BOARD of SUPERVISORS

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MEMORANDUM

LAND USE AND TRANSPORTATION COMMITTEE

SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Malia Cohen, Chair
Land Use and Transportation Committee

FROM: Alisa Somera, Assistant Clerk

DATE: December 14, 2015

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**
Tuesday, December 15, 2015

The following file should be presented as a **COMMITTEE REPORT** at the Board meeting, Tuesday, December 15, 2015. This item was acted upon at the Committee Meeting on Monday, December 14, 2015, at 1:30 p.m., by the votes indicated.

Item No. 46 File No. 151198

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

RECOMMENDED AS A COMMITTEE REPORT
Vote: Supervisor Malia Cohen - Aye
Supervisor Scott Wiener - Aye
Supervisor Jane Kim - Aye

c: Board of Supervisors
Angela Calvillo, Clerk of the Board
Jon Givner, Deputy City Attorney

File No. 151198 Committee Item No. 2
Board Item No. 46

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Land Use and Transportation **Date** December 14, 2015

Board of Supervisors Meeting **Date** December 15, 2015

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☐	☐	Motion
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☒	☒	Introduction Form
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OTHER **(Use back side if additional space is needed)**

☒	☒	CEQA Determination, dtd 12/8/15
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Completed by: Alisa Somera **Date** December 10, 2015
Completed by: Alisa Somera **Date** December 14, 2015

FILE NO. 151198 RESOLUTION NO.

[Interim Zoning Controls Six-Month Extension - Formula Retail Uses in the Castro Street Neighborhood Commercial District]

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

WHEREAS, Planning Code, Section 306.7, provides for the imposition of interim zoning controls that promote the public interest, including but not limited to development and conservation of the City's commerce and industry to maintain the City's economic vitality and maintain adequate services for its residents, visitors, businesses and institutions; and the preservation of neighborhoods and areas of mixed residential and commercial uses and their existing character; and

WHEREAS, Planning Code, Section 306.7(h), authorizes imposition of interim controls for a period of 18 months, which may be extended by the body imposing the controls for an additional six months; and

WHEREAS, On July 8, 2014, the Board of Supervisors adopted Resolution No. 238-14, which was signed by the Mayor on July 18, 2014; and

WHEREAS, Resolution No. 238-14 imposed interim controls for an 18-month period that required Conditional Use authorization in the Castro Street NCD under Planning Code, Section 303(i), in circumstances where there has been a determination by Planning Department staff or a City board, commission, or agency that a proposed project is a Formula

Retail Use, including circumstances when the project sponsor subsequently removes one or more of the Formula Retail Use features formerly listed in Planning Code, Sections 703.3(b) and 303(i), and now listed in Planning Code, Section 303.1, as defining a Formula Retail Use, and applied this requirement to any proposed use in the Castro Street NCD that has not received a final decision on any required approval action by any City department, board, commission, or agency; and

WHEREAS, It is necessary to extend the interim controls in the Castro Street NCD for an additional six-month period to allow time for further study and possibly permanent legislation to be enacted; and

WHEREAS, The Planning Department has determined that the actions contemplated in this Resolution are in compliance with the California Environmental Quality Act (California Public Resources Code, Sections 21000 et seq.); and

WHEREAS, The Board of Supervisors hereby affirms that determination on file with the Clerk of the Board of Supervisors in File No. 140736 and incorporated herein by reference; now, therefore, be it

RESOLVED, That pursuant to Planning Code, Section 306.7, the Board of Supervisors hereby extends the interim controls imposed by Resolution No. 238-14 for an additional six-month period that begins on January 16, 2016, or until permanent controls are enacted, whichever shall first occur; and, be it

FURTHER RESOLVED, That, as required by said interim controls, a Conditional Use authorization under Planning Code, Section 303.1, is required to establish a formula retail use as defined in Planning Code, Section 303.1, even where the project sponsor subsequently removes one or more of the Formula Retail Use features listed in Planning Code, Section

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303.1, for all parcels located within the Castro Street Neighborhood Commercial District.

APPROVED AS TO FORM:
DENNIS J. HERRERA, City Attorney

By: ______________________
KATE H. STACY
Deputy City Attorney

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BOARD of SUPERVISORS

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November 25, 2015

File No. 151198

Sarah Jones
Environmental Review Officer
Planning Department
1650 Mission Street, Ste. 400
San Francisco, CA 94103

Dear Ms. Jones:

On November 17, 2015, Supervisor Wiener introduced the following proposed legislation extending the existing Interim Zoning Controls (original File No. 140736):

File No. 151198

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

This legislation is being transmitted to you for environmental review.

Angela Calvillo, Clerk of the Board

Alisa Somera

By: Alisa Somera, Assistant Clerk
Land Use and Transportation Committee

Attachment

c: John Rahaim, Director
Scott Sanchez, Zoning Administrator
AnMarie Rodgers, Senior Policy Advisory
Aaron Starr, Legislative Affairs Manager
Joy Navarrete, Environmental Planning
Jeanie Poling, Environmental Planning

Not defined as a project under CEQA Guidelines Sections 15378 and 15060(c)(2) because it does not result in a physical change in the environment.

Joy Navarrete

Digitally signed by Joy Navarrete
DN: cn=Joy Navarrete, o=Planning, ou=Environmental Planning, email=joy.navarrete@sfgov.org, c=US
Date: 2015.12.08 12:31:32 -08'00'

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A PROFESSIONAL CORPORATION

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San Francisco, California 94104
Telephone (415) 956-8100
Facsimile (415) 288-9755
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December 14, 2015

File No. 151198
12/14/15 · Received in Committee

Land Use and Transportation Committee
San Francisco Board of Supervisors
1 Dr. Carlton B. Goodlett Place
City Hall, Room 244
San Francisco, CA 94102

Re: File No. 151198
Extension of Interim Zoning Controls - Formula Retail Uses in the Castro Street NCD

Dear Members of the Land Use and Transportation Committee:

This office represents the AIDS Healthcare Foundation ("AHF"), an independent nonprofit healthcare organization dedicated to providing cutting-edge medicine and advocacy to patients living with HIV/AIDS. AHF has provided needed healthcare to underserved safety-net patients in San Francisco for more than 12 years. We write to oppose the above-captioned extension of interim zoning controls on the grounds that it would harm property owners, lessees, HIV/AIDS patients and other members of the public, violate the California Environmental Quality Act ("CEQA"), and contain other flaws.

The proposed interim zoning controls would extend the wrongful requirement that a proposed project be subject to conditional use review under Planning Code Section 303(i) as a formula retail use, even if that project is revised so that it no longer constitutes a formula retail use. The controls appear targeted at AHF, which is the sponsor of one such project in the Castro NCD, a medical office and pharmacy (BPA No. 201311121689) that received Planning Department approval. The interim zoning controls are the subject of civil-rights litigation in federal court (Case No. 3:14-cv-03499-RS). In an effort to resolve that litigation, AHF has agreed to file a conditional use application, which is calendared for a hearing at the Planning Commission on January 14, 2016 (Case No. 2015-006317CUA). Therefore, there is no benefit to the public in extending the interim controls.

AHF's project site, 518 Castro Street, is already under lease. Part of the site is used as a medical clinic, and the other part is intended for a pharmacy – providing "one stop" medical care for HIV/AIDS patients. The interim controls are preventing the pharmacy from being opened, thereby harming patient care. (See Exhibit A.) While AHF is contributing to the community by allowing the space to be used by local artists at no charge pending resolution of this matter, to the extent there are any other project sites that are or will be affected by the interim controls, those sites will remain vacant. The purpose of AHF's project is to move an already existing pharmacy less than 300 feet. There is no change or impact on the character of the area. This is not a new or additional pharmacy, and there is no change in the number of pharmacies in the area. There is no change or impact in the surrounding blocks by simply moving the pharmacy 300 feet.

The perpetuation of vacant storefronts will cause blight and urban decay. (See Exhibits B and C.) These impacts must be analyzed under CEQA, and a "no physical change" determination is wholly inappropriate. File No. 151198 is not rightly subject to an exemption or a determination that the proposal is not a project for CEQA purposes pursuant to Guidelines Sections 15378 or 15060(c)(2) because the proposal will have significant unmitigated environmental impacts that have not been analyzed by the City. Per Guidelines Section 15378(a), a "Project" under CEQA is "the whole of an action . . . that is any of the following: (1) An activity directly undertaken by any public agency including . . . enactment and amendment of zoning ordinances."

Additionally, the interim zoning controls have the purpose and result of retroactively invalidating project approvals that have already been secured, thereby implicating due process rights. To the extent the proposed controls are intended to apply specifically to the AHF pharmacy project – as it appears from the history of the interim controls – they may constitute impermissible spot zoning. Furthermore, no movement toward enactment of permanent controls or even a study of permanent controls is evident during the interim controls' previous 18 months, as is required by Planning Code § 306.7(h).

The proposed pharmacy will be relocated to Castro Street from nearby Church Street, where AHF is forced to continue paying rent $12,500 per month until this matter is resolved. If the Castro Street pharmacy is not completed, AHF's patients will have to travel elsewhere to obtain prescription medications. This is an added layer of difficulty for AHF's patients, many of whom are low-income and have transportation challenges. Worse yet, it exacerbates the risk of patients falling out of adherence to their treatment regimens, creating a public health risk.

Lastly, AHF objects to proposed controls being repeatedly rushed through the legislative process. Aside from receiving insufficient environmental review, the last-minute scheduling of today's hearing has hampered AHF's and other members of the public's ability to present evidence to the committee.

AHF respectfully requests that this committee reject the proposed interim zoning controls. If the controls are enacted, AHF is prepared to enforce its rights through litigation.

Very truly yours,

ZACKS & FREEDMAN, P.C.

Ryan J. Patterson

Encl.

ANDREW M. ZACKS (SBN 147794)
RYAN J. PATTERSON (SBN 277971)
ZACKS & FREEDMAN, P.C.
235 Montgomery Street, Suite 400
San Francisco, CA 94104
Tel: (415) 956-8100
Fax: (415) 288-9755

Attorneys for AIDS Healthcare Foundation

SAN FRANCISCO BOARD OF SUPERVISORS LAND USE AND TRANSPORTATION COMMITTEE

DECLARATION OF RYAN PATTERSON

Re: Interim Zoning Conrols – Formula Retail Uses in the Castro Street NCD

I, Ryan J. Patterson, declare as follows:

1. I am an associate attorney at Zacks & Freedman, P.C., the firm hired to represent AIDS Healthcare Foundation ("Plaintiff and Petitioner") in this proceeding. I make this declaration based on facts personally known to me, except as to those facts stated on information and belief, which facts I believe to be true.

2. Attached hereto as Exhibits A through D are true and correct copies of documents related to the extension of interim controls for 518 Castro Street, San Francisco.

I declare under penalty of perjury that the foregoing is true and correct, and that this was executed on December 14, 2015, at San Francisco, California.

Ryan J. Patterson

ZACKS & FREEDMAN, P.C.
235 MONTGOMERY STREET, SUITE 400
SAN FRANCISCO, CALIFORNIA 94104

EXHIBIT A

Technical Brief No.1, May 2008

INTEGRATED HEALTH SERVICES - WHAT AND WHY?

Making health systems work

Main Messages

This Technical Brief is intended as a practical aid for people involved in discussions about "integrated health services". Integration is not a new topic – in the past it has been the subject of a rather polarized debate. It is once again topical, largely because of the rise of single-disease funding and in recognition of the fact that the health Millennium Development Goals (MDGs) will not be met without improving health systems.

Integrated health services means different things to different people, and it is important to be clear about how the term is being used. The brief proposes one working definition, the focus of which is providing the 'right care' in the 'right place'. Integrated service delivery is ***"the organization and management of health services so that people get the care they need, when they need it, in ways that are user-friendly, achieve the desired results and provide value for money."***

Many benefits are claimed for integrated health services. The evidence base is limited but there are five main messages from the literature:

- An "always good" versus "always bad" stance on integration is not helpful. On the ground, integration is about practical questions on how to deliver services to those that need them.
- Integration is best seen as a continuum rather than as two extremes of integrated/not integrated. It involves discussions about the organization of various tasks which need to be performed in order to provide a population with good quality health services. Integrated care can look different at different service levels. In reality, there are many possible permutations.
- Supporting integrated services does not mean that everything has to be integrated into one package. The aim is to provide services which are not disjointed for the user and which the user can easily navigate. For specialist care, the issue is how their activities are linked to other services.
- Managing change in the way services are delivered may require a mix of political, technical and administrative action. It may require action at several levels, including sustained commitment from the top. It is useful to look for good 'entry points' for enhancing integration and to consider what incentives there are for health workers and their managers to change their behaviour.
- Integration is not a cure for inadequate resources. It may provide some savings, but integrating new activities into an existing system cannot be continued indefinitely without the system as a whole being better resourced.

World Health Organization

Introduction

This Technical Brief is intended as a practical aid for people involved in discussions about "integrated health services". The term "integrated health services" has several usages and can be used to refer to a number of different health service issues. This Brief aims to demonstrate both the importance of clarity and the fact that "integration" is an important and topical issue.

The Brief outlines the various definitions of "integrated health services" and proposes one overall working definition. It then briefly describes key questions around integration – Is it a good thing? How is it achieved? In the past, discussions about integration have been rather polarized – this note aims to show that integration is best seen as a continuum and that it involves technical discussions about the organization of various tasks which need to be performed in order to provide a population with good quality health services.

The length of this Brief obviously means that it cannot describe the full complexities of the subject – references are provided for interested readers who want to explore the subject in more depth.

Context

> "We need a comprehensive, integrated approach to service delivery. We need to fight fragmentation."
> *WHO Director-General, 2007 (1)*

Why has the Director-General of WHO called so unequivocally for integrated health services? There are a number of reasons for the current interest in integrated services:

- Recent years have seen a dramatic rise in funding for single-disease or population-group-specific programmes, such as HIV/AIDS, immunizations, malaria and polio eradication. For example, funding for HIV/AIDS as a proportion of total health Official Development Assistance (ODA) has risen from less than 10% in the 1990s to around 30% currently *(2)*. There are concerns about potentially adverse effects on less well-funded health priorities.
- Health services face resource constraints. Of particular concern are human resource shortages in low-income countries. Available resources have to be used as efficiently as possible.
- The MDGs – with their simultaneous focus on child and maternal health, HIV/AIDS and malaria – have highlighted the fact that some constraints to effective scaled-up service delivery are common to several technical programmes. For example, all the health-related MDGs rely on the existence in a country of a well-functioning workforce of nurses and an efficient pharmaceutical distribution system – it thus makes no sense to tackle the three relevant goals separately *(3, 4)*.
- At the same time, talk of integration can arouse fears that specialist functions will be compromised. One example is technical supervision: efforts to introduce more integrated supervision, to reduce demands on local health workers' time and generate economies of scale with limited resources, raise fears about reduced quality of supervision. This fear should be baseless in a properly designed system, but must be addressed: such a system might well include specialist oversight of, for example, surveillance for a package of infectious diseases.

The idea of integrated health services is not new. Indeed it was the basis for the focus on primary health care in the 1980s. For some people this renewed interest is not surprising, as they regard integrated services as the most logical way to organize a health system today – indeed the only way that does not compromise universal access to a broad range of services. The current challenge is to be specific about what integrated services look like in different settings and how integration can contribute to the intended aim of people getting the care they need.

Multiple Meanings

"Integrated health services" means different things to different people. There are six main usages, but many nuances within these. Inevitably these overlap somewhat, particularly 1 and 2.

1. "Integrated" is frequently used to refer to **a package of preventive and curative health interventions for a particular population group** – often (but not always) this group is distinguished by its stage in the life cycle *(5)*. Examples are the Integrated Management of Childhood Illness (IMCI), Integrated Management of Pregnancy and Childbirth (IMPAC), Integrated Management of Adolescent and Adult Illness (IMAI) and (not specifically related to life cycle) Integrated Management of Cardiovascular Risk. The aim of this form of integration is for individuals in the target group to receive *all* appropriate interventions, ideally from the client's perspective at a "one-stop shop". This can be very important - for example, TB services have to deal with the fact that many of their clients may be HIV positive, malnourished, smoke or have diabetes. Key questions under this definition are: Exactly what interventions should be packaged together? How are management support systems best organized to service these interventions? [1]

Examples of efforts to deliver a package of interventions to a particular group[2]

- *The creation of a 'one-stop shop' for people with both TB and HIV, from two previously separate clinics, in Khayelitsha, South Africa.*
- *The creation of more adolescent friendly services within existing public health centres in India, to increase access by this age group to a package of counselling and clinical services.*

2. "Integrated health services" can refer to **multi-purpose service delivery points** – a range of services for a catchment population is provided at one location and under one overall manager. The specific 'shape' of integrated services at primary, secondary and tertiary levels of care will certainly look different because the different levels have different functions and staffing patterns. Examples are multi-purpose clinics, multi-purpose outreach visits and a hospital with the management of all its services consolidated under one Board and one Chief Executive. A feature of this form of integration from the user's perspective is the opportunity to receive coordinated care, rather than having separate visits for separate interventions. Again key issues are: Exactly what functions should be included in "multi-purpose"? How can management systems best support these service delivery points?

3. "Integrated services" to some means achieving continuity of care **over time**. This may be about lifelong care for chronic conditions such as HIV/AIDS, or a continuum of care between more specific stages in a person's life-cycle - for example, antenatal, postnatal, new born and child care.

4. Integration can also refer to the **vertical integration of different levels of service** - for example, district hospitals, health centres and health posts. In this form of integrated health services, an overall manager is in charge of a *network* of facilities and personal and non-personal health services - for example, a District or Provincial Medical Officer of Health, who in turn supervises the work of the managers of individual facilities. Ideally, s/he should be able to rise above day-to-day concerns and take a strategic overview of issues such as which services should be provided at which level(s) of the system. From the clients' perspective, a key feature of this type of integrated health service is well-functioning procedures for **referrals** up and down the levels of the system, and between public and private providers. Key issues are: what services should be provided where, and how to ensure that clients are efficiently referred. Realistically, to what extent can private and voluntary providers be integrated with the public system?

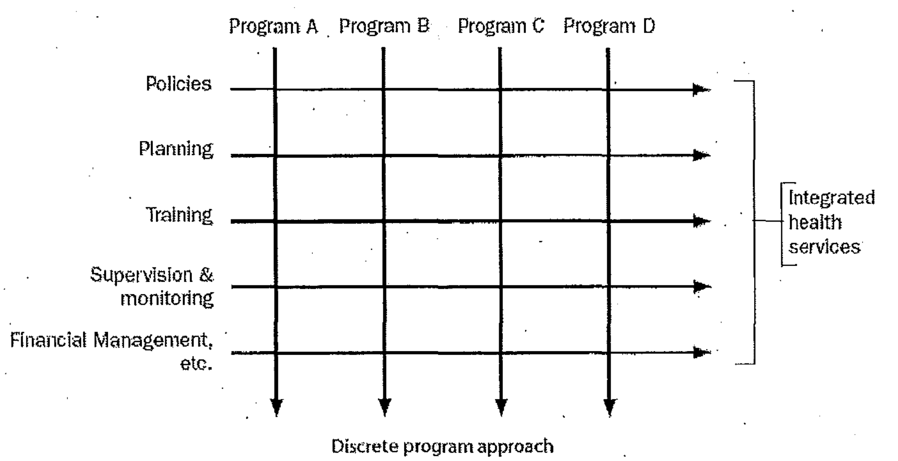
5. Integration can also refer to **integrated policy-making and management** which is organized to bring together decisions about different parts of the health service, at different levels. This definition is

[1] People speaking from a particular technical area also use this definition, but in a narrower sense to mean the combination of *some* services which were previously separate – for example the integration of HIV/AIDS and sexual/reproductive health activities; the syndromic management of respiratory symptoms (PAL), or the addition of Vitamin A or bed nets to immunization activities like National Immunization Days.

