need more information
	Condo conversion exclusions: Allow affordable housing developers and / or land trusts to convert large rental units (larger than 8) into condos outside the lottery with assurances of long-term affordability	SF Limited Equity Ordinance; Good Information

Objective: Ease fiscal and land availability constraints

	Policy	Status of Available Information
	Vacancy tax: Implement a supplemental property tax assessment on residential property held vacant greater than 5 years	Need more information
	Speculator tax: Triple the Real Estate Transfer Tax on property re-sold within two years	Good Information
	Supplemental property tax: Additional assessment on residential properties which are not the primary residence of the owner	Need more information

Downpayment assistance restrictions: Restrict city downpayment program to current SF residents, or living in SF for past 5 yrs or based on neighborhoods	Need more information
Affordable housing zoning incentives: Provide zoning incentives for affordable housing - height bonus, density bonuses, floor area bonus, reduced parking req; CEQA review relief	Good Information
Rental housing zoning incentives: Provide zoning incentives for rental housing - height bonus, density bonuses, floor area bonus, reduced parking requirement	Good Information
Rental housing ratio: Enact specific development targets or ratios for the production of rental housing	Housing Element.; Need more information
Rent Board Enforcement: Increase enforcement of OMI and Ellis Evictions, and tighten regulations	Good Information
Affordable housing bond: Enact parcel measure to support affordable housing construction, property acquisition, and down payment assistance	Measure A provides a model
City Financing Incentives for Private Developers: City to provide Mez-Debt loans and could also be a gap financier in addition if specific to development of affordable housing	Need more information
Affordable housing equity fund: Establish City revolving development equity fund for private developers whose projects have a minimum standard of affordability	Good Information
Maintenance of Affordable Housing Stock: Provide financial incentives.	Need more information
Inclusionary Zoning Requirement: Update city requirements based on financial feasibility analysis	Rincon Hill as model; Good Information
Contract durations for RA affordable housing development: Increase year limits on contracts with private developers to keep housing affordable longer.	Need more information
In Lieu Fee's: Target affordable housing in lieu fee's to 30-50% AMI development	Good Information
Proportional production units throughout RA area: Establish redevelopment area policy to require proportional production of affordable units throughout development process	Need more information
Property tax exemptions: Provide exemptions for new affordable housing projects	City of Seattle provides model; Good Information
Incentives for mixed use development: Provide fiscal or other incentives for development of low rise commercial uses and housing over retail	Good Information
Utilization of densities: Require the utilization of maximum allowable densities in established neighborhoods	Need more information
Secondary unit rules: Establish secondary unit regulations	Santa Cruz Secondary Unit Guidelines; Good Information
Height limits: Set higher height limits along new light rail (65 - 85 instead of 45)	Need more information
Better urban design for density: Modify building code to modified type 5 construction, which allows you to get 2 more stories of wood at the same cheaper height rate	Need more information
Bulk Limits: Change zoning from density to bulk limits	Need more information
Objective: Streamline regulatory approval process for housing development	
Policy	Status of Available Information
Reduced discretionary review: Eliminate discretionary review of residential development projects meeting city and neighborhood objectives and consistent with area plans	Prop J provides model
Planning independence: Fund Planning Department out of General Fund	Need more information
Building code height/bulk limits for density: Evaluate and propose changes so that they are in alignment with increasing densities in residential zoning particularly along commercial and transit corridors	Need more information
Objective: Protect residents from involuntary displacement	
1:1 replacement of demolished affordable housing: Require replacement of all lost privately owned affordable units due to demolition	Need more information