[2] Sources: a) *Trop Med Int Health. 2004; 9:A1 1-5 b) presentation by Bruce Dick WHO/CAH*

illustrated in Figure 1. For example, a ***provincial*** management team in an integrated system may have overall responsibility for the health status of a given population and may be able to simultaneously contract services from the public, voluntary and private sectors. An integrated ***district*** service would conduct integrated supervision – supervisory visits to health centres, for example, would encompass *all* aspects of the centre's work, ideally using a standardized checklist. As an example, Uganda introduced integrated support supervision to districts by multi-disciplinary 'Area Teams' in 2003. Countries with many development partners have worked to promote convergence in ***national*** policy and operations, through instruments such as jointly agreed health sector strategies and joint health sector performance reviews, which are at the heart of Sector-wide Approaches (SWAps). More integrated financial management or information systems have been slower to develop. Key issues include how best to provide an all-round good service for clients and how to solve problems such as a lack of coordination or gaps in the service. Structural changes to management support systems may be needed if more integrated policy and management functions are to be achieved.

Figure 1 – Integrated Policy and Management



6. Integration can mean **working across sectors.** It occurs when there are institutionalized mechanisms to enable cross-sectoral funding, regulation or service delivery. In industrialized countries, this concept is frequently applied to the coordination of health and social services, such as for long-term care for the elderly. It may refer to work with education services to develop effective school health promotion campaigns. The key issue here is to identify the most appropriate sector(s) to deal with a particular health issue and establish linkages between them.

In addition, there is a seventh, less common, usage, applied in countries dominated by health insurance. In this context, integration can mean that **the insurance function and health care provision are provided by the same organization.** According to this definition, Health Maintenance Organizations are an example of integration *(6)*.

Of the different usages, definitions 1-5 are best seen as continuums, rather than in terms of "integrated" or "not integrated"[3]. For example, a fully integrated service has one set of management support systems (financial and human resource management, logistics and supplies, etc.) supporting the service as a whole. In reality, various arrangements can exist under any of these definitions. In practice, separate management support systems often exist when a particular area is (or has been) supported financially by an external development

[3] The notion of 'adaptive verticality' recently suggested by Battacharya is similarly a more constructive approach to the equally ideological vertical versus horizontal debate *(7)*.

partner. This means that there are many hybrid versions of "integrated health services". One variant sometimes seen is, for example, district TB or family planning staff who report to the District Medical Officer and participate fully in district health team activities, but who receive supplies through separate supply systems or send surveillance data through stand-alone information systems.

One working definition

The most common use of "integration" – and the meaning implied in the WHO quotation above – is a combination of definitions 1-4.[4] This can be summarized as:

"The organization and management of health services so that people get the care they need, when they need it, in ways that are user friendly, achieve the desired results and provide value for money."

This reinforces the fact that integration is a **means to an end**, not an end in itself. There are clearly many issues going on "behind" this general definition and it is useful to look at "integration" from various perspectives, or 'levels': the household or individual user; health care provider; health sector policy and strategy level, and inter-sectoral policy *(8)*.

For the ***user***, integration means health care that is seamless, smooth and easy to navigate.[5] Users want a co-ordinated service which minimizes both the number of stages in an appointment and the number of separate visits required to a health facility. They want health workers to be aware of their health as a whole (not just one clinical aspect) and for health workers from different levels of a system to communicate well. In short, clients want continuity of care.

For ***providers***, integration means that separate technical services, and their management support systems, are provided, managed, financed and evaluated either together, or in a closely coordinated way. The way services and support systems are organized will differ at primary care facilities (such as a dispensary or health centre), compared with secondary or tertiary level hospitals. At primary level in many low-income countries, there is often only one health worker to deliver care. Here, discussions about more integrated delivery are theoretical - though the health workers' job may be made easier or harder depending on how their management support systems are organized. At a district hospital, there may be only one obstetrician or even only one doctor. At a tertiary hospital, there will be a range of specialists. Increasing degrees of specialization are an essential part of a well-structured delivery system. They also put an extra obligation on managers to make services easy for clients to use, and to make efficient use of equipment, supplies, space and staff.

At the *macro level of* ***senior health managers and policy-makers***, integration happens when decisions on policies, financing, regulation or delivery are not inappropriately compartmentalized. This means bringing together different technical programmes, but also considering the whole network of public, private and voluntary health services, rather than looking at the public sector in isolation. It means bringing together different development partners. Examples of integration of ***inter-sectoral policy*** have already been given.

Organizational integration happens when there are mergers, contracts or strategic alliances between different institutions.

Professional integration happens when different health professions or specialties work together to provide joined-up services. An obvious example is coordinating the timings of ante-natal and child health clinics.

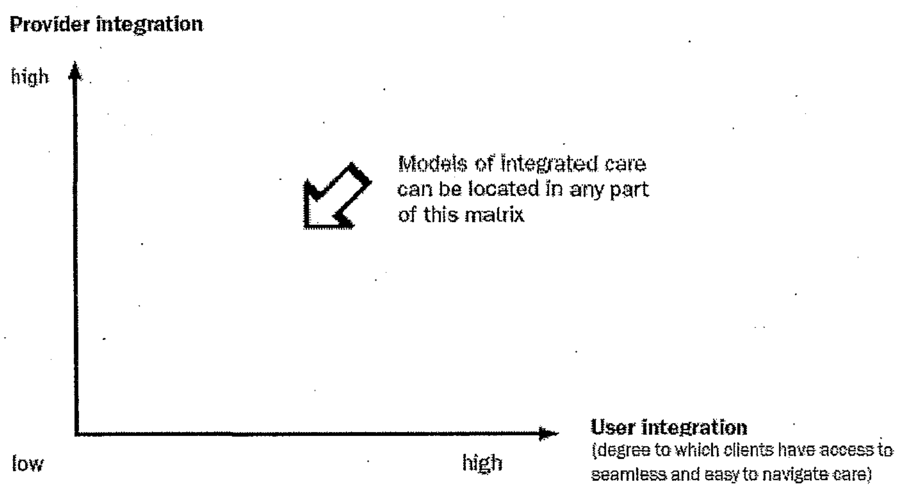
[4] This is less true for industrialized countries, where "integration" tends to be used more in the contexts of (a) links with social services and/or (b) insurance.

[5] The concept of 'integrated care pathways' aims to shift clinicians and managers to thinking more about the 'patient journey', which then leads to thinking about integrated services. An Integrated Care Pathway aims to have the right people, in the right order, doing the right thing, at the right time, with the right outcomes, and all with attention to the patient experience.

The first challenge in professional integration is to have the appropriate range of skills available in the health service; the second challenge is to ensure that different professional groups collaborate effectively. Skill mix can be tackled by employing a number of different types of professionals; it can also be improved by assigning a broad range of tasks to one specific cadre – this is what is meant by a multi-purpose health worker.

Many permutations of integration from the users' and providers' perspectives are possible. In some models of care, despite high levels of provider integration, users may experience low levels of integration in their access to care or vice versa. These ideas are portrayed visually in Figure 2 below *(8)*, which reinforces the idea of a continuum. Reference *(8)* also provides a practical example: 'Imagine a primary care centre that has organized its professionals in a network, but where communication between them is poor. Though this centre may appear integrated from a provider perspective, for the user, navigating the system has not been made any easier. From his perspective, care is still fragmented'.

Figure 2 – The Integrated Care Matrix (7)



Integration – key considerations

In the past, discussions about integration have been rather polarized – this Brief aims to show that integrated service delivery is best seen as a continuum and that it involves technical discussions about the various tasks that need to be performed in order to provide a population with good quality health services.

1. *Arguments for and against integration*

Many benefits are claimed for integrated health services – they can be cost-effective, client-oriented, equitable and locally owned. The "cost" part of cost-effectiveness is based on the idea that it is more economically efficient to share resources (particularly human resources) than have them devoted to one particular disease. The "effectiveness" is based on the idea that it makes sense to deal with a whole person (plus his or her family, sexual contacts, etc.) rather than focussing separately on just one health problem in an individual.

An integrated health service is not *necessarily* equitable – one can imagine a well-integrated but very inequitable system, because of, for example, a strong urban bias. The idea here is that an integrated service has more chance of ensuring more equitable access across the spectrum of priority conditions than do a series of single-issue programmes.

Integration has its critics, who deploy the following arguments:

- Especially in countries where the wider health system does not function well, it makes no sense (or is too risky) to change a separate programme which works well. The high quality work of a programme which provides a rather narrow range of services to an excellent standard is jeopardized by integration. There are also concerns that allocation of financial resources to a particular health priority may be reduced.
- The desire for integrated services ignores *realpolitik,* which is currently dominated by an interest in targets, short time-frames and sound-bites. If the health sector is to attract attention and financial support, it needs to be able to show significant reductions in specific diseases *(9)*.
- AIDS exceptionalism – i.e. the argument that the nature of the HIV epidemic means that it is important to regard HIV/AIDS services as a special case which needs to be well-resourced, expanded quickly and "protected" from the inefficiencies of the broader health system. As with all these supposedly yes/no arguments, the reality is more nuanced, along a continuum of integration. AIDS exceptionalism does not imply that no HIV/AIDS services can be integrated.

In practice, an "always good" versus "always bad" debate about integration is not helpful. On the ground, integration is about practical issues of how to deliver health services to those who need them.

2. Lessons for successful integration

Three main lessons emerge from the literature about successfully developing integrated health services:

a. Supporting integrated services does not mean that everything has to be integrated into one package, or necessarily delivered in one place. It **does mean** arranging services so that they are not disjointed and are easy for the user to navigate. This in turn means providers have management support systems (e.g. for medicines or financial management) that help make this happen, and also make the best use of resources.

   There are also, however, arguments in favour of some "single-issue-style" provision:

   - As a short-term measure in fragile states
   - For the control of some epidemics and the management of some emergencies *(10)*
   - So that appropriate services can be provided for specific client groups such as commercial sex workers, drug addicts or prisoners *(11)*.

b. Integration isn't a cure for inadequate resources. Integrating two separate programmes may provide some savings, but integrating new activities into an existing system can't continue indefinitely without the system as a whole being better resourced. For example, a given workforce of nurses cannot be expected to add more and more duties to their workload without expanding the overall workforce at some point. *Quality* of care can also be affected by integration and, hence, needs to be regularly monitored. Nor is integration a cure for something that simply doesn't work. A public system with no track record of regulating the quality of private providers may decide to "integrate" private provision of priority services, but this will not change the underlying problem of non-existent regulation of private provision.

c. There are many more examples of policies in favour of integrated services than there are of actual implementation *(8)*. It involves a mix of political, technical and administrative action. People are asked to change the way they work. Control over money and staff may need to change. Incentives may need to be altered. Potential forces for "disintegration", such as powerful interest groups or tightly earmarked funds that encourage the development of parallel management systems, may have to be actively managed.

Legitimate concerns need to be addressed and ways found to get "single issue" champions on board. Developing integrated health services requires a full-scale "hearts and minds" commitment, backed up by guidance, such as that from the South African Department of Health *(12)*. Activities at the operational level often rely too heavily on training alone and need to be complemented by changes at the management level. Otherwise, there are situations such as new working practices for health workers (who may be asked to change their hours of work, for example, to better meet clients' needs) which are not reflected in the documents and procedures of the Human Resources Division.

There is a need to look for good "entry points" where change is feasible and judged necessary to improve services and make better use of resources. Specific programme needs have to be considered - not everything needs to be done at once. In practice, integration is often a messy, rather 'bitty' process.

3. *A weak empirical base*

The empirical base for many of the above arguments is weak. Most research work has focussed on reproductive health and integration *(13, 14)*. We know for example that the integration of STI management is sometimes beneficial and sometimes not appropriate. So we know that the *move* from disease- or population-specific programmes to integrated services has risks as well as benefits and needs to be managed carefully. Empirical evidence, at least from low- and middle-income countries, is limited for the more basic question: As we develop and expand service delivery, is it right to assume that concentrating on integrated services is the best approach? A Cochrane review of integration concluded:

> "Few studies of good quality, large and with rigorous study design have been carried out to investigate strategies to promote service integration in low and middle income countries. All describe the service supply side, and none examine or measure aspects of the demand side. Future studies must also assess the client's view, as this will influence uptake of integration strategies and their effectiveness on community health." *(16, page 1)*

While more empirical evidence from low-income countries is needed for this topic, Cochrane-style systematic reviews are likely to yield only limited additional information. More thought needs to be given to other more appropriate study designs. Experience from high-income countries should not be ignored - provided it is carefully interpreted.

Conclusion

"Integration" is used by different people to mean different things. Combined with the fact that this is an issue which arouses strong feelings, there is clearly much scope for misunderstanding and fruitless polarization.

In practice, however, integration can be broken down into a series of practical questions about who does what at what level(s) of a health system. Being clear about these questions can be the basis for constructive discussions about the development of integrated health services. Questions to be asked include:

- What problem are we trying to solve? Is it user dissatisfaction with services, or government concerns about costs and inefficiencies? What do we want to achieve?
- At what level(s) of the health system does the problem manifest itself? This may be anywhere from the primary level of care to national policy-making.

- What needs to be done at each level identified, to result in better services for users, and better use of resources? "Things to do" can relate to organizational structure; support systems such as financing or information; job descriptions and other personnel issues, or better information for clients.
- Who can help solve the problem? Who will be affected by the proposed changes? Will they want to change? How do we get them on board? Have the politics of the issue been fully taken into account?
- Are there some feasible "entry points" from which to start?
- What will happen if we don't change?
- How can we tell whether the changes have resulted in better services?

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Everybody's business. Strengthening health systems to improve health outcomes. WHO's Framework for Action. Geneva, World Health Organization, 2007.

Integration of health care delivery. Report of a WHO Study Group. WHO Technical Report Series 861. Geneva, World Health Organization, 1996.

This brief was prepared by Catriona Waddington, HLSP and Dominique Egger, WHO Department of Health System Governance and Service Delivery, on behalf of the WHO Working Group on Service Delivery. It has been peer reviewed. See www.who.int/healthsystems for additional resource materials on health system topics.

EXHIBIT B

San Francisco Formula Retail Economic Analysis

June 2014

prepared for:
San Francisco Planning Department

STRATEGIC ECONOMICS

Table of Contents

EXECUTIVE SUMMARY

The City and County of San Francisco (City) has regulated formula retail – defined as "a type of retail sales activity or retail sales establishment which, along with eleven or more other retail sales establishments located in the United States," maintains certain standardized features – since the mid-2000s. The regulations are intended to protect San Francisco's "diverse retail base" and the "distinct neighborhood retailing personalities" of the city's different neighborhood commercial districts. This report provides a comprehensive look at formula retail establishments in San Francisco and the City's formula retail controls. It is intended to inform policy recommendations that City staff will make to the Planning Commission.

This executive summary highlights the key findings and conclusions of the report. It reviews the role that existing formula retail establishments play in San Francisco's neighborhoods, the impacts of the City's existing formula retail controls, and the potential effects of certain proposed changes to the controls.

Background

In 2013, concerns about rapid change in San Francisco's retail market sparked renewed interest in the issue and prompted a number of proposals to revise the City's policies. In response to these proposals, the Planning Commission directed the Planning Department to review and assess the overall issue of formula retail in San Francisco. The Planning Department selected Strategic Economics to provide data and analysis of San Francisco's formula retail establishments and controls.

This report describes the results and methodology of the analysis. The study involved the first comprehensive effort to identify, map, and characterize all of San Francisco's existing formula retail establishments, as well as extensive research into topics such as the employment and real estate impacts associated with formula retail. The study also included in-depth case studies of the role that formula retail plays in three of San Francisco's neighborhood commercial districts: Upper Fillmore, Ocean Avenue, and Geary Boulevard (14th to 28th Avenues). At key points throughout the study, the results were presented to focus groups of stakeholders and the Planning Commission, and the analysis was augmented and revised to reflect feedback from focus group participants, the Planning Commission, and City staff.

The Office of the Controller has also prepared an economic analysis in response to proposed changes to San Francisco's formula retail policies. In February 2014, the Controller's Office of Economic Analysis released its report, which included an analysis of consumer price and local spending differences between formula and independent retailers and an evaluation of the overall economic impact of expanding the City's formula retail controls.[1] In order to avoid duplicating efforts and maximize the overall number of topics that could be studied, Strategic Economics did not conduct additional research on these topics.

Report Purpose and Limitations

This report is intended to provide data and technical analysis to inform policy recommendations that City staff will make to the Planning Commission. It provides information about specific economic and land use concerns raised by community members and policymakers, but does not make recommendations. Planning Department staff will draw on the information in this report, public comment, and other sources to determine whether changes to the definition of formula retail, the formula retail conditional use application process, or applicable geographic areas of the City's formula retail controls would improve neighborhood character or economic vitality.

[1] See City and County of San Francisco Office of the Controller -- Office of Economic Analysis, "Expanding Formula Retail Controls: Economic Impact Report," February 12, 2014, http://sfcontroller.org/Modules/ShowDocument.aspx?documentid=5119.

The analysis drew on the best available sources of data on existing businesses in San Francisco in order to compare the characteristics of formula and independent businesses to the extent possible. Due to the limitations of existing data sources, it was not possible to precisely replicate the City's definition of formula retail. In order to address questions that were not possible to answer directly with local data, the analysis also drew on available national data (for example, on minority hiring practices). While national data are useful in understanding larger trends and providing context for local trends, conditions in San Francisco may not be fully consistent with those national trends. Strategic Economics also used interviews with San Francisco real estate brokers and comments provided by real estate professionals, merchants, and other stakeholders at the focus groups to supplement available data. These and other limitations of the analysis are discussed in more detail throughout the study.

Key Findings

San Francisco's Retail Market Conditions

San Francisco's rapidly expanding economy has fueled one of the hottest retail markets in the country.[2] The city's low unemployment rate and growing household incomes have led to a booming commercial real estate sector, characterized by rising rents and low vacancies. Terranomics, a real estate firm focused on the retail sector in Northern California, reported that asking rents for freestanding and street level retail space increased 10 to 15 percent between mid-2012 and mid-2013 in the city as a whole. The citywide retail vacancy rate is very low (estimated at 4.5 percent in the fourth quarter of 2013[3]). At the national level, many large retail chains have gone into expansion mode as the U.S. economy has recovered, reportedly focusing expansion plans on dense, urban environments like San Francisco.[4]

The city's strong retail market, combined with national retail trends, is creating challenges for some small businesses. Some small, independent businesses have struggled to keep up with rising rents even as the city's economic growth has attracted new national brands and allowed other independent retailers to expand. On a national scale, the retail market is experiencing a shift towards higher-end, comparison shopping stores, a trend that may in part reflect a regional and national decline in consumer demand from the middle class, accompanied by strong growth in retail sectors serving either the most affluent households or struggling, low-income households.[5] In addition, brick-and-mortar retail stores are increasingly facing competition from online retailers.

While San Francisco's retail market is among the strongest in the country, rents, vacancy rates, and other retail conditions vary significantly by location within the city. The citywide retail vacancy rate remains very low, but vacancies are significantly higher in some districts, as is discussed in more detail below. Some retail districts across the city and the region are finding it increasingly difficult to fill retail space with retail stores (i.e., businesses selling goods directly to consumers) as the number of potential retail tenants has shrunk due to competition with e-commerce and the consolidation of national retail brands. Real estate professionals have noted a local and nationwide shift toward retail uses that do not compete directly with online sales, such as restaurants, grocery stores, other food stores, personal services, tax preparation, automotive services, and dry cleaners.[6]

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[2] ChainLinks retail Advisors, *Fall/Winter 2013 Retail Review & Forecast*, Fall/Winter 2013.
[3] Terranomics, "San Francisco County Retail Report," Fourth Quarter 2013.
[4] Cassidy Turley, *National Retail Review*, Spring 2014, http://www.ctbt.com/Web/Download-Research-File.aspx?id=E8196E98-CDAE-4AAE-8A8C-31B3AD67591E.
[5] Nelson D. Schwartz, "The Middle Class Is Steadily Eroding. Just Ask the Business World.," *The New York Times*, February 2, 2014, http://www.nytimes.com/2014/02/03/business/the-middle-class-is-steadily-eroding-just-ask-the-business-world.html.
[6] ChainLinks retail Advisors, *Fall/Winter 2013 Retail Review & Forecast*.

Existing Formula Retail Establishments and San Francisco's Neighborhoods

How Many Formula Retailers Are There?

There are approximately 1,250 formula retail establishments in San Francisco, accounting for 12 percent of all retailers. These are retail establishments that, if they were to propose a new location in San Francisco today, would most likely be considered formula retailers. Formula retail occupies an estimated 11.2 million square feet of building area, accounting for 31 percent of San Francisco's retail square footage. (See Chapter III for more information.)

Formula retail appears to be significantly less prevalent in San Francisco compared to the national average. Although exactly comparable numbers for other cities are not available, 32 percent of all retail establishments in the U.S. are associated with firms that include 10 or more outlets.[7] (See Chapter III for more information.)

The prevalence of formula retail varies significantly by business type and size. For example, 49 percent of San Francisco's coffee shops are formula retail, compared to 11 percent of all restaurants. The vast majority of pharmacies over 3,000 square feet and supermarkets over 10,000 square feet are formula retailers, while smaller establishments are much more likely to be independent retailers. More than 80 percent of all banks are formula retail. (See Chapter III for more information.)

Who Are They?

Most formula retailers are affiliated with large companies with many outlets. Only 5 percent of formula retail establishments in San Francisco are associated with businesses with fewer than 20 total branches or subsidiaries, while another 4 percent are associated with businesses that have between 20 and 50 locations. Nearly 25 percent of the city's formula retail establishments are associated with companies that have between 50 and 1,045 branches and subsidiaries, while 50 percent are associated with companies that have more than 1,045 locations. (See Chapter IV for more information.)

Most formula retailers have headquarters outside of California. Slightly less than one-third (28 percent) of the city's formula retailers are headquartered in California, with half of those headquartered in San Francisco. Approximately half (54 percent) are headquartered elsewhere in the United States, while 10 percent are headquartered outside the United States. Another 8 percent of formula retail establishments are independently owned franchises (e.g., franchise locations that are not owned by the parent company); the location of the franchise owners is unknown. (See Chapter IV for more information.)

Where Are They?

Formula retail is most highly concentrated in places that do not have formula retail controls and in neighborhood shopping centers. Overall, formula retail accounts for 25 percent of retail establishments in commercial/mixed-use zoning districts without formula retail controls, compared to 10 percent of retail establishments in commercial/mixed-use zoning district with controls (a category that includes all of the city's neighborhood commercial districts). Formula retail is most highly concentrated in Downtown, South of Market, and the northeastern waterfront, where new formula retail is permitted without a conditional use (CU) authorization. There are also significant concentrations of formula retail in shopping centers, including those where new formula retail requires a CU authorization – such as Lakeshore Plaza, the Laurel Village Shopping Center, and Geary and Masonic – as well as in Stonestown Galleria, where formula retail is not regulated. (See Chapter III for more information.)

[7] U.S. Census Bureau, "Table EC0744SSSZ3: Retail Trade: Subject Series - Estab and Firm Size: Summary Statistics for Single Unit and Multiunit Firms for the United States: 2007," 2007 Economic Census. Includes all retail trade establishments (NAICS codes 44-45).

Some neighborhood commercial districts that serve high-income neighborhoods and/or draw significant numbers of visitors and shoppers from around the city and region also have higher-than-average concentrations of formula retail. Examples include Union Street, Polk Street, and Upper Fillmore. These neighborhood commercial districts have high sales volumes, serve neighborhoods with particularly high population densities and average resident incomes, and are increasingly becoming known as regional shopping destinations. (See Chapters III and VIII for more information.)

Formula retailers choose locations based on the factors that all retailers tend to consider in making location decisions. These factors include customer traffic and sales volume in particular shopping districts, the demographics of surrounding neighborhoods, and the visibility and accessibility of particular storefronts. Retailers also benefit from clustering with other retailers; a concentration of retail activity creates a destination that offers variety and selection, attracting more shoppers. (See Chapters III and VI for more information.)

What Do They Look Like?

Formula retailers generally occupy larger spaces than independent retailers do. Overall, nearly 85 percent of San Francisco's formula retailers occupy more than 3,000 square feet, while 80 percent of independent retailers occupy 3,000 square feet or less. (See Chapters III and IV for more information.)

The relationship of formula retail to neighborhood character otherwise varies significantly depending on the type of business and the district where it is located. For example, in Upper Fillmore, formula retail establishments tend to locate in Victorian buildings with limited parking, reflecting both the existing building stock in the district and the fact that formula retail in Upper Fillmore generally caters to comparison shoppers who are likely to drive or take transit to the district and then walk from store to store. In contrast, formula retail establishments on Ocean Avenue and Geary Boulevard are more likely to locate in single-story retail buildings with significant parking. Many of the formula retailers on Ocean Avenue and Geary Boulevard sell groceries and other personal goods that shoppers often buy in large quantities and may prefer to transport in a car. (See Chapter VIII for more information.)

What Goods and Services Do They Provide?

Formula retail establishments can serve local daily needs or cater to regional shoppers, depending in part on their location. For example, in Downtown, parts of South of Market, and the northeastern waterfront – areas where formula retail is generally not regulated – formula retail stores and restaurants serve a mix of workers, shoppers, and visitors from around the city, region, and world. The most common types of formula retail in these districts include apparel and accessory stores, health and beauty stores, and specialized retail stores. Some neighborhood commercial districts such as Upper Fillmore are also emerging as regional shopping destinations, and have significant clusters of both formula and independent clothing stores, beauty stores, and other regional-serving businesses. In general, however, pharmacies, grocery stores, banks, and other uses that serve residents' daily needs account for much of the formula retail in neighborhood commercial districts and other commercial/mixed-use zoning districts where formula retail is subject to controls. (See Chapters III and VIII for more information.)

How Do They Affect the Neighborhoods Where They Are Located?

Compared to independent retailers, formula retailers may be willing and able to pay higher rents in some highly desirable neighborhood commercial districts that serve local residents, shoppers from around the region, and tourists. Landlords in San Francisco's most attractive retail markets (e.g., Upper Fillmore) often require letters of credit guaranteeing 6 to 12 months' worth of rent. Prospective tenants may also find it necessary to pay either landlords or existing tenants "key money" in order to secure a lease. Start-ups and other independent retailers often find it difficult to meet these requirements.[8] (See Chapters VI and VIII for more information.)

However, there does not appear to be a consistent relationship between the approval of a new formula retail conditional use application and the subsequent direction of local rents and vacancies. While formula retailers could potentially afford to pay higher rents in some individual transactions, retail market trends over time are primarily related to regional and national economic cycles. (See Chapter VI for more information.)

The effects of formula retailers on the neighborhoods where they are located varies depending on the type of retail, the character of the neighborhood commercial district, local real estate market trends, and other factors. For example, a formula retailer that serves as an anchor and draws new customers to a revitalizing neighborhood commercial district can have a positive effect on other retailers in the district, and potentially lead to increased sales and rents. In addition to attracting new customers, national and regional retailers often have more resources to invest in improving façades and interiors compared to independent businesses. In the Ocean Avenue Neighborhood Commercial Transit District, for example, a new Whole Foods has attracted new customers and contributed to efforts to revitalize the area. Other formula retailers could detract from the attractiveness or distinctive feel of a district. In Upper Fillmore, for example, an increase in formula retail has led to concerns about the district losing its distinctive feel and a loss of neighborhood-serving businesses. (See Chapter VIII for more information.)

Formula retail establishments can be challenging to involve in merchant and community organizing and outreach. Beyond drawing new customers and making physical improvements to their storefronts, many formula retail stores contribute few other benefits to the neighborhoods where they are located. Community members note that it is challenging to establish ongoing relationships with most formula retailers because the managers rotate between stores or do not have the authority to make decisions. As a result of this management structure, local merchants associations report that few formula retailers are active participants in their efforts to organize events and activities. (See Chapter VIII for more information.)

What Wages and Benefits Do They Offer Employees?

Employment practices in San Francisco vary as much or more by retail subsector and firm size as by whether a business is formula or independent. On average, retail stores and restaurants in San Francisco pay similar wages regardless of whether the business has just one location in California ("single-site" firms, which served as a proxy for independent retailers in the employment analysis due to limitations of the employment data), or is part of a company with multiple locations in the state ("multiple-site" firms).[9] However, these averages mask large pay differences within some retail subsectors. In some subsectors (e.g., electronics and appliance, furniture, health and personal care, and grocery stores) workers at multiple-site stores earned *more* than workers at single-site stores, while in other subsectors (e.g. automobile parts and accessories, liquor, shoes, and sporting goods stores), workers at multiple-site stores earned *less* than workers at single-site stores. Firms with multiple sites do tend to employ significantly more workers than firms with a single location, although some of the difference may

[8] Based on interviews with real estate brokers and merchant association representatives; see list of interviewees in Appendix E.

[9] National data from the 2007 Economic Census show that retail firms with fewer than 10 outlets in the United States paid an average of $27,500 per employee, per year. In comparison, firms with 10 or more outlets paid an average of $20,800 per employee per year. However, employment data by number of outlets were not available for San Francisco.

be due to scheduling and other business practices (e.g., multiple-site firms may tend to hire more part-time or temporary workers).[10] (See Chapter V for more information.)

Both nationally and in San Francisco, retail stores and restaurants generally provide fewer benefits compared to other types of businesses. Local and national studies have also shown that firms with fewer than 20 employees – a category that includes most independent retailers – are less likely to offer health insurance, paid time off, and other benefits compared to firms with more than 20 employees, a category that includes most formula retailers. However, San Francisco's labor laws raise the floor, so that firms in all industries are required to offer higher pay and better benefits compared to their counterparts elsewhere in the country, although small firms are exempt from some requirements.[11] (See Chapter V for more information.)

Effects of San Francisco's Existing Formula Retail Controls

The Conditional Use Application Process

Excluding pending applications, 75 percent of formula retail conditional use applications have been approved. However, this approval rate may under-represent the impact of the controls in reducing the prevalence of formula retail, as the application process discourages some formula retailers from considering locations in districts with controls. (See Chapters II and III for more information.)

The formula retail conditional use process creates disincentives for formula retailers to locate in San Francisco's neighborhood commercial districts. According to brokers who work with chain retailers, obtaining a formula retail CU authorization typically takes 6 to 12 months and can cost tens of thousands of dollars, including fees for attorneys, architects, and community outreach consultants and other costs. As a result, brokers report that many formula retailers will not propose a new location in San Francisco's neighborhood commercial districts unless they feel confident that their application is likely to be approved. Some formula retailers are reportedly unwilling to consider locations in San Francisco's neighborhood commercial districts at all. (See Chapters VI and VIII for more information.)

However, formula retailers' willingness to go through the formula retail conditional use application process depends on conditions in specific districts. Formula retailers are more likely to submit applications in neighborhoods with strong market demand for new retail and where they anticipate a positive reception by the community. (See Chapters VI and VIII for more information.)

In general, community reaction to formula retail CU applications appears to depend on factors such as the potential impacts on competing businesses, and whether prospective formula retail tenants are filling long-standing vacancies and/or meeting perceived community needs. In Upper Fillmore, for example, community members have raised concerns about large, established brands competing with independent retailers, the decline in businesses that serve daily needs, and the perception that formula retailers are less engaged with the community than independent businesses. Along Ocean Avenue, however, many formula retailers are seen as providing valuable neighborhood services, although it can be challenging to establish ongoing relationships with them. Along Geary Boulevard, the community has generally supported CU applications for formula retail that fills long-standing needs, but organized to oppose formula retail that competed with existing small businesses. (See Chapter VIII for more information.)

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[10] Data on part-time versus full-time worker status by industry and number of outlets are not available from any known source.
[11] Michael Reich, Ken Jacobs, and Miranda Dietz, eds., *When Mandates Work: Raising Labor Standards at the Local Level*, 2014, http://www.ucpress.edu/book.php?isbn=9780520278141.

The formula retail conditional use authorization process allows the Planning Commission to exercise discretion and respond to case-by-case concerns raised by community members. The majority of formula retail CU applications have been approved. However, in cases where community members have reached a clear consensus that a proposed formula retailer is not desirable and appeared at Planning Commission hearings, CU authorizations have often been denied or withdrawn. (See Chapters II and VIII for more information.)

Neighborhood Effects of the Formula Retail Controls

The formula retail controls are one of many land use regulations that the City places on the type, scale, and appearance of retail activities allowed in any given location within San Francisco. For example, in most NCDs, any proposed retail use over a certain size (typically between 2,000 and 4,000 square feet) requires a separate use size CU authorization. Other provisions of the Planning Code regulate the types of retail uses allowed in particular districts, the dimensions of retail buildings, and the size and appearance of retail signage. Zoning and other land use controls are inherently limited to regulating the type and scale of land use activities and the overall dimensions of the structures in which these activities occur. Thus, the formula retail controls do not directly regulate hiring or employment practices or other features of how businesses are operated once they have been established, but are instead focused on regulating where *new* formula retail establishments may locate.[12] (See Chapters I and II for more information.)

The relatively low concentration of formula retail in commercial/mixed-use neighborhoods with formula retail controls in place suggests that the controls are successfully limiting the amount of formula retail in the city's neighborhood commercial districts, although other factors are also likely at play. In addition to the City's formula retail controls, other factors that could affect the concentration of formula retail in different neighborhoods include the prevalence of formula retail before the controls went into effect and the different retail markets that various commercial districts serve. (See Chapter III for more information.)

By creating disincentives for formula retailers to locate in San Francisco's neighborhood commercial districts, the formula retail controls may help lower costs for independent retailers. By making neighborhood commercial districts less attractive for formula retailers, formula retail controls may help lower rents in some districts, reducing costs for independent retailers. (See Chapter VI for more information.)

The City's formula retail controls may be a contributing factor in some long-term vacancies, particularly of larger storefronts. Brokers report that large, deep spaces may sit empty for extended periods of time if a formula retail CU application is disapproved or withdrawn, and that these vacant spaces can act as a drag on the vibrancy and overall performance of the surrounding district. Formula retailers can generally fill more floor space than independent retailers, and can more often afford to make needed tenant improvements and pay the rents required to lease larger storefronts. However, while the formula retail controls may make leasing some spaces more challenging, obsolete building designs, significant maintenance needs, and challenging locations also likely contribute to long-term vacancies in many cases. (See Chapter VIII for more information.)

While it might be ideal to encourage property owners to subdivide or redevelop large, vacant retail spaces, there are significant limitations to this approach. Some large retail buildings are not possible

[12] However, the City may place conditions of approval on new formula retail establishments through the formula retail conditional use process, which may relate to hiring practices, community engagement, or other aspects of business operations. The City also has other mechanisms for regulating employment and business practices. For example, San Francisco is nationally known for its minimum wage ordinance and other progressive labor laws.

to subdivide into multiple smaller storefronts that would be more suitable for independent businesses because of structural or design issues. In terms of redevelopment potential, some vacant retail buildings that are too big for most independent retailers are located on parcels that are too small to support enough residential units to justify the expense of the demolition and construction. Other vacant retail buildings may present other challenges for redevelopment. For example, the vacant, former Walgreens building in the Geary Boulevard case study area is wedged between two other retail buildings, making it a very challenging site for any new construction. (See Chapter VIII for more information.)

Implications of Potential Changes to Formula Retail Controls

The Planning Commission and Board of Supervisors are considering a number of different ordinances that would, among other changes, expand the definition of formula retail to include additional land uses, businesses that have 11 or more other outlets located anywhere in the world, and businesses that are majority owned by a formula retail use subject new land uses to formula retail controls. Other proposals would create quantitative thresholds for determining the appropriate level of concentration of formula retail in neighborhood commercial districts. In addition to the changes to the formula retail controls that are under consideration, stakeholders have also raised concerns about the impacts of the formula retail controls on small businesses that are captured by the City's current definition of formula retail. The data and analysis performed as part of this study led to the following findings about the implications of these potential changes.

Expanding the Definition of Formula Retail

Changing the definition of formula retail to include international chains with 11 or more other establishments anywhere in the world could have a significant effect in certain neighborhoods, but is unlikely to affect many businesses citywide. Citywide, 10 percent of businesses with 11 or more other corporate family members are part of a corporation that is headquartered outside of the U.S. However, the vast majority of international businesses already have a long-established presence in the U.S. and qualify as formula retail under the current Planning Code. Therefore, changing the definition is unlikely to have widespread effects in the city overall. However, this proposed policy change is particularly relevant in highly attractive shopping districts like Upper Fillmore, where international (as well as domestic) businesses are reportedly accelerating plans to open before they reach the threshold for formula retail[13]. Other international chains have chosen to open their first San Francisco locations in neighborhoods with a strong ethnic identity, such as Japantown, Chinatown, or the Mission. (See Chapter VII for more information.)

Expanding the formula retail definition to include establishments that are owned by formula retail businesses is also likely to affect a small number of potential new businesses. This proposed policy change is designed to address several recent cases of new or proposed establishments that did not have to go through the formula retail CU process even though they were owned by formula retailers, such as Jack Spade in the Mission (owned by Liz Claiborne) and Athleta and Evolution Juice in Upper Fillmore (owned by The Gap and Starbucks, respectively). Citywide, however, subsidiaries – defined as companies that are more than 50 percent owned by another corporation – account for only 3 percent of retail businesses in San Francisco that have 12 or more corporate family members. Most of these would already qualify as formula retail under the existing Planning Code, because they have 11 or more other locations of the same trade name in the U.S. (See Chapter VII for more information.)

Expanding the application of formula retail controls to other types of land uses could affect a significant number of businesses considering new locations in San Francisco, and make it more challenging to fill vacant storefronts in some neighborhood commercial districts. As the retail

[13] Based on interviews with real estate brokers, merchant association representatives, and residents; see list of interviewees in Appendix E.

industry has become increasingly consolidated and brick-and-mortar retail stores are forced to compete with online sales, non-retail uses are playing an increasingly important role in filling vacant retail space. Personal, business, and medical services play a particularly important role in some of San Francisco's more struggling retail districts. For example, while Upper Fillmore's high sales volumes and reputation as a shopping destination continue to attract many retail stores and keep vacancies low, non-retail uses occupy a significant share of storefronts on Geary Boulevard and Ocean Avenue (40 percent and 56 percent, respectively). Given these trends, expanding formula retail controls to include new land uses could make it more difficult to maintain healthy vacancy rates (i.e., vacancy rates of no more than 10 percent) in some neighborhood commercial districts. Moreover, many personal, business, and medical services – such as hair and nail salons, gyms, and dialysis centers – serve residents' daily needs and align with the City's vision of neighborhood commercial districts as providing a range of neighborhood-serving commercial uses. (See Chapters VI and VIII for more information.)