	Eviction defense: Provide city funding for legal eviction defense	Need more information
	Prohibit conversion of SRO hotels	Need more information
	Improve Rent Board services: better enforcement, tracking and education for renters to eliminate illegal evictions	Need more information
	Emergency rent assistance fund: Provide a source of funds in emergencies to help prevent homelessness.	Good Information
Objective: Ensure public subsidies, programs and projects target a diversity of needs		
	Require adaptability: do not have to expend to put in all the rails etc, but the structure and design allowed for - e.g., wider hallways	Need more information
	Require visitability access: Not all units have to be universal access but can get in and out and use restroom	Need more information
	Enforce universal access: policies for all new development	Need more information
	Median income metric: Use SF Median instead of AMI	Need more information
	Disaggregate 120% of AMI: into 100, 110 and 120 when deciding cut-off for inclusionary and other affordable housing	Need more information
Objective: Ensure public subsidies, programs and projects target a diversity of needs		
	SRO rehabilitation: Provide city funding or target federal housing funding for rehabilitation of private SROs	Good Information
	Housing standards enforcement: Augment housing enforcement using community based enforcement, unfair business practices, fines, etc.	Need more information
Public Infrastructure		
Objective: Increase acreage of park and open space recreational opportunities in Eastern Neighborhoods		
	Policy	Status of Available Information
	Open space impact fee: Adopt an open space acquisition and operations development impact fee for the eastern neighborhoods; identify open space opportunity sites in eastern neighborhoods; zone opportunity sites for public use / open space use; purchase privately owned land via fee.	Good information; development impact fees widely used for open space acquisition
	Public open space rule: Adopt a public open space requirement for new development	Need more information
Objective: Ensure variety of parks and recreational facilities that encourage both active and passive activities		
	Multi-use recreational centers: Develop recreational centers as multi-use spaces (community organizations, cultural activities, education, etc)	Good information; new schools better neighborhoods model
	Community park stewardship: Create a community park stewardship program at RPD	Good information
	Golf course fees: Increase fee collection for golf courses to reflect high utilization of land	Need more information
Objective: Develop urban trail system linking parks and open spaces and creating a green network		
	Policy	Status of Available Information
	Eastern Neighborhoods greenway: Identify and designate elements of greenway network in the Eastern neighborhoods zoning plan (including bicycle paths, pedestrian priority streets, and new greenways) and transportation element of the general plan	Good information
	BlueGreenway: Adopt and implement the blue greenway with radial connections to eastern neighborhoods	
Objective: Provide a variety of transit options for different needs and abilities which are affordable, safe, environmental and sustainable		
	Bus rapid transit: Create bus rapid transit (BRT) lanes on all streets in EN serving in the priority transit network (e.g Folsom)	Need more information
	Means tested bus fares: Establish reduced bus fares for low-income residents; fund with market-based parking pricing program	Need more information

	Transit network redesign: Reduce close or redundant transit lines to provide more frequent and express service on remaining lines	Need more information
	Bicycle parking: Provide adequate secure bicycle parking at all regional transit stops	Good information
Objective: Create long-term partnerships between the arts community and public policy leaders that will result in innovative arts programming and policy		
	Increase participation in arts and cultural activities by integrating the art community with sports, education and health	Need more information
	Include the art community in city planning and seek more meaningful ways of channeling artistic talents into planning and development process	Good information
Objective: Provide museums, performing arts, concerts and festivals in the community which are used for personal enjoyment, educational advancement or cultural enrichment		
	Analyze geographic location of art centers, theaters, and festivals to citywide availability and access	Good information
	Integrate art into public spaces (e.g. rotating art exhibits, graffiti)	Good information
	Encourage temporary art exhibits (e.g. Octavia Park)	Good information
Objective: Improve the quality and accessibility of public schools		
	Neighborhood schools: Identify and zone land for public schools where development will result in increased residential population; establish minimum service / distance requirements for neighborhoods schools in facilities master plan; fund land acquisition and new school construction via surplus land / property swaps and use of existing school impact fee; develop neighborhood schools as multi-use facilities through partnerships with RPD and community serving and cultural organizations.	School Facilities master plan; New Schools Better Neighborhoods Case studies
	Green school yards: Institutionalize requirements and funding for "Green School" yards program	Greenschoolyards Pilot exists and receives funding from current school bond
	Safe routes to schools: Identify child-safe bicycle and pedestrian routes for neighborhood schools; fund and implement transport facility improvements	National case studies
Objective: Ensure safe, affordable, high quality child care for all neighborhoods		
	Employer on-site childcare: Provide incentives (tax reductions) for city businesses to that provide childcare (on site /in area) for employees	Need more information
	Childcare Development Requirement: Require new residential development to allocate space for childcare services	Need more information
Environmental Stewardship		
Objective: Design complete streets that prioritize pedestrians, bicycles, and transit		
	Policy	Status of Available Information
	Complete streets design guidelines: Assign a lead agency to develop typologies and comprehensive design guidelines for San Francisco streets in cooperation with MUNI, SFCTA, Redevelopment, City Planning, and Health; the guidelines would categorize all streets by typology and priority functions and include design and circulation elements consistent or inconsistent with each type; the typology and guidelines could be adopted within the transportation element of the general plan	City of Charlotte, NC; King County, WA; SF Mayor launched Great Streets programs in 2005
	Pedestrian impact fee: Establish a development impact fee to fund pedestrian facility improvements	Palo Alto Nexus Study
	CEQA transport analysis: Replace automobile LOS with vehicle trips or vehicle miles traveled as an indicator of environmental impact and new metrics for pedestrian and bicycle LOS	SFDPH analysis; SFCTA analysis
	One-way conversions: Convert one-way multi-lanes streets to two-way streets or traffic-calmed streets in new residential neighborhoods	San Jose; SFCTA Folsom Street SAR