Creating Thresholds for Concentration of Formula Retail

The appropriate concentration of formula retail for neighborhood commercial districts varies significantly depending on existing conditions and the community's preferences. The existing concentration of formula retail varies significantly across the city, and communities often react differently to formula retail CU applications depending on factors such as the potential impacts on competing businesses and whether prospective formula retail tenants are filling long-standing vacancies and/or meeting perceived community needs. Given this variation, it is not possible to define an ideal level of concentration for formula retail that could apply across multiple neighborhood commercial districts. (See Chapters III and VIII for more information.)

Reducing Impacts on Small Businesses

Changing the definition of formula retail to businesses with at least 20 or 50 other establishments (rather than the current 11) would exempt some fast-growing start-ups, while still capturing the vast majority of large, established chains. Examples of fast-growing start-up businesses that have recently qualified as formula retail include Philz Coffee, with 14 locations in the Bay Area; San Francisco Soup Company, with 16 locations in the Bay Area; and Pet Food Express, which recently reached approximately 50 stores in the Bay Area, Sacramento, and Carmel. Overall, however, only 5 percent of formula retailers in San Francisco are associated with businesses with fewer than 20 total branches or subsidiaries. Another 4 percent have between 20 and 50 locations. The remaining formula retailers are either franchises (about 17 percent) or have more than 50 locations (nearly 75 percent). (See Chapters I and VII for more information.)

Franchisees and other small businesses may need more assistance in navigating formula retail and other land use controls and negotiating rents. The formula retail controls affect some small businesses as well as larger, national chains. These include rapidly growing start-up companies (e.g., Philz Coffee, San Francisco Soup Company) as well as some franchisees (i.e., individuals or small companies that purchase the right to use the trademark and other standardized features from a large brand). Providing these businesses with technical assistance in navigating the formula retail controls and other land use controls could help mitigate the impacts of the controls. Small businesses may also benefit from additional assistance in negotiating with landlords in neighborhood commercial districts where rents are rising rapidly. (See Chapters I and VIII for more information.)

I. INTRODUCTION

The issue of formula retail in San Francisco's neighborhoods has attracted significant attention from the city's policymakers and residents in recent months. San Francisco has regulated formula retail – defined as "a type of retail sales activity or retail sales establishment which, along with eleven or more other retail sales establishments located in the United States," maintains certain standardized features – since the mid-2000s. Uses subject to this definition include most retail stores, restaurants, bars, liquor stores, banks, retail services,[14] and movie theaters. Under the current San Francisco Planning Code, new formula retail in the city's neighborhood commercial districts either is prohibited or requires conditional use authorization.

In 2013, concerns about rapid change in San Francisco's retail market sparked renewed interest in the issue and prompted a number of proposals to revise the formula retail policies. In response to these proposals, the City and County of San Francisco (City) contracted with Strategic Economics to provide data and analysis of San Francisco's formula retail establishments and controls. This report describes the results and methodology of Strategic Economics' analysis, which is intended to inform policy recommendations that City staff will make to the Planning Commission. The study involved the first comprehensive effort to identify and map all of San Francisco's existing formula retail establishments, as well as extensive research into topics such as the employment and real estate impacts associated with formula retail. At key points throughout the study, the results were presented to focus groups of stakeholders and the Planning Commission, and the analysis was augmented and revised to reflect feedback from focus group participants, the Planning Commission, and City staff.

The Office of the Controller has also prepared an economic analysis in response to proposed changes to San Francisco's formula retail policies. In February 2014, the Controller's Office of Economic Analysis released its report, which included an analysis of consumer price and local spending differences between formula and independent retailers and an evaluation of the overall economic impact of expanding the City's formula retail controls.[15] In order to avoid duplicating efforts and maximize the overall number of topics that could be studied, Strategic Economics did not conduct additional research on these topics.

Background

The San Francisco Board of Supervisors (BOS) adopted the City's first formula retail controls in 2004, with the goal of protecting San Francisco's "diverse retail base with distinct neighborhood retailing personalities." The BOS found that "the standardized architecture, color schemes, décor and signage of many formula retail businesses can detract from the distinctive character" of San Francisco's neighborhood commercial districts (NCDs), which the City envisions as mixed-use districts that support a range of neighborhood-serving commercial uses. In addition to protecting the distinctive aesthetic character of the NCDs, the ordinance was intended to "protect [San Francisco's] vibrant small business sector and create a supportive environment for new small business innovations," in recognition that "the unregulated and unmonitored establishment of additional formula retail uses may unduly limit or eliminate business establishment opportunities for smaller or medium-sized businesses . . . and unduly skew the mix of businesses towards national retailers in lieu of local or regional retailers."[16]

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[14] Retail services include laundromats, dry cleaning, pet grooming, and copy centers.

[15] See City and County of San Francisco Office of the Controller – Office of Economic Analysis, "Expanding Formula Retail Controls: Economic Impact Report," February 12, 2014, http://sfcontroller.org/Modules/ShowDocument.aspx?documentid=5119.

[16] Ordinance Number 62-04, Board File 031501, available online at: http://sfgov.legistar.com/LegislationDetail.aspx?ID=473759&GUID=A83D3A84-B457-4B93-BCF5-11058DDA5598&Options=ID|Text|&Search=62-04

Initially, the City's formula retail controls were limited to a few specific NCDs (including the Hayes-Gough NCD and certain blocks in the Haight/Cole Valley area). However, in 2007, San Francisco voters approved Proposition G, which amended the Planning Code to require conditional use (CU) authorizations for new formula retail outlets in all of the city's NCDs. Because Proposition G was a voter-approved ballot initiative, the provision of the Planning Code that requires a CU authorization for new formula retail in the NCDs can only be changed through another ballot process. However, other aspects of the controls – such as the definition of formula retail, the use types that are subject to formula retail controls, and the criteria for consideration of formula retail CU applications – can be amended through the typical legislative process. For example, in 2012 the BOS expanded the controls to cover banks, credit unions, and savings and loans.[17]

The formula retail controls are one of many land use regulations that the City places on the type, scale, and appearance of retail activities allowed in any given location within San Francisco. For example, in most NCDs, any proposed retail use over a certain size (typically between 2,000 and 4,000 square feet) requires a separate use size CU authorization.[18] Other provisions of the Planning Code regulate the types of retail uses allowed in particular districts, the dimensions of retail buildings, and the size and appearance of retail signage. Zoning and other land use controls are inherently limited to regulating the type and scale of land use activities and the overall dimensions of the structures in which these activities occur. Thus, the formula retail controls do not directly regulate hiring or employment practices or other features of how businesses are operated once they have been established, but are instead focused on regulating where *new* formula retail establishments may locate.[19]

Recent Concerns Related to Formula Retail and the Formula Retail Controls

Over the past several years, a number of concerns have drawn significant new attention to the City's formula retail policies. The increased attention to the issue has played out in the context of San Francisco's rapidly expanding economy, which has fueled one of the hottest retail markets in the country.[20] As the U.S. economy has recovered, many national retail brands have gone into expansion mode, reportedly focusing expansion plans on dense, urban environments like San Francisco.[21] At the same time, many retail sectors are facing increased competition with online sales. As a result of these local and national trends, some small, independent businesses have struggled to keep up with rising rents even as the city's economic growth has attracted new national brands and allowed other independent retailers to expand.

In this context, residents, businesses, and policy makers have raised a number of concerns, including some that are directly related to the impacts of the City's formula retail controls and others that are also tied to broader retail market trends. Some of the specific concerns that have been raised in the debate over formula retail include:

- **High-profile cases of nationally or internationally known brands that have recently proposed or opened locations in San Francisco but were not subject to the City's formula retail controls.** These include brands with dozens or hundreds of locations internationally but fewer than 11 other locations in the United States when they opened in San Francisco (e.g., The

[17] For a more detailed discussion of the history of formula retail controls in San Francisco, and a complete description of the definition of formula retail, see "Formula Retail Controls Today and Tomorrow," Memorandum to the Planning Commission by Sophie Hayward, Legislative Planner and Jenny Wun, Legislative Intern, July 15, 2013.
[18] See Appendix B for additional information on use size controls by zoning district.
[19] However, the City may place conditions of approval on new formula retail establishments through the formula retail conditional use process, which may relate to hiring practices, community engagement, or other aspects of business operations. The City also has other mechanisms for regulating employment and business practices. For example, San Francisco is nationally known for its minimum wage ordinance and other progressive labor laws.
[20] ChainLinks retail Advisors, *Fall/Winter 2013 Retail Review & Forecast.*
[21] Cassidy Turley, *National Retail Review.*

Kooples, Cotélac, and Sandro, three clothing boutiques that recently opened in the Upper Fillmore); brands that are found in many department stores or are owned by formula retail companies but have few brick-and-mortar stores under their own trademark (e.g., Jack Spade, Joie); and companies that have dozens of outlets in the United States but do not fall among the use types to which the controls apply (e.g., Chevron gas station, Equinox gym).

- **Potential impacts of the formula retail controls on relatively small or start-up retailers that are captured by the City's definition of formula retail.** Examples of start-up businesses that have grown rapidly and now qualify as formula retail include Philz Coffee, with 14 locations in the Bay Area; San Francisco Soup Company, with 16 locations in the Bay Area; and Pet Food Express, which recently reached approximately 50 stores in the Bay Area, Sacramento, and Carmel. In addition, some small business advocates have raised concerns over impacts on small franchisees – i.e., individuals or companies who purchase the right to use the trademark and other standardized features from a large, national brand. Examples of franchises subject to the formula retail controls include restaurants like Subway, Taco Bell/KFC, Jamba Juice, and Extreme Pizza and stores such as RadioShack and The Great Frame Up.
- **Concern that the expansion of formula retail is exacerbating the pressures facing small retail, restaurant, and personal service businesses in San Francisco.** Small businesses have raised a concern that formula retailers are willing and able to pay higher rents than independent retailers, contributing to rapidly rising rents in the city's NCDs. Stakeholders have also raised concerns that some landlords prefer formula retailers or other national brands over independent retailers, and may hold retail space off the market until a national tenant can be found.[22]
- **Concern that the formula retail controls are contributing to long-term vacancies and other challenges that some neighborhood commercial districts continue to face even as the city's overall economy has expanded.** While the citywide retail vacancy rate remains very low (estimated at 4.5 percent in the fourth quarter of 2013[23]), vacancies are significantly higher in some NCDs. For example, the vacancy rates in the Ocean Avenue NCD and on Geary Boulevard (14th to 28th Avenues) were estimated at 10 percent and 6 percent, respectively in late 2013/early 2014.[24] Policymakers have expressed particular concerns over long-term commercial vacancies in some NCDs.[25] Real estate brokers report that the formula retail controls make it more difficult to fill vacancies, particularly of large spaces (more than 3,000 square feet). At the same time, some retail districts across the city and the region are finding it increasingly difficult to fill retail space with retail stores (i.e., businesses selling goods directly to consumers) as the number of potential retail tenants has shrunk due to competition with e-commerce and the consolidation of national retail brands. Real estate professionals have noted a local and nationwide shift toward retail uses that do not compete directly with online sales, such as restaurants, grocery stores, other food stores, personal services, tax preparation, automotive services, and dry cleaners.[26]
- **Growing concern that new retailers – both formula and independent – are increasingly serving a luxury or high-end market and do not serve residents' daily needs.** Stakeholders in some higher-income neighborhoods have observed that long-standing retail uses that once provided affordable goods and services to serve residents' "daily needs" – for example, hardware stores, corner stores, and laundromats – are being replaced by new stores that predominantly sell high-end "comparison goods" such as jewelry, clothes, shoes, and

[22] As discussed in Chapter VI, national retailers typically have better credit and can sign longer leases than small, independently owned retailers, reducing the risk to the landlord that the tenant will be unable to pay their rent.
[23] Terranomics, "San Francisco County Retail Report," Fourth Quarter 2013.
[24] Sources: OEWD, December 2013; Ocean Avenue Association, February 2014.
[25] San Francisco Budget and Legislative Analyst, "Preventing and Filling Commercial Vacancies in San Francisco," August 20, 2013.
[26] ChainLinks retail Advisors, *Fall/Winter 2013 Retail Review & Forecast.*

furniture that most households purchase only occasionally (and tend to compare before purchasing). Meanwhile, residents of some lower-income neighborhoods have faced a lack of affordable grocery stores, drug stores, and other daily needs-serving establishments for many years. At a broad level, the shift towards higher-end, comparison shopping stores may in part reflect a regional and national decline in consumer demand from the middle class, accompanied by strong growth in retail sectors serving either the most affluent households or struggling, low-income households.[27] More locally, as rents have risen in many of San Francisco's shopping districts, daily needs-serving establishments with relatively low profit margins may not be able to afford the increased rent burden. In other cases, the business owner may retire, sell their building or lease in order to take advantage of high real estate prices, or close shop for other reasons.

- **Concerns about differences in hiring practices and the quality of jobs offered by formula and independent retailers.** San Francisco's residents and elected officials place a high priority on providing high-quality, well-paying jobs that employ a diverse range of residents. Residents and stakeholders have raised concerns about whether formula and independent retailers offer jobs of comparable quality and hire a diverse workforce, and whether the formula retail controls have unintended effects on overall job creation in the city.

In response to these and other concerns, a number of proposals to revise the City's formula retail controls have recently come before the BOS. These legislative proposals include expanding the controls to cover new areas of the city, changing the definition of formula retail in certain geographic areas or citywide, adjusting the criteria for approving a formula retail CU, and changing the notification procedures for CU applications. In addition, the Planning Commission and Board of Appeals have made several recent policy decisions affecting the way the existing formula retail controls are applied.[28]

Purpose of this Report

In reaction to the multiple legislative proposals related to formula retail, the Planning Commission directed the Planning Department to review and analyze the overall issue of formula retail in San Francisco. The Planning Department selected Strategic Economics to conduct this study, which is intended to provide a comprehensive, data-driven profile of San Francisco's existing formula retail establishments and to address specific economic and land use concerns raised by community members and policymakers. Department staff will draw on the information in this report, public comment, and other sources to determine whether changes to the definition of formula retail, the formula retail CU process, or applicable geographic areas of the City's formula retail controls would improve neighborhood character and economic vitality.

Strategic Economics worked with Planning Department staff to identify the specific issues that are assessed in this study. The Department also convened several focus groups, where stakeholders were asked to provide feedback on potential research topics and preliminary findings. Through this process, the following topics were selected for in-depth analysis:

- The geographic distribution of existing formula retail in San Francisco in relation to formula retail controls, neighborhood demographics, and other local characteristics;
- Characteristics of San Francisco's formula retail establishments (e.g., size of establishments, types of goods sold, headquarters locations) compared to the city's independent retail establishments;
- Employment differences between formula and independent retail;

[27] Schwartz, "The Middle Class Is Steadily Eroding. Just Ask the Business World."
[28] Chapter II provides a complete list of recently adopted or proposed legislation and policy changes related to formula retail.

- The relationship among formula retail controls, formula retail businesses, and the real estate market;
- The potential impacts of changing the Planning Code's definition of "formula retail" as proposed by several of the ordinances under consideration before the BOS; and
- The functions that formula retail establishments play in different NCDs throughout the city, including formula retail's role in serving the daily needs of residents' as opposed to regional shoppers, and the extent to which formula retail adds or detracts from the aesthetic character and economic vibrancy of the city's NCDs.

Report Organization

The report is organized into the following chapters:

- Chapter I (this introduction) provides background and describes the purpose of this report.
- Chapter II reviews the City's existing and proposed formula retail controls, including the volume and approval rate of formula retail CU applications that have been submitted since the controls went into effect.
- Chapter III assesses the prevalence of existing formula retail establishments in San Francisco and the spatial distribution of formula retail by zoning control and subarea within the city.
- Chapter IV discusses the characteristics of San Francisco's existing formula retail establishments in more detail.
- Chapter V analyzes differences in employment between formula and independent retail, in terms of number of workers employed, wages, and benefits,
- Chapter VI focuses on the relationship among formula retail controls, formula retail businesses, and the real estate market.
- Chapter VII evaluates the potential effect of changing the Planning Code definition of "formula retail."
- Chapter VIII provides case studies of the role that formula retail plays in three of San Francisco's NCDs: Upper Fillmore, Ocean Avenue, and Geary Boulevard (14th to 28th Avenues).
- Chapter IX provides a concluding summary of findings from the analysis.

Appendix A discusses in detail the methodology used to identify and characterize established formula retail establishments. Appendix B provides information on use size controls by zoning district. Appendix C provides the definitions of land uses that Supervisor Eric Mar's proposed legislation would add to the formula retail controls. Appendix D includes additional maps and tables from the analysis of demographic and economic characteristics discussed in Chapter III. Appendix E provides a list of participants who attended the stakeholder focus groups, as well as other individuals interviewed as part of the study.

II. SAN FRANCISCO'S FORMULA RETAIL CONTROLS

This chapter provides additional background on San Francisco's existing formula retail controls and the various legislative and policy changes that have been proposed or adopted in recent months. The chapter also evaluates the volume and approval rate for formula retail conditional use applications, as one indicator of the effect that the controls have had in limiting formula retail in San Francisco's neighborhood commercial districts.

Existing and Proposed Formula Retail Controls

As discussed in Chapter I, the Board of Supervisors adopted San Francisco's first formula retail (FR) use controls in 2004 in a few specific districts. In subsequent years, a number of ordinances expanded the controls to additional districts. In 2007, San Francisco voters approved Proposition G, which requires conditional use (CU) authorizations in all of the city's neighborhood commercial districts.

Today, new formula retail is prohibited or requires CU authorization in much of San Francisco. In addition to these basic controls, additional controls have been enacted in some specific locations, typically in response to concerns regarding over-concentration of certain formula retail uses or the impacts on neighborhood character caused by larger formula retail stores. Figure II-1 shows the locations where formula retail controls are currently in place; Figure II-2 summarizes specific controls that apply only in certain zoning districts (marked in dark orange in Figure II-1).

Under the current Planning Code, "formula retail" is defined as "a type of retail sales activity or retail sales establishment which, along with eleven or more other [i.e., at least 12 total, including the proposed establishment] retail sales establishments located in the United States, maintains two or more of the following features: a standardized array of merchandise, a standardized façade, a standardized décor and color scheme, a standardized uniform, standardized signage, a trademark or a servicemark."[29] Use types subject to this definition generally include restaurants, bars, liquor stores, retail stores and service establishments, banks, and movie theaters. Some uses that are often considered retail in other contexts – for example, hair salons, gyms, health care outlets, gas stations, home mortgage centers, tax service centers, and auto dealerships – are not currently subject to San Francisco's formula retail controls. The controls apply only to uses that have sought development approvals since the formula retail controls were enacted; existing formula retail establishments are not subject to new restrictions enacted after a property received entitlements.[30]

The formula retail controls are one of many land use regulations that the City places on the type, scale, and appearance of retail activities allowed in any given location in San Francisco. For example, in most NCDs, any proposed retail use over a certain size (typically between 2,000 and 4,000 square feet) requires a separate use size CU authorization.[31] The Planning Code also includes separate provisions for large-scale retail; retail uses over 90,000 square feet in the C-3 zoning districts and 50,000 square feet in all other zoning districts require CU authorization, while retail over 120,000 square feet is generally prohibited.[32] Other provisions of the Planning Code regulate the types of retail uses allowed in particular districts, the dimensions of retail buildings, and the size and appearance of retail signage.

In 2013, a number of additional legislative and policy changes to the formula retail controls were proposed or adopted, including proposed ordinances that would modify the definition of formula retail

[29] San Francisco Planning Code, Sections 303(i)(1), 703.3, and 803.6(c).
[30] "Entitlements" are approvals for the right to develop a property for a desired purpose or use.
[31] See Appendix B for additional information on use size controls by zoning district.
[32] San Francisco Planning Code, Section 121.6.

and expand the areas in which controls apply. The various proposed ordinances would expand the formula retail controls to cover new areas of the city; change the definition of formula retail in certain areas or citywide; adjust the criteria for approving formula retail CU applications; and/or expand noticing procedures for CU applications. Figures II-3 and II-4, respectively, provide a map and summary of proposed or recently adopted legislation and policy changes.

Figure II-1. Existing Formula Retail Controls in San Francisco

FR: Formula Retail
CU: Conditional Use authorization

P-zoned districts at times defer to the controls of the nearest Neighborhood Commercial district; see Planning Code Section 234.

See Figure II-2 for explanation of specific restrictions in individual zoning districts.

Strategic Economics, 2014;
Data: City and County of San Francisco, 2013.

Figure II-2. Summary of Existing Specific Formula Retail Controls Applicable in Individual Zoning Districts

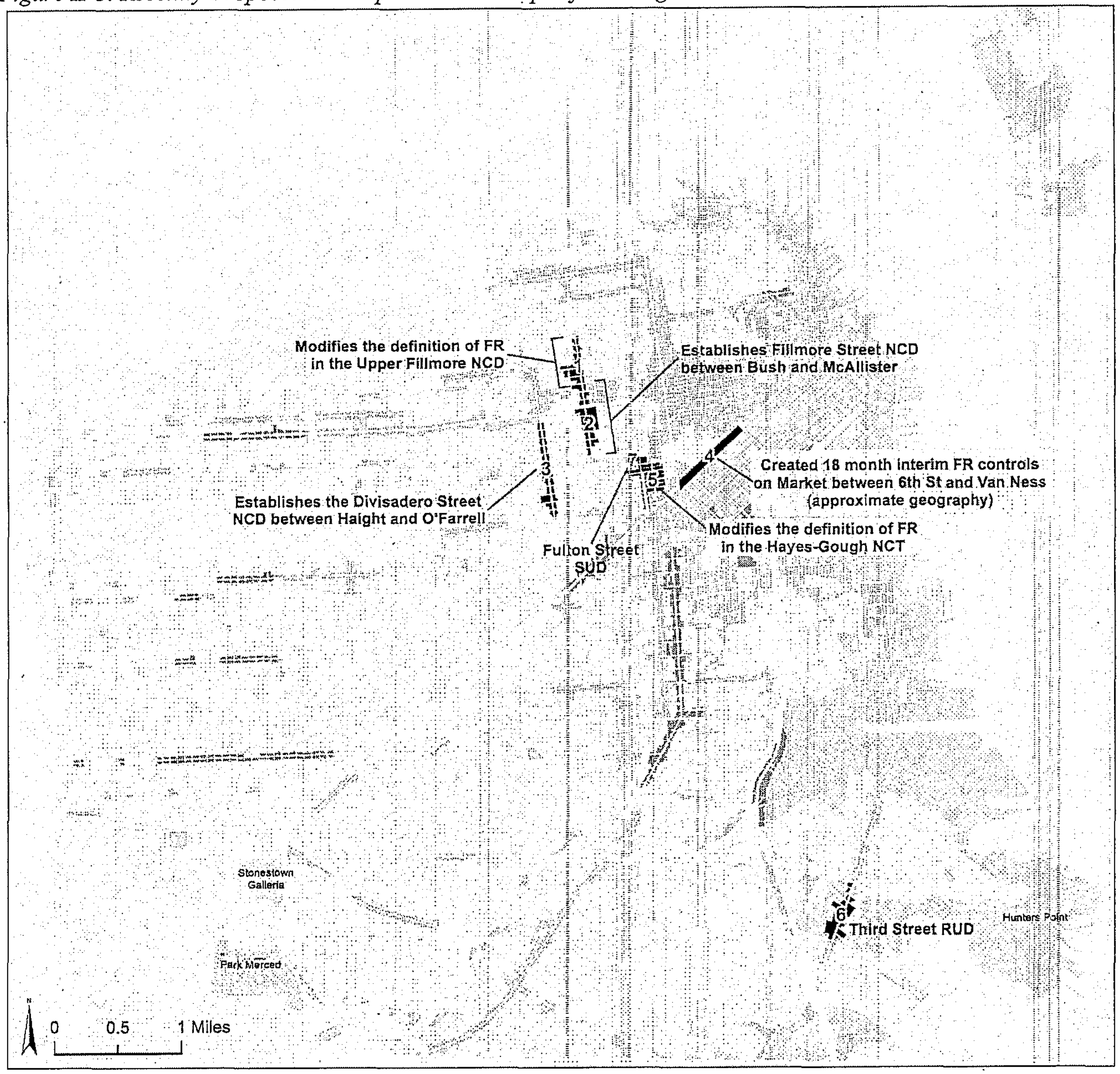
Zoning District	Underlying FR Control	Specific Restriction
Fillmore Street NCD (Upper Fillmore)	FR requires a CU	FR Restaurants and Limited Restaurants not permitted
Broadway NCD	FR requires a CU	FR Restaurants and Limited Restaurants not permitted
Mission Street FR Restaurant SUD	FR requires a CU	FR Restaurants and Limited Restaurants not permitted
Taraval Street Restaurant SUD	FR requires a CU	FR Restaurants and Limited Restaurants not permitted
Geary Boulevard FR Pet Store and Restaurant SUD	FR permitted	FR Pet Supply Store not permitted; Formula Retail Restaurants and Limited Restaurants not permitted
Taraval Street NCD	FR requires a CU	Trade Shops are subject to FR controls
Noriega Street NCD	FR requires a CU	Trade Shops are subject to FR controls
Irving Street NCD	FR requires a CU	Trade Shops are subject to FR controls
WSoMa Mixed-Use Office District (WMUO)	FR requires a CU	FR not permitted if use is over 25,000 square feet
Service/Arts/Light Industrial District (SALI)	FR requires a CU	FR not permitted if use is over 25,000 square feet
Upper Market NCT	FR requires a CU	CU required for Limited Financial Services and Business or Professional Services (18-month interim control)
Central Market Area	FR permitted	CU required for FR fronting on Market Street between Sixth Street and Van Ness Avenue (18-month interim control)
Bayshore Boulevard Home Improvement SUD	FR permitted	FR over 10,000 square feet requires CU
Third Street Formula Retail RUD	Mixed zoning: in some zoning districts within this SUD FR requires CU and in some districts FR is permitted	Any new FR requires CU
Potrero Center Mixed-Use SUD	FR requires a CU	Relieves FR requirements for parcels which would otherwise require a CU

This table summarizes the specific formula retail controls applicable in certain zoning districts, as shown in Figure II-1.

Acronyms:
- FR: Formula retail
- CU: Conditional use authorization
- NCD: Neighborhood Commercial District
- NCT: Neighborhood Commercial Transit District
- SUD: Special Use District
- RUD: Restricted Use District

Source: City and County of San Francisco, 2013.

Figure II-3. Recently Proposed or Adopted Location-Specific Changes to San Francisco's Formula Retail Controls



Board of Supervisors Proposed or Recent Ordinance or Interim Control

Existing Controls:

New FR Not Permitted

Specific FR Controls

New FR Requires CU

New FR Permitted

Public or Unknown

FR: Formula Retail
CU: Conditional Use authorization

P-zoned districts at times defer to the controls of the nearest Neighborhood Commercial district; see Planning Code Section 234.

See Figure II-4 for summary of recently proposed or adopted formula retail controls

Strategic Economics, 2014;
Data: City and County of San Francisco, 2013.

Figure II-4. Summary of Recently Proposed or Adopted Changes to San Francisco's Formula Retail Controls

Map Key (a)	Legislative or Policy Change	Type of Action	Status
1	**Modification to the definition of formula retail in the Upper Fillmore Neighborhood Commercial District (NCD)** to include retail with 11 or more establishments anywhere in the world, and establishments where 50% or more of stock, shares, etc. are owned by a formula retail use.	BOS Ordinance (Farrell)	Pending committee action
2	**Establishment of the Fillmore Street Neighborhood Commercial District (NCD) between Bush and McAllister Streets.** The proposal seeks to weight the community voice over other considerations, generally weight the hearing toward disapproval, legislate a requirement for pre-application meeting (which is already Planning Commission policy), and codify criteria for approval related to the concentration of existing formula retail.	BOS Ordinance (Breed)	Referred to Planning Department; Planning Commission recommended further study
3	**Establishment of the Divisadero Street Neighborhood Commercial District (NCD) between Haight and O'Farrell Streets.** The proposal seeks to weight the community voice over other considerations, generally weight the hearing toward disapproval, legislate a requirement for pre-application meeting (which is already Planning Commission policy), and codify criteria for approval related to the concentration of existing formula retail.	BOS Ordinance (Breed)	Referred to Planning Department; Planning Commission recommended further study
4	**Establishment of 18-month interim controls on Market Street between Sixth Street and Van Ness Avenue (the Central Market area).** A conditional use authorization is required for any formula retail fronting on Market Street in this area.	BOS Ordinance (Kim)	Enacted; expires February 2015
5	**Modification of the definition of formula retail in the Hayes-Gough Neighborhood Commercial Transit District (NCT)** to include retail with 11 or more establishments anywhere in the world, and establishments where 50% or more of stock, shares, etc. are owned by a formula retail use.	BOS Ordinance (Breed)	Referred to Planning Department; Planning Commission recommended further study
6	**Modification of zoning controls in the Third Street Formula Retail Restricted Use District (RUD) and expansion of applicability of formula retail controls citywide.** This mixed-use district had some parcels where CU was not required for formula retail. Now all parcels in this RUD require CU for the establishment of CU. Certain changes to existing entitled formula retail locations citywide now trigger the need for a new CU hearing.	BOS Ordinance (Cohen)	Enacted
7	**Creation of the Fulton Grocery Special Use District (SUD).** The Planning Commission recently recommended this SUD, which would create an exception to the current prohibition on formula retail in the Hayes Gough NCT so as to allow the Commission to consider a formula retail grocer by CU.	BOS Ordinance (Breed)	Pending committee action on formula retail change
N/A	**Expansion of the citywide definition of formula retail** to include businesses that have 11 or more outlets worldwide, and to include businesses that are at least 50% owned by a formula retail business; expands application to other types of retail uses (e.g., "Adult Entertainment," "Automobile Service Station," "Hotel, Tourist," "Tobacco Paraphernalia Establishment"); requires the Planning Commission to consider economic impact on other businesses in the area as part of the CU process; expands noticing procedures for formula retail applications.	BOS Ordinance (Mar)	Pending committee action

Map Key (a)	Legislative or Policy Change	Type of Action	Status
N/A	**Creation of the first quantitative basis for evaluating concentration of formula retail in the Upper Market Neighborhood Commercial District and Neighborhood Commercial Transit District.** Planning Department staff will recommend disapproval of any project that brings the concentration of formula retail within 300 feet of the subject property to 20% or greater of total linear store frontage.	Planning Commission Policy	Adopted
N/A	**Board of Appeals ruling.** Established that if a company has signed a lease for a location (even if the location is not yet occupied), the lease counts toward the 11 establishments needed to be considered formula retail.	Board of Appeals ruling	
N/A	**Amendment of the San Francisco Public Works code to restrict food trucks that are associated with formula retail establishments.** For this restriction, the formula retail definition includes "affiliates" of formula retail restaurants, which includes an entity that is owned by or has a financial or contractual agreement with a formula retail use.	BOS Ordinance (Wiener)	Passed

(a) See Figure II-3.
Acronyms:
BOS: Board of Supervisors
CU: Conditional use authorization
N/A: Not applicable
Source: City and County of San Francisco, 2013.

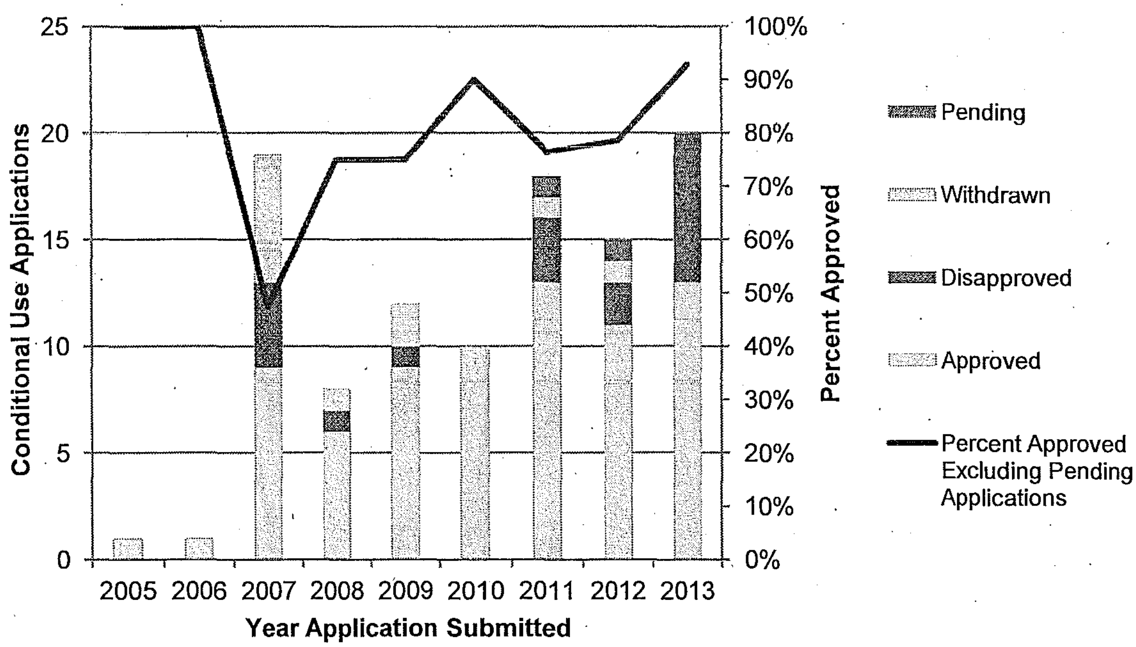
Formula Retail Conditional Use Applications

San Francisco's formula retail CU process is intended to allow the Planning Commission to determine whether each formula retail applicant is necessary, desirable, and consistent with the general character of the neighborhood. This discretionary determination is informed by public comment generated by required neighborhood notifications. Each formula retail applicant in neighborhoods with controls in place must prove to the Commission that the specific business will improve the neighborhood. In making this determination, the Commission is required to consider the following five criteria:

1. The existing concentrations of formula retail uses within the district.
2. The availability of other, similar retail uses within the district.
3. The compatibility of the proposed formula retail use with the existing architectural and aesthetic character of the district.
4. The existing retail vacancy rates within the district.
5. The existing mix of citywide-serving retail uses and neighborhood-serving retail uses within the district.

The Planning Department has received approximately 100 formula retail conditional use applications since the formula retail regulations went into effect. Figure II-5 shows formula retail CU applications by year filed and action taken. Figure II-6 provides a map of formula retail CU applications by status. Key findings are as follows.

Figure II-5.Formula Retail Conditional Use Applications by Year Application Was Filed and Action Taken, 2004-January 2014



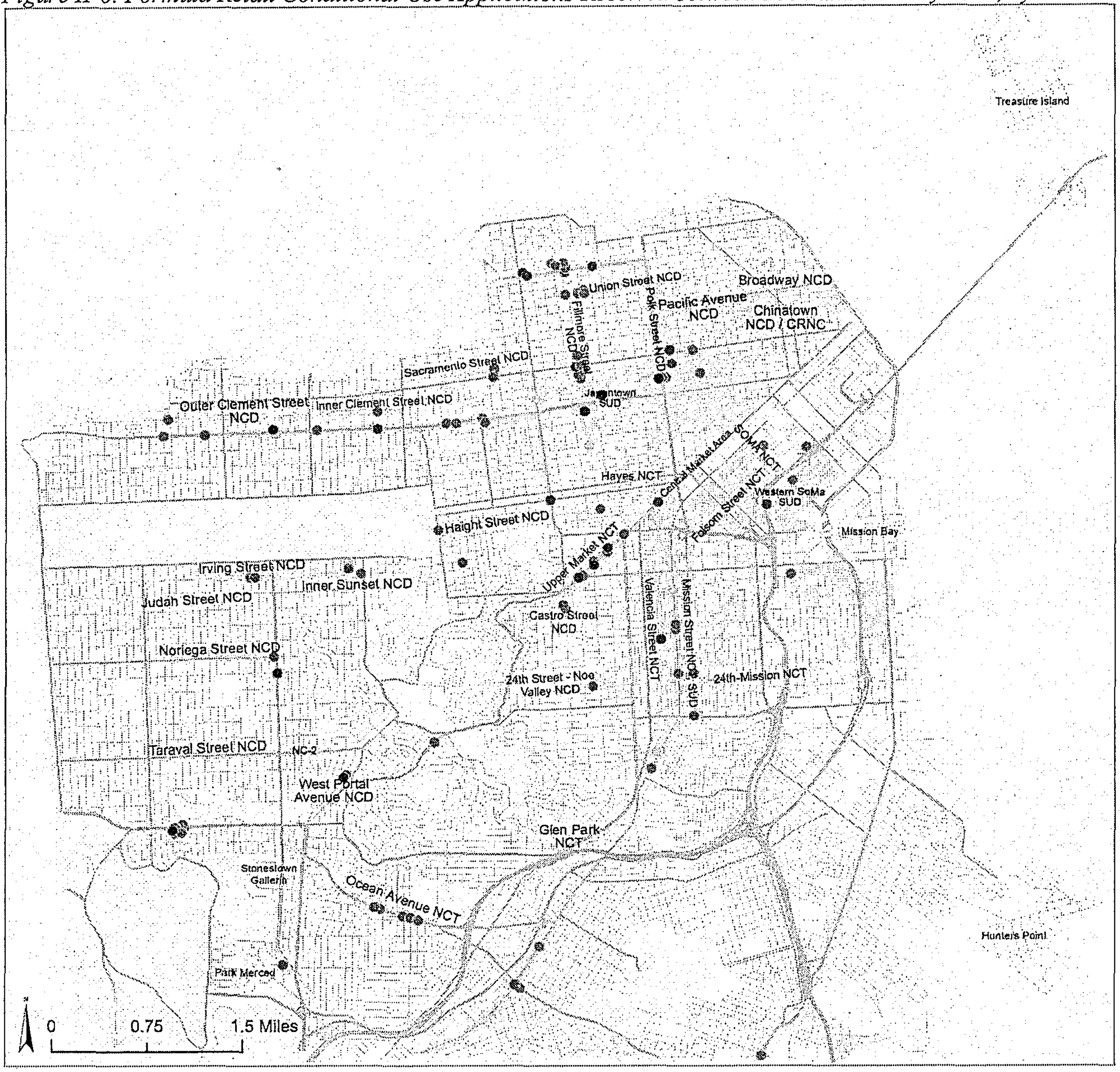
Sources: City and County of San Francisco, 2013; Strategic Economics, 2014.

Conditional use activity has varied significantly over time, following broader economic trends. In 2007, the first year that CU authorizations were required for formula retail in most neighborhoods, 19 formula retail CU applications were filed with the Planning Department (Figure II-5). During the nationwide recession between 2008 and 2010, formula retail CU applications fell to between 8 and 12 a year. As the economy has recovered, so have the number of formula retail CU applications. In 2013, the Planning Department received 20 applications, an all-time high. Six of these (30 percent) have not yet been resolved.

Excluding pending applications, 75 percent of all formula retail CU applications have been approved. However, the approval rate varies from year to year. As shown in Figure II-5, fewer than half of formula retail CU applications that were submitted in 2007 were eventually approved. Since then, 75 percent or more of applications have been approved every year. Although the number of CU applications appears to correlate with broader economic conditions, the approval rate does not.

The general decline in applications and higher approval rate since 2007 may reflect self-selection on the part of formula retailers. The decline in applications and increase in approval rates suggests that formula retailers have become more selective in submitting CU applications since the controls first went into effect in most neighborhoods. According to real estate brokers, many formula retailers will not propose a new location in San Francisco's neighborhood commercial districts unless they feel at least somewhat confident that their CU application is likely to be approved. Some formula retailers are reportedly unwilling to consider locations in San Francisco's neighborhood commercial districts at all. To the extent that the formula retail CU process discourages formula retailers from considering locations in districts with controls, the CU application and approval rates may under represent the impact of the controls in reducing the prevalence of formula retail.

Figure II-6. Formula Retail Conditional Use Applications Received between 2004 and January 2014, by Action Taken



Conditional Use Permits:
- Approved — 72
- Disapproved — 12
- Withdrawn — 12
- Pending — 8
- New FR Requires a CU

FR: Formula Retail
CU: Conditional Use authorization

Strategic Economics, 2014;
Data: City and County of
San Francisco, 2013.

III. SAN FRANCISCO'S FORMULA RETAIL: HOW MUCH IS THERE AND WHERE IS IT LOCATED?

Using data purchased by the City and County of San Francisco from Dun & Bradstreet (D&B), a commercial vendor, Strategic Economics identified, mapped, and analyzed existing retailers that would most likely be considered "formula retail" if the businesses were to propose a new location in San Francisco today.[33] (As described in Chapter II, the City's formula retail controls apply only to applicants seeking to establish a new retail location in certain districts, not to existing outlets.)

This chapter describes key findings from this analysis, which provided a broad look at the prevalence of formula and independent retail in San Francisco by type, and the spatial distribution of formula and independent retail by zoning control and subarea within the city. The chapter also evaluates formula retail conditional use applications by geographic subarea. The analysis presented in this chapter was intended to answer questions such as:

- How much formula retail does San Francisco already have, and of what type?
- How does the concentration of formula retail vary across San Francisco? Understanding the existing concentration of formula retail in different parts of the city may provide some baseline for making future decisions about appropriate concentration levels.[34]
- Is formula retail less prevalent in neighborhood commercial districts and other zoning districts where formula retail controls are in place?
- In addition to the controls, what other factors might contribute to the spatial distribution of formula retail? For example, how does the prevalence of formula retail correspond with population and employment density, resident incomes, visitor traffic, regional access, and other factors that retailers typically consider in determining where to locate?
- Which parts of the city have attracted the most formula retail conditional use applications, and how do formula retail CU approval rates vary within the city?

Information presented in subsequent chapters is also relevant to many of these questions. Chapter IV provides a more in-depth look at other characteristics of San Francisco's existing formula retail establishments, including square footage, headquarters location, and the number of outlets in formula retail chains. Chapter VIII provides three case studies that explore in more detail the functions that formula retail establishments play in different neighborhood commercial districts, including formula retail's role in serving the daily needs of residents' as opposed to regional shoppers, and the extent to which formula retail adds or detracts from aesthetic character and economic vibrancy.

Prevalence of Formula Retail in San Francisco

Key findings from the citywide analysis are described below.

There are approximately 1,250 formula retail establishments in San Francisco, accounting for 12 percent of all retailers. These are retail establishments that, if they were to propose a new location in San Francisco today, would most likely be considered formula retailers. Formula retail occupies an estimated

[33] Appendix A provides a complete description of the methodology used to conduct the analysis and limitations associated with the data.

[34] The existing concentration of formula retail uses within a district is one of the criteria that the Planning Commission is required to consider in hearing a request for a formula retail CU authorization, but concentration levels have been interpreted differently in different places. The Planning Commission recently created the first quantitative measure of formula retail concentration in Upper Market, and some of the legislation before the Board of Supervisors would codify a quantitative measure of concentration.

11.2 million square feet of building area, accounting for 31 percent of San Francisco's retail square footage. Figure III-1 shows the total number of formula and independent retail establishments and square feet by use type.

In contrast, 32 percent of all retail establishments in the U.S. are associated with firms that include 10 or more outlets.[35] This national average is calculated from the 2007 Economic Census, and does not exactly match San Francisco's definition of formula retail or the methodology used to identify formula retail in this analysis. Despite these caveats, however, formula retail appears to be significantly less prevalent in San Francisco when compared to the national average.

Stores account for the majority of San Francisco's formula retail, followed by restaurants, bars, and cafés. Nearly 60 percent of the city's formula retail establishments are stores, defined as establishments that sell goods to the public (e.g., groceries, auto parts, pet supplies, jewelry, etc.). Twenty-three percent are restaurants, bars, or cafés, and 18 percent are banks, credit unions, or savings and loans (Figure III-1). The remaining two percent are retail services, a category that includes copy centers, pet care (excluding veterinary) services, laundromats, and dry cleaners. In comparison, 69 percent of San Francisco's independent retail establishments are stores, 25 percent are restaurants, 6 percent are retail services, and less than 1 percent are financial services. The distribution of formula and independent uses is similar on a square footage basis.

Banks, credit unions, and savings and loans make up less than 20 percent of the city's total formula retail establishments, but more than 80 percent of all banking establishments are formula retailers. There are approximately 260 retail banks, credits unions, and savings and loans in San Francisco, of which 220 are formula retail (Figure III-1).

Figure III-1. Formula and Independent Retail by Use Type: Number of Establishments and Square Feet

Use Type	Formula Retail	% of Total Formula Retail	Independent Retail	% of Total Independent Retail	Formula Retail as a % of All Retail
Number of Establishments					
Stores	720	58%	6,500	69%	10%
Restaurants & Bars	280	23%	2,350	25%	11%
Retail Services	30	2%	590	6%	4%
Banks, Credit Unions, S&L	220	18%	40	0%	84%
Total	**1,250**	**100%**	**9,480**	**100%**	**12%**
Square Feet					
Stores	6,880,200	61%	15,320,700	63%	31%
Restaurants & Bars	1,911,600	17%	7,428,200	30%	20%
Retail Services	230,600	2%	1,436,900	6%	14%
Banks, Credit Unions, S&L	2,179,800	19%	189,000	1%	92%
Total	**11,202,100**	**100%**	**24,374,800**	**100%**	**31%**

Acronyms: S&L: Savings and loans
Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

[35] U.S. Census Bureau, "Table EC0744SSSZ3: Retail Trade: Subject Series - Estab and Firm Size: Summary Statistics for Single Unit and Multiunit Firms for the United States: 2007," 2007 Economic Census. Includes all retail trade establishments (NAICS codes 44-45).

The most common types of formula retail stores in San Francisco include apparel and accessories stores, pharmacies, specialized retail stores, other health and personal care stores, electronics and appliance stores, and supermarkets and other grocery stores. Figure III-2 shows the most common types of formula and independent retail stores (i.e., businesses that sell goods to the public) in San Francisco, by number of establishments and square feet. "Specialized retail stores" include produce, auto parts, pet supply, office supply, and gift stores; the "other health and personal care" category includes cosmetic and beauty stores, eyeglass stores, and health food/supplement stores. Note that while these are the most common types of formula retail stores, there are many more independent retailers than formula retailers of each type. For example, the 240 apparel and accessory formula retail stores account for just 15 percent of all apparel and accessory retailers in the city. Formula retail accounts for the highest percentage of stores in the pharmacy and drug store (49 percent), other health and personal care store (20 percent), apparel and accessories (15 percent), and electronics and appliance (15 percent) categories.

The most common types of independent stores are specialized retail stores; apparel and accessories stores; supermarkets and other grocery stores; sporting goods, hobby, books, and music stores; and furniture and home furnishings stores.

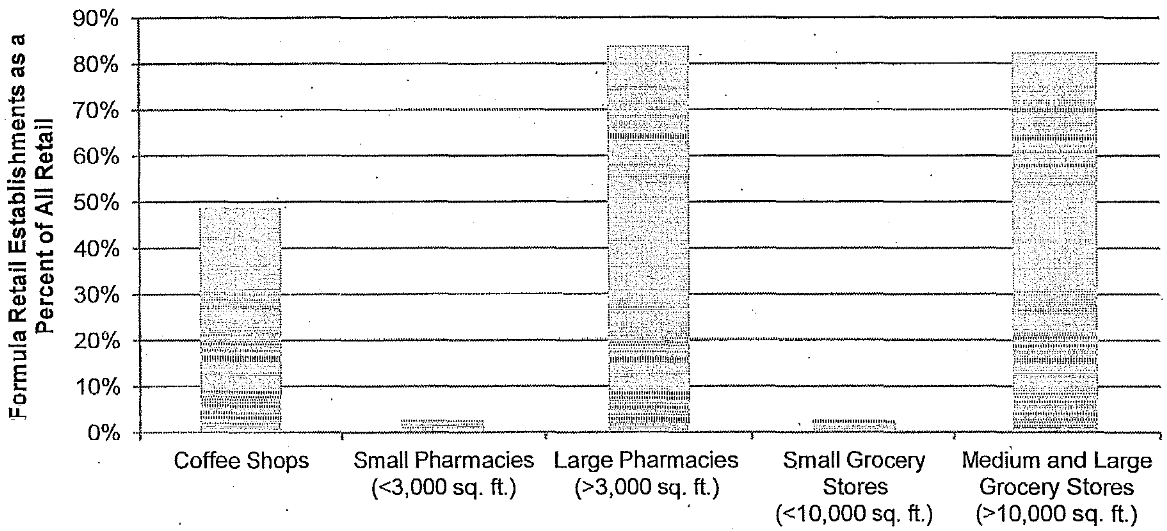
Figure III-2. Most Common Types of Formula and Independent Retail Stores in San Francisco

Most Common Types of Formula Retail Stores		Number of Stores	% of All Stores in Category	Square Feet	% of All Square Feet in Category
1	Apparel & Accessories	240	15%	2,150,400	41%
2	Pharmacies & Drug Stores	90	49%	937,600	81%
3	Other Specialized Retail Stores	70	4%	666,100	15%
4	Other Health & Personal Care Stores	60	20%	375,400	39%
5	Electronics & Appliances	60	15%	459,300	37%
6	Supermarkets & Other Grocery Stores	50	7%	745,800	29%
7	Furniture & Home Furnishings	30	7%	626,500	35%
8	Other Food Stores	30	8%	145,600	16%
9	Convenience & Liquor Stores	30	10%	76,900	13%
10	Building Materials & Garden Supplies	30	9%	146,100	16%
Most Common Types of Independent Retail Stores		**Number of Stores**	**% of All Stores in Category**	**Square Feet**	**% of All Square Feet in Category**
1	Other Specialized Retail Stores	1,700	96%	3,819,200	85%
2	Apparel & Accessories	1,410	85%	3,037,300	59%
3	Supermarkets & Other Grocery Stores	710	93%	1,793,300	71%
4	Sporting Goods, Hobby, Book, Music	680	97%	1,623,300	92%
5	Furniture & Home Furnishings	430	93%	1,176,100	65%
6	Other Food Stores	340	92%	768,400	84%
7	Electronics & Appliances	310	85%	793,600	63%
8	Building Materials & Garden Supplies	270	91%	770,000	84%
9	Other Health & Personal Care Stores	260	80%	598,200	61%
10	Convenience & Liquor Stores	250	90%	530,700	87%

"Other specialized retail stores" include produce, auto parts, pet supply, office supply, gift stores, florists, and others.
"Other health and personal care stores" include cosmetic and beauty stores, eyeglass stores, and health food/supplement stores.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Within the broad categories of business establishments, there is significant variation in the prevalence of formula retail. For example, Figure III-3 shows formula retail establishments as a percent of all retail establishments for coffee shops, pharmacies, and grocery stores. While 11 percent of all restaurants are formula retail, 49 percent of all coffee shops are formula retail. For supermarkets and pharmacies, the prevalence of formula retail varies significantly by size of establishment. The vast majority of pharmacies over 3,000 square feet and supermarkets over 10,000 square feet are formula retailers, while smaller establishments are much more likely to be independent retailers.

Figure III-3. Formula Retail as a Percent of All Retail in Category: Coffee Shops, Pharmacies, and Grocery Stores



Acronyms:
sq. ft.: Square feet
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

The Spatial Distribution of Formula Retail

The prevalence of formula retail varies significantly not only by type of use, but also by location within the city. In general, retail establishments – whether formula or independent – tend to cluster in concentrated nodes with high customer traffic, good visibility, and easy vehicle and pedestrian access. A concentration of retail activity creates a destination that offers variety and selection, attracting more shoppers. In addition to providing critical mass, successful shopping districts are often anchored by a large, name-brand retailer (such as a grocery store, major pharmacy, or department store) that drives business to smaller retailers in the same district. A cluster of similar businesses, such as restaurants or clothing boutiques, can also act as an anchor. In addition to the characteristics of the shopping district, retailers also typically consider neighborhood population and employment density, resident incomes, other demographic characteristics, and visitor traffic in selecting their locations.

This section explores the spatial distribution of formula retail in order to understand how the concentration of retail – and specifically formula retail – varies across San Francisco in relation to factors such as the presence of formula retail controls and demographic and employment characteristics. Because San Francisco has over 100 separate zoning districts and dozens of distinct neighborhoods – including approximately two dozen named neighborhood commercial districts (NCDs) and neighborhood commercial transit districts (NCTs) – it was not possible to study the concentration of formula retail for each potentially relevant geographic area. Instead, Strategic Economics worked with City staff to identify four zoning district categories based on where formula retail is subject to controls and the predominant types of use allowed (commercial/mixed-use, residential, or industrial), and nine geographic subareas that broadly reflect the mix of zoning districts, existing land use characteristics, market conditions, and demographic characteristics in different parts of San Francisco.[36]

The methodology and key findings from the zoning district and geographic subarea analyses are described below.

Formula and Independent Retail by Zoning District Category

Figure III-4 shows formula and independent retail – including number of establishments and total square feet – by zoning district category. The four zoning district categories are:

- Commercial/mixed-use (MU) zoning districts with formula retail controls: Includes all of the City's NCDs, as well as other predominantly commercial or mixed-use districts where formula retail either is not permitted or requires a conditional use authorization.[37]
- Commercial/MU zoning districts with no formula retail controls: Includes the City's community business (C-2) and downtown commercial (C-3) districts, as well as other predominantly commercial or mixed-use districts where formula retail is permitted without conditional use authorization.[38] Generally, this category includes most of the Financial District and the waterfront, as well as Stonestown Galleria, Park Merced, Mission Bay, and Hunters Point.
- Industrial zoning districts with no formula retail controls: Includes the heavy commercial (C-M), light industrial (M-1), and heavy industrial (M-2) districts, as well as all production, distribution, and repair (PDR) districts.[39] Formula retail is permitted without a conditional use authorization in these districts.
- Residential zoning districts with formula retail controls: Includes the City's predominantly residential districts.[40] Formula retail is not permitted in these districts.

Key findings from the zoning district analysis are described below.

In commercial/mixed-use zoning districts, formula retail is much less concentrated in districts that have controls in place than in districts that do not. Formula retailers account for 10 percent of the retail establishments and 24 percent of the retail square feet in commercial/MU districts with controls in place. In comparison, 25 percent of the retail establishments and 53 percent of the retail square feet in commercial/MU districts without controls are formula retail (Figure III-4).

Likewise, commercial/mixed-use zoning districts with controls in place have many more independent retailers than districts without controls. As shown in Figure III-4, commercial/MU districts with formula retail controls have approximately the same number of formula retailers (about 600) as commercial/MU districts with no controls. However, the former districts have many more independent

[36] An early version of the geographic subarea analysis used the City's eleven Supervisorial Districts as the basis for analysis, to reflect the nature of the legislative proposals related to formula retail. However, feedback from the stakeholder focus groups indicated that the Supervisorial Districts were not the most relevant unit of analysis, so the subareas were revised to better reflect the city's neighborhoods and retail market conditions.
[37] In addition to all NCDs, this category includes the following districts: CCB, CRNC, CVR, MUG, RC-3, RC-4, RCD, RED-MX, SALI, UMU, WMUG, WMUO, the Japantown SUD, the Western SoMa SUD, and the Bayshore Boulevard Home Improvement SUD.
[38] In addition to all C-2 and C-3 districts, this category includes the Hunters Point, Mission Bay, and Park Merced districts as well as MUO, MUR, RH DTR, RSD, SB-DTR, SLI, SPD, SSO, TB DTR, and UMU.
[39] With the exception of that part of the PDR-2 district that falls within the Bayshore Boulevard Improvement SUD.
[40] Includes RH-1, RH-2, RH-3, RM-1, RM-2, RM-3, RM-4, RTO, RED, and RTO-M districts.

retailers (5,240 establishments, occupying an estimated 13.5 million square feet) compared to the districts without controls (1,880 establishments, or 5.4 million square feet). As a result, formula retailers account for a much lower percentage of retail establishments in commercial/MU districts with controls than in those districts without controls.

There are very few formula retail establishments in industrial and residential zoning districts. Formula retail accounts for only six percent of all retail establishments in industrial zoning districts and two percent of all retail establishments in residential zoning districts (Figure III-4).

The relatively low concentration of formula retail in zoning districts with controls may reflect the influence of the City's formula retail controls, as well as other factors. Other factors that could affect the concentration of formula retail in different zoning districts include the prevalence of formula retail before the controls went into effect and the different retail markets that various commercial districts serve.

Figure III-4. Formula and Independent Retail by Zoning District: Number of Establishments and Square Feet

Zoning District Categories	Formula Retail	% of Total Formula Retail	Independent Retail	% of Total Independent Retail	Formula Retail as a % of All Retail
Number of Establishments					
Commercial/MU With FR Controls	570	46%	5,240	55%	10%
Commercial/MU No FR Controls	620	49%	1,880	20%	25%
Industrial No FR Controls	20	2%	370	4%	6%
Residential With FR Controls	40	3%	1,980	21%	2%
Total (All Districts)	**1,250**	**100%**	**9,470**	**100%**	**12%**
Square Feet					
Commercial/MU With FR Controls	4,243,600	38%	13,458,700	55%	24%
Commercial/MU No FR Controls	6,076,200	54%	5,395,400	22%	53%
Industrial No FR Controls	190,900	2%	1,267,300	5%	13%
Residential With FR Controls	691,500	6%	4,253,300	17%	14%
Total (All Districts)	**11,202,100**	**100%**	**24,374,900**	**100%**	**31%**

Acronyms:
MU: Mixed-use
FR: Formula retail
Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Formula and Independent Retail by Geographic Subarea

Figure III-5 shows the geographic subareas that were defined for the purposes of this analysis. The subareas were intended to generally reflect the mix of zoning districts, existing land use characteristics, market conditions, and demographic characteristics in different parts of the city, and do not reflect specific Planning Department boundaries or other City policy.[41]

The subarea analysis is based on a series of maps, tables, and charts that illustrate the following factors:

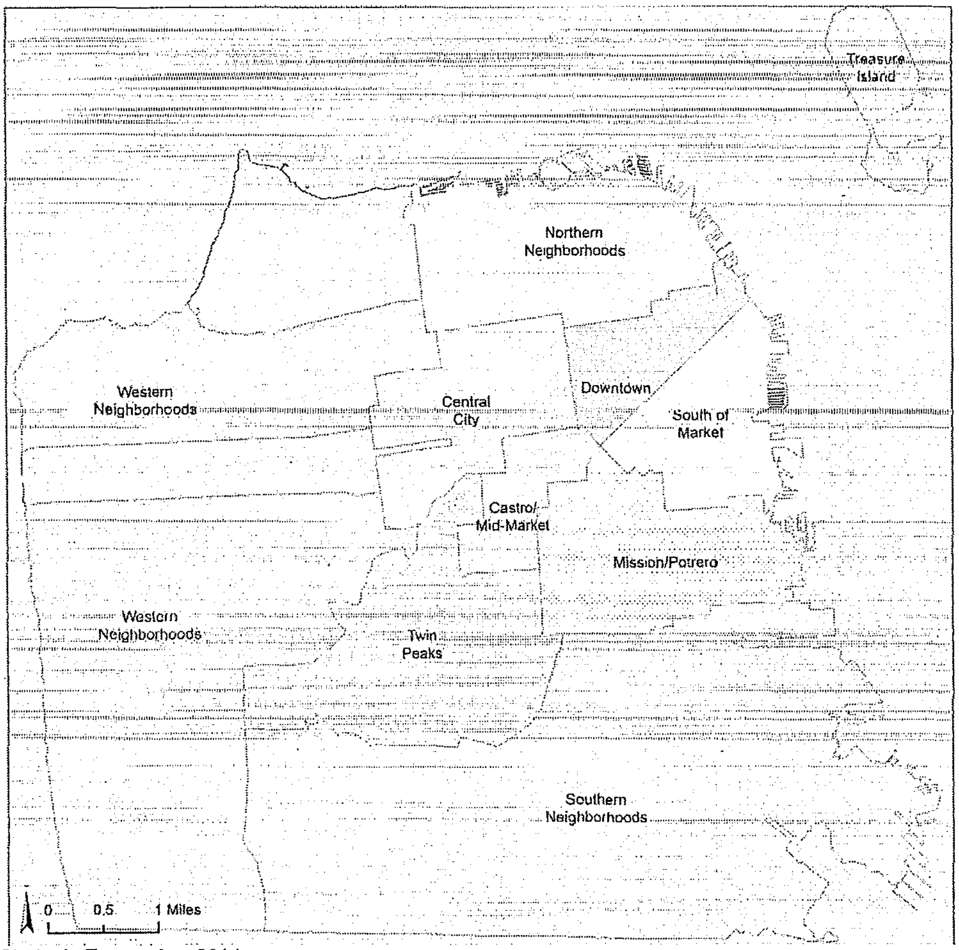
- Number of retail establishments per 1,000 residents (Figure III-6).
- Prevalence of formula and independent retail by geographic subarea (Figure III-7) and zoning district category (Figure III-8).
- Concentration of formula retail, measured as formula retail establishments as a percentage of total retail establishments per square mile (Figure III-9).
- Formula retail conditional use applications by geographic subarea (Figure III-10).
- Spatial distribution of selected retail types – grocery stores, restaurants and bars, and apparel and accessories stores – that exemplify different retail location patterns (Figures III-11, III-12, and III-13).

This section also incorporates information on population and employment density, resident incomes, and visitor traffic (as indicated by density of hotels).[42] Appendix D provides the complete set of demographic and employment maps and tables prepared for this analysis, along with maps of total existing retail establishments (formula and independent) per square mile and formula retail establishments per square mile. In addition to this data analysis, the section also incorporates qualitative findings drawn from discussions with stakeholders and Strategic Economics' understanding of the San Francisco retail market.

Key findings are described below in three sub-sections that respectively discuss the concentration of retail and prevalence of formula retail by subarea, formula retail conditional use authorizations by subarea, and the special distribution of selected retail types.

[41] Treasure Island was excluded from the subarea analysis because there are no formula retail establishments on the island.
[42] The case studies in Chapter VIII explore a wider range of demographic factors in more detail.

Figure III-5. Geographic Subareas



Strategic Economics, 2014.
Data: City and County of San Francisco, 2013.

Concentration of Retail and Prevalence of Formula Retail by Geographic Subarea

The following findings discuss the concentration of retail and prevalence of formula retail by subarea, in relation to factors such as population and employment density, resident income, visitor traffic, and the presence of formula retail controls. These demographic and neighborhood characteristics are factors that retailers often consider in selecting locations, and therefore help explain why formula retail is more concentrated in some locations than in others.

Downtown has a large total amount of retail and a significantly higher concentration of formula retail compared to the other subareas. Downtown has an average of 48 total retail establishments per 1,000 residents (Figure III-6), reflecting the many non-resident workers,[43] regional shoppers, and tourists that this subarea attracts as San Francisco's central business district and a "regional center for comparison shopper retailing and direct consumer services."[44] Consistent with the City's vision of Downtown as a regional shopping destination, larger use sizes (up to 90,000 square feet in the C-3 District) are permitted than in the NCDs, and formula retail is not subject to controls in most parts of the subarea.

[43] 67 percent of Downtown workers commute in from outside of San Francisco, significantly higher than the citywide average (59 percent of all workers employed in San Francisco live outside the city).
[44] San Francisco Planning Code, Section 210.3. C-3 Districts: Downtown Commercial.

Downtown also has a particularly high concentration of formula retail, accounting for 22 percent of all retail establishments – more than twice the percentage in any other subarea (Figure III-7). In keeping with the absence of formula retail controls in this subarea, 90 percent of formula retail establishments are located in commercial/MU districts with no controls (Figure III-8). Within Downtown, formula retail is particularly highly concentrated in regional shopping and entertainment destinations such as Union Square, the Westfield Centre, the Financial District, and the waterfront (Figure III-9).

Like Downtown, South of Market (SoMa) has a relatively large amount of retail compared to the subarea's population, and a high share of formula retail establishments. After Downtown, SoMa has the second highest ratio of retail to population, at 23 retail establishments per 1,000 residents (Figure III-6). The significant amount of retail in SoMa may reflect residents' high incomes (the average household income in SoMa is $139,890, compared to the citywide average of $107,560). SoMa also attracts visitors to attractions such as AT&T Park and the Yerba Buena Center. Formula retail accounts for 12 percent of all retail establishments in SoMa, more than all other subareas except Downtown and the Western Neighborhoods (Figure III-7). In addition to the demographics and visitor attractions, formula retailers may also be drawn to parts of this subarea that are characterized by the availability of large, modern storefronts with off-street parking and convenient freeway and transit access. Most of the commercial areas in SoMa are not subject to formula retail controls, and some of the controls that are in place were implemented as recently as 2013. Slightly more than half (56 percent) of formula retail in the subarea is located in zoning districts with no controls (Figure III-8).

The Northern Neighborhoods subarea has the highest total number of retailers, reflecting this subarea's high population density, high household incomes, and significant visitor traffic. As shown in Figure III-6, the Northern Neighborhoods have the most total retail establishments in the city (2,250), or 21 retail establishments per 1,000 residents. Retailers are likely attracted to this subarea's high population density (49 persons per acre, compared to an average of 31 persons per acre for the city as a whole), high average household income ($124,150, compared to $107,560 for the city overall), and significant visitor traffic (the Northern Neighborhoods have the second highest number of hotels in the city, after Downtown).

Figure III-6. Total Retail Establishments per 1,000 Residents

	Total Retail Establishments	Total Population	Total Retail Establishments per 1,000 Residents
Downtown	1,970	41,009	48
Northern Neighborhoods	2,250	106,816	21
Western Neighborhoods	1,730	184,950	9
South of Market	700	30,026	23
Southern Neighborhoods	1,190	199,097	6
Central City	930	70,162	13
Mission/Potrero	970	56,381	17
Castro/Mid-Market	470	31,313	15
Twin Peaks	480	58,680	8
Total	**10,730**	**806,149**	**13**

Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; U.S. Census Bureau, 2008-2012 American Community Survey; Strategic Economics, 2014.
Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Figure III-7. Formula and Independent Retail by Geographic Subarea: Number of Establishments and Square Feet, 2012

Subareas	Formula Retail	% of Total Formula Retail	Independent Retail	% of Total Independent Retail	Formula Retail as a % of All Retail
Number of Establishments					
Downtown	430	34%	1,540	16%	22%
Northern Neighborhoods	220	18%	2,030	21%	10%
Western Neighborhoods	210	17%	1,520	16%	12%
South of Market	80	7%	620	7%	12%
Southern Neighborhoods	80	6%	1,110	12%	7%
Central City	70	6%	860	9%	8%
Mission/Potrero	60	5%	910	10%	6%
Castro/Mid-Market	40	3%	430	5%	9%
Twin Peaks	40	3%	440	5%	8%
Total (All Subareas)	**1,250**	**100%**	**9,480**	**100%**	**12%**
Square Feet					
Downtown	4,409,300	39%	4,160,200	17%	51%
Northern Neighborhoods	1,902,600	17%	5,160,500	21%	27%
Western Neighborhoods	1,622,800	14%	3,633,200	15%	31%
South of Market	891,700	8%	1,873,400	8%	32%
Southern Neighborhoods	639,500	6%	2,754,600	11%	19%
Central City	525,300	5%	2,168,500	9%	20%
Mission/Potrero	497,300	4%	2,415,800	10%	17%
Castro/Mid-Market	373,600	3%	1,158,600	5%	24%
Twin Peaks	326,900	3%	999,000	4%	25%
Total (All Subareas)	**11,202,100**	**100%**	**24,374,800**	**100%**	**31%**

Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

While the Northern Neighborhoods subarea has a high number of total retail establishments, formula retail accounts for a slightly lower-than-average percentage of all retail in this subarea. Formula retail accounts for 10 percent of all the retail establishments in the Northern Neighborhoods, slightly lower than the citywide average of 12 percent (Figure III-7). However, there are specific locations within the Northern Neighborhood where formula retail is more concentrated. About 40 percent of formula retail in the Northern Neighborhoods is located in places without controls (Figure III-8), mainly at well-known, waterfront tourist destinations such as Ghirardelli Square and Fisherman's Wharf. Certain neighborhood commercial districts such as Lombard Street, Union Street, Polk Street, and Upper Fillmore also have slightly above average concentrations of formula retail (Figure III-9). These NCDs serve neighborhoods with particularly high population densities and average resident incomes, and are also increasingly becoming known as regional shopping destinations.

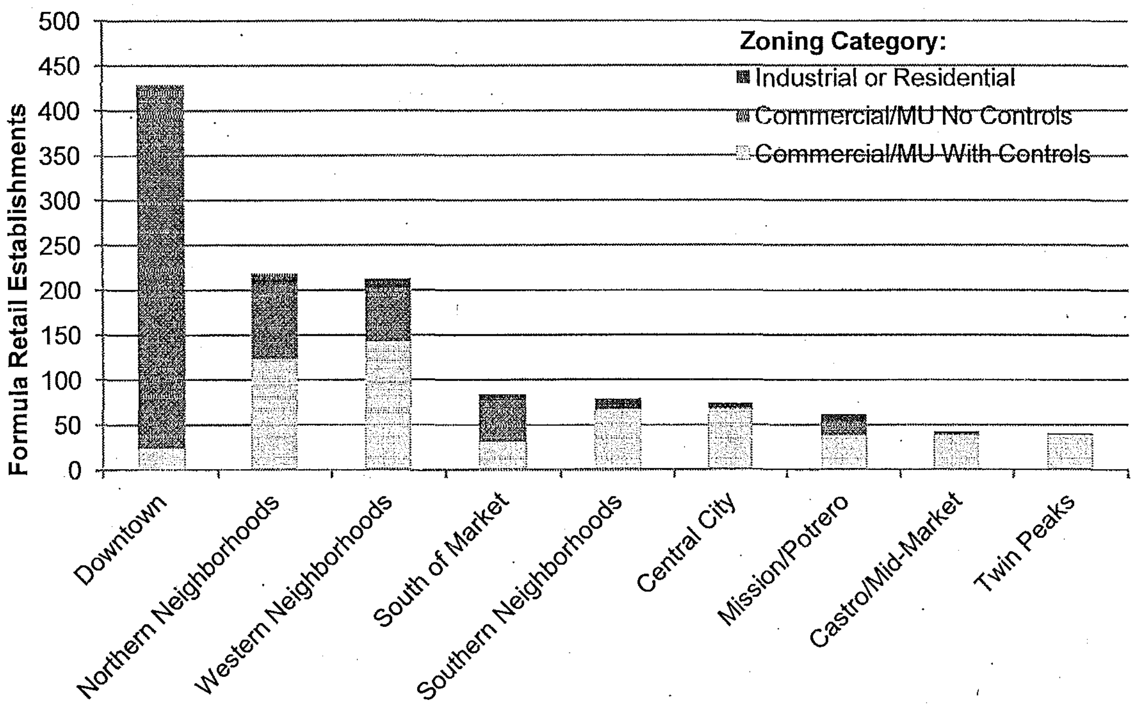
The Western Neighborhoods subarea has a relatively high share of formula retail establishments, concentrated at major shopping centers. Although the Western Neighborhoods have a lower-than-average number of retailers compared to the subarea's overall population (9 retailers per 1,000 residents, as shown in Figure III-6), approximately 12 percent of retailers in the subarea are formula – the citywide average, but a higher share than in most other subareas. Within the Western Neighborhoods, formula retail is concentrated at shopping centers such as Laurel Village Shopping Center, the intersection of Geary and Masonic (north of Golden Gate Park), Stonestown Galleria and Lakeside Plaza (south of Sloat

Boulevard). With the exception of Stonestown Galleria, formula retail requires a conditional use authorization in all of these shopping centers. Stonestown Galleria accounts for approximately 30 percent of formula retail establishments in the subarea (Figure III-8).[45]

In all other subareas, formula retail accounts for less than 10 percent of all retail establishments. In the Southern Neighborhoods, Central City, Mission/Potrero, Castro/Mid-Market, and Twin Peaks subareas, formula retail accounts for less than 10 percent of all establishments and no more than 25 percent of all retail square feet (Figure III-7). These subareas differ significantly in their demographic and market conditions. However, in all five subareas, most of the commercial development is located in neighborhood commercial districts which have had formula retail controls in place since at least 2007. NCDs are intended as mixed-use corridors that support neighborhood-serving commercial uses on lower floors and housing above. These districts typically provide convenience goods and services to the surrounding neighborhoods as well as limited comparison shopping goods for a wider market.

Most commercial areas in the Southern Neighborhoods, Central City, Mission/Potrero, Castro/Mid-Market, and Twin Peaks subareas are subject to formula retail controls. Reflecting this fact, formula and other retail establishments in these subareas are primarily located in neighborhood commercial districts and other areas that are subject to formula retail controls (Figure III-8).

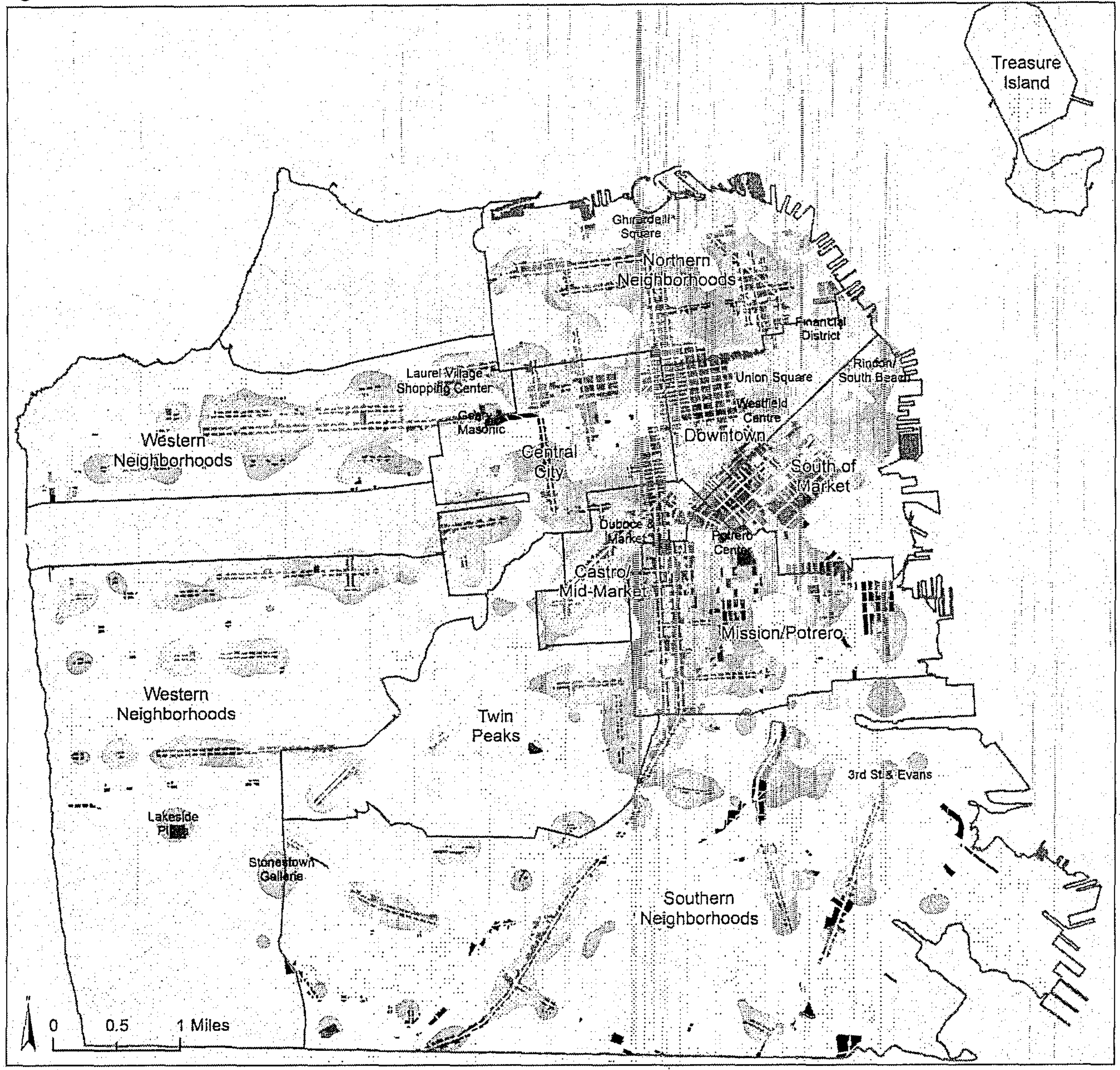
Figure III-8. Formula Retail Establishments by Geographic Subarea and Zoning District Category, 2012



Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

[45] Stonestown Galleria and Park Merced are the only other commercial/MU districts in the Western Neighborhoods that are not subject to formula retail controls. However, very little retail of any kind is currently located at Park Merced.

Figure III-9. Formula Retail Concentrations (Formula Retail as a Percent of Total Existing Retail Establishments)



Density of FR /
Density of Retail
(only areas > 150 est. per sq mi)

- 0% - 0.1%
- 0.11% - 3%
- 3.01% - 12%
- 12.01% - 18%
- 18.01% - 28%
- 28.01% - 38%
- 38.01% - 100%

- Study Subareas
- FR Controls*

FR: Formula Retail

*Commercial/mixed-use districts where new formula retail requires a conditional use authorization or is prohibited.

Underlying FR controls (black/dark green) are shown for reference.

Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Strategic Economics, 2014; Data: Dun & Bradstreet, 2012, City and County of San Francisco, 2013.

Formula Retail CU Applications by Geographic Subarea

This section describes formula retail CU application and approval rates by geographic subarea.

The Western Neighborhoods have attracted the most formula retail CU applications, reflecting the many shopping centers in this subarea. As shown in Figure III-9, the Western Neighborhoods have attracted 24 formula retail CU applications, accounting for nearly a quarter of all such applications in the city. Of those applications that have been resolved, 82 percent have been approved. Many of the formula retail CU applications in this subarea are located in shopping centers such as Lakeside Plaza, Laurel Village, and Geary and Masonic, where they are typically approved. However, Geary Boulevard, Clement Street, Irving Street, and Noriega Street have also attracted some CUs over the years, with more mixed approval rates (see Figure II-6 in Chapter II for a map of CUs by action taken).

The Northern Neighborhoods, Central City, Southern Neighborhoods, and Castro/Mid-Market have each attracted more than a dozen formula retail CU applications, while the other subareas have only attracted a handful. Note that in most of Downtown and SoMa, formula retail does not require a CU authorization. There does not appear to be a direct correlation between number of applications and demographics at the subarea level. For example, of the four subareas with the highest application rates, the Northern Neighborhoods and Castro/Mid-Market subareas have average household incomes that are above the citywide average, while the Central City and Southern Neighborhoods have below-average household incomes.

Formula retail CU application approval rates are lowest in the Southern Neighborhoods, Castro/Mid-Market, and Mission/Potrero subareas. In most subareas, at least 75 percent of all formula retail CU applications have been approved. However, in the Southern Neighborhoods, Castro/Mid-Market, and Mission/Potrero subareas, fewer than 70 percent have been approved (Figure III-9). While all three of these subareas also have relatively low concentrations of existing formula retail establishments (Figure III-7), the subareas otherwise vary significantly in terms of market conditions and demographics. The low approval rates may reflect prevailing community sentiment, rather than any quantifiable characteristics that the three subareas share.

Figure III-10. Formula Retail Conditional Use Applications by Geographic Subarea and Action Taken

	Action Taken						
Subarea	**Approved**	**Disapproved**	**Withdrawn**	**Pending**	**Total Applications**	**% of Citywide Total Applications**	**% Approved in Subarea (a)**
Western Neighborhoods	18	2	2	2	24	23%	82%
Northern Neighborhoods	13	4			17	16%	76%
Central City	9	1	2	4	16	15%	75%
Southern Neighborhoods	10		5		15	14%	67%
Castro/Mid-Market	7	3	1	1	12	12%	64%
Mission/Potrero	5	1	2		8	8%	63%
Downtown	4				4	4%	100%
South of Market	3	1			4	4%	75%
Twin Peaks	3			1	4	4%	100%
Total	**72**	**12**	**12**	**8**	**104**	**100%**	**75%**

(a) Excluding pending applications
Sources: City and County of San Francisco, 2013; Strategic Economics, 2014.

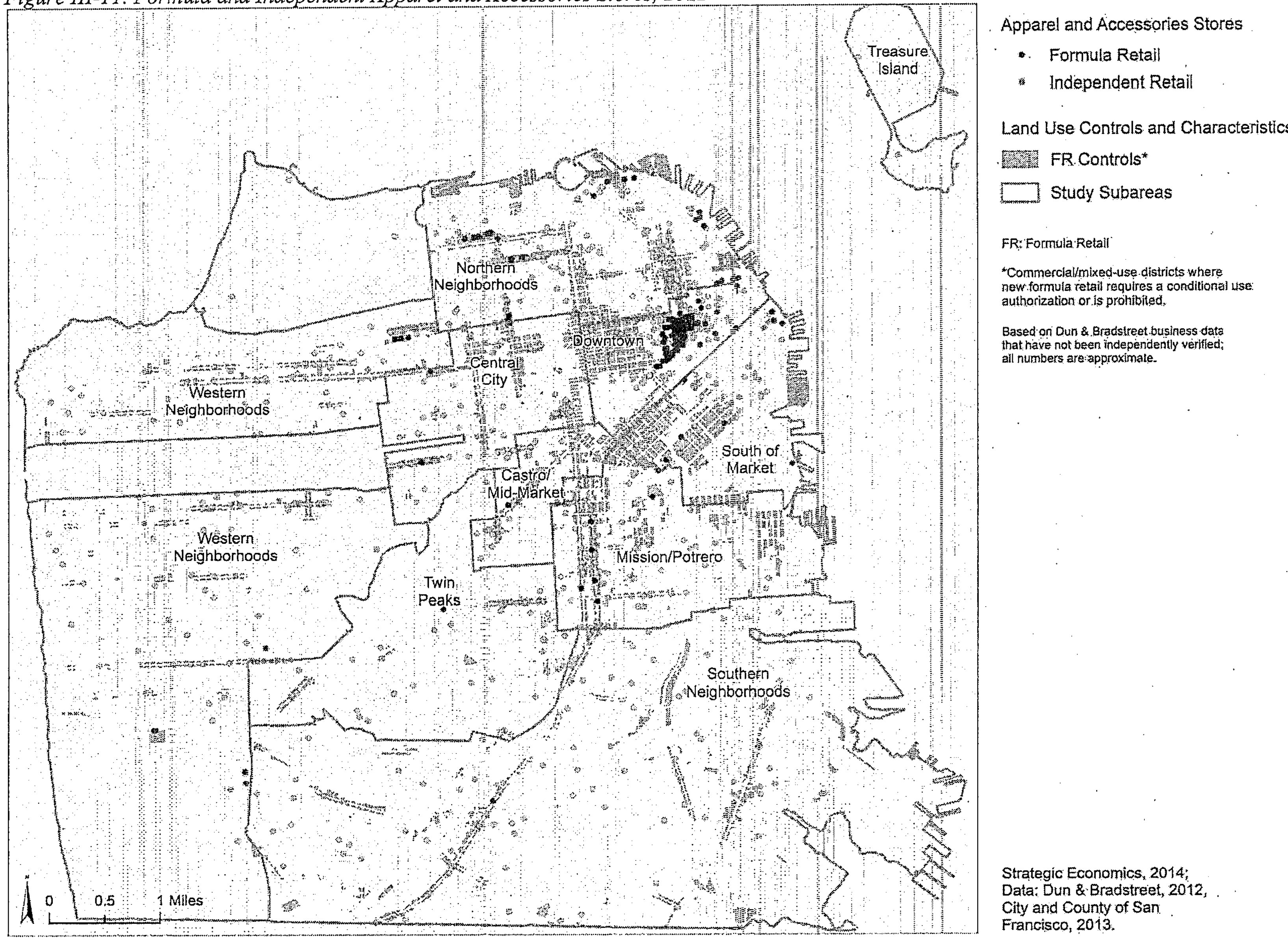
Spatial Distribution of Selected Retail Types

The following findings describe how selected types of retailers – including both formula and independent retail – are distributed across the city in relation to factors that retailers often consider in selecting their locations. The three retail use types discussed below were selected to illustrate the distinct location patterns of different types of retail. Apparel and accessories stores sell "comparison goods" – products like clothes, shoes, furniture, and cars – that shoppers like to test and compare before purchasing. Grocery stores, on the other hand, serve residents' daily needs. Depending on their price point and location, restaurants and bars can either draw residents and workers on a daily basis, or serve as a special destination for visitors, shoppers, residents, and workers. As discussed below, these different functions lead to distinct spatial patterns.

Comparison retailers, such as apparel and accessories stores, are especially likely to cluster together in concentrated nodes. Comparison retailers are particularly likely to benefit from co-locating with similar retailers in destinations where shoppers can walk from store to store, particularly in locations that benefit from strong regional accessibility, high population densities and household incomes, and/or significant visitor traffic. For example, Figure III-9 shows how both independent and formula apparel and accessory stores tend to cluster, but formula retail is particularly concentrated in specific locations. The vast majority of formula retail apparel and accessory stores are located in the Union Square/Westfield Centre area of Downtown. Union Square is the city's premier retail destination, known for its luxury boutiques and high-end department stores. With its central location and excellent transit access, the district draws many tourists and shoppers from across the city and region. There are no formula retail controls in place in this part of Downtown.

There are also a number of neighborhood commercial districts with apparel and accessory clusters. Most of these districts require a conditional use authorization for new formula retail, and tend to have a mix of both formula and independent apparel and accessory stores as well as other stores (e.g., shoes, home furnishings) and restaurants. In the Northern Neighborhoods, high-end shopping districts such as North Beach, Chestnut Street, Union Street, and Upper Fillmore offer a range of apparel and accessory stores, home furnishings, and other specialty items. These districts benefit from strong local buying power (reflected in high local population densities and high average household incomes) as well as significant visitor traffic. Other neighborhood shopping districts with strong concentrations of accessory and apparel stores, such as Mission Street, serve more moderate income parts of the city and offer more affordable products.

Figure III-11. Formula and Independent Apparel and Accessories Stores, 2012



FR: Formula Retail

*Commercial/mixed-use districts where new formula retail requires a conditional use authorization or is prohibited.

Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Strategic Economics, 2014; Data: Dun & Bradstreet, 2012, City and County of San Francisco, 2013.

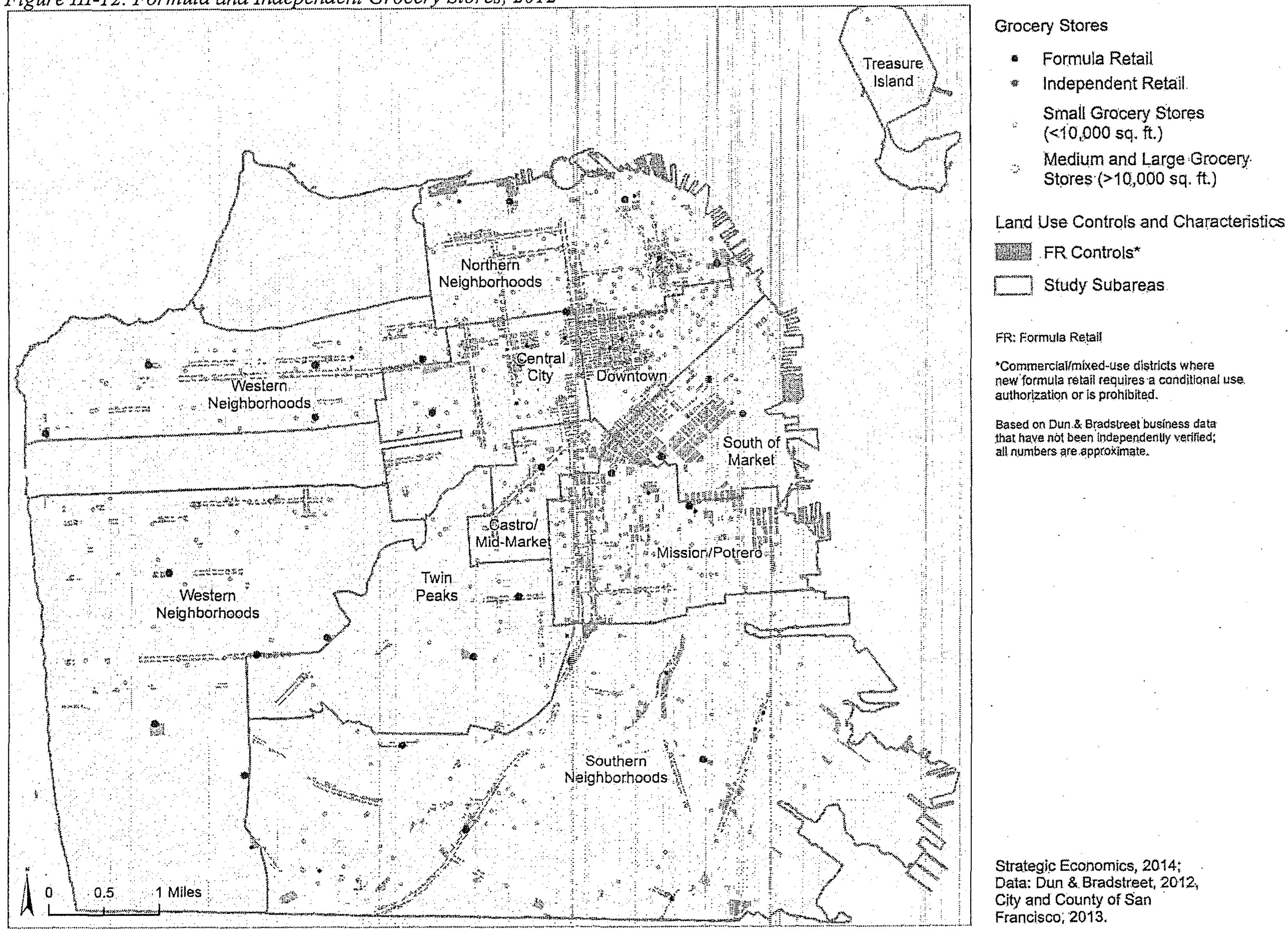
Retailers that serve daily needs, such as grocery stores, are more evenly dispersed in neighborhood commercial districts – although some low-income areas like the Tenderloin and Bayview are less-well served by full-service supermarkets. Figure III-12 shows formula and independent grocery stores by size (greater or fewer than 10,000 square feet). Grocery stores often serve as anchors for clusters of convenience-oriented retail that draw from a local market, typically within a one-mile radius. While both independent and formula grocery stores are located throughout the city, they are more concentrated in the northeastern subareas where population densities are highest (the Northern Neighborhoods, Central City, Downtown, Castro/Mid-Market, and Mission/Potrero). Less densely populated areas in the Southern and Western Neighborhoods have fewer grocery stores. For example, there are nearly 2 grocery stores for every 1,000 residents in the Northern Neighborhoods and 1.4 grocery stores per 1,000 residents in Mission/Potrero. In comparison, there are approximately 0.6 grocery stores for every 1,000 residents in the Southern and Western Neighborhoods.[46] Downtown and the Southern Neighborhoods have a particularly low concentration of formula retail grocery stores, which tend to be significantly larger than independent grocers and may offer a wider range of fresh produce and health foods.[47]

Restaurants and bars are also distributed across the city, though they are particularly concentrated in Downtown and the Northern Neighborhoods. As shown in Figure III-13, there is a significant concentration of formula and independent restaurants in Downtown and the Northern Neighborhoods, likely serving residents, Downtown workers, and visitors who come to shop or stay at the many hotels in these subareas. However, most of the city's neighborhood commercial districts have a number of both formula and independent restaurants.

[46] The citywide average is 0.9 grocery stores per 1,000 residents.

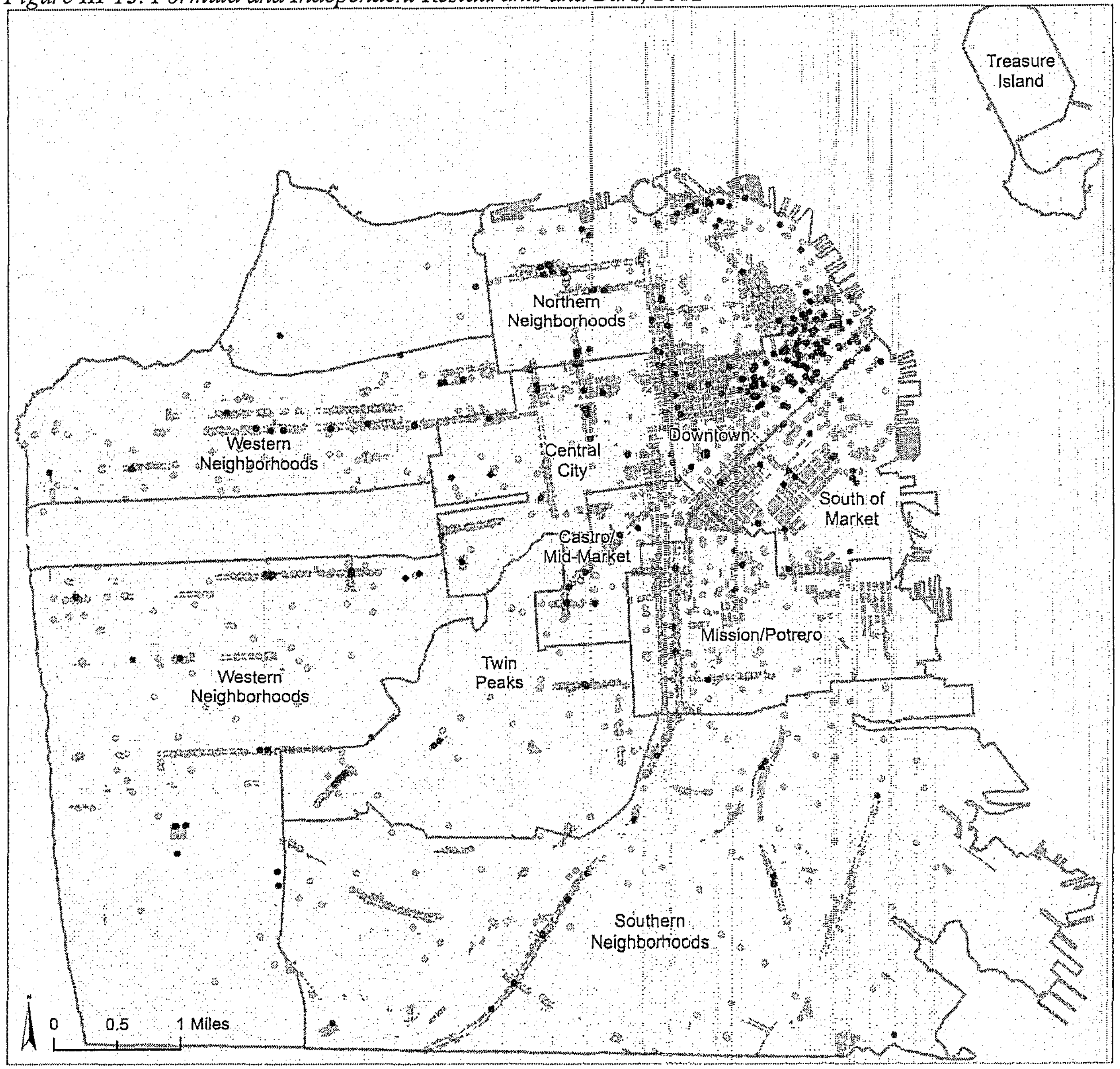
[47] As discussed above, more than 80 percent of all medium and large grocery stores (over 10,000 square feet) in San Francisco are formula retail.

Figure III-12. Formula and Independent Grocery Stores, 2012



Strategic Economics, 2014; Data: Dun & Bradstreet, 2012, City and County of San Francisco, 2013.

Figure III-13. Formula and Independent Restaurants and Bars, 2012



Restaurants and Bars

- Formula Retail
- Independent Retail

Land Use Controls and Characteristics

- FR Controls*
- Study Subareas

FR: Formula Retail

*Commercial/mixed-use districts where new formula retail requires a conditional use authorization or is prohibited.

Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Strategic Economics, 2014; Data: Dun & Bradstreet, 2012, City and County of San Francisco, 2013.

Conclusions

Formula retail accounts for 12 percent of all retail establishments in San Francisco and 31 percent of the city's total retail square footage. Although exactly comparable numbers for other cities are not available, formula retail appears to be significantly less prevalent in San Francisco compared to the national average. In the U.S. overall, 32 percent of all retail establishments are associated with firms that include 10 or more outlets.[48]

In general, the spatial distribution of formula retail is highly correlated with the spatial distribution of independent retail, indicating that formula retail location decisions remain strongly influenced by the propensity of retailers to cluster in concentrated nodes with high customer traffic, good visibility