Objective: Reduce single occupancy vehicle use		
	Parking maximum-minimum: Implement a 2 unit to 1 off-street parking space maximum with no parking space minimum in new residential development 1/2 mile from a regional transit stop	County Transport Plan; Shoup
	Freeway congestion pricing: Implement bridge and freeway congestion pricing	Would require State action; Case studies from Southern California
	Area congestion pricing: Implement a downtown areas and/or SOMA congestion pricing system	Deaken Study; Case studies from Singapore, London, Hong Kong
	On street parking charges: Implement market-rate on-street parking charges	County Transport Plan; Shoup
	Employee parking: Implement an impact fee or tax on free employee parking	
Objective: Improve residential air quality		
	Priority truck route: Develop a priority truck and freight route network for San Francisco; limit or prohibit truck and freight traffic in some residential neighborhoods	New York City Priority Truck Route; San Francisco General Plan
	High traffic residential buffer: Preclude residential construction and school contraction within specified distances of heavily traveled roadways.	Current ARB Community Health and Land Use Guidelines
Objective: Promote Biodiversity		
	Require permeable paving materials for public space, sidewalks, and low-volume roadways	
Objective: Reduce energy consumption		
	BVHP power plant: Ensure the closure of the Bayview-Hunters Point Power Plant in 2005/2006	City policy is to close the BVHP generation plant
	Portrero power plant: Establish city policy to retire the Mirant Power Plant	Good information
	Pollution credits: Provide pollution credits for the operation of all power sources until Mirant Power Plant closure (e.g. energy efficient program subsidies; diesel retrofit and vehicle scrapage programs)	Good information
Objective: Reduce energy consumption		
	Electric meters: Require internet ready electric meters with digital demand controllers (automatically decrease power load during peak demands) in new development	Good information
	Energy efficiency standards: Require energy-efficient equipment and lighting greater than title 24 requirements in new residential development	Good information on effective practices
	Diesel back-up generators: Require diesel back generators to use bio-diesel	SFDPH regulates back up generators
	City vehicle standards: Establish fuel efficiency and emissions guidelines for all city vehicles	Precautionary purchasing ordinance will likely do this
	Cruise ship power: Require cruise ships to turn off diesel engines while in port and plug-in to cleaner electrical power	SF Port Cruise Terminal Task Force is reviewing this policy
	Food waste energy: Use food waste to generate electricity	Pilot program exists in San Francisco now
	Green business incentives: Provide tax incentives other subsidies or incentives for green businesses	Good information
	Energy self-sufficiency incentives: Provide density bonuses or other subsidies or incentives for energy self-sufficient buildings	Need more information
	Rooftop solar: Require 75% utilization of roof space in all new construction for either-or solar energy or rooftop gardens	
	Minimum densities: Establish minimum aggregate densities for new development areas	Need more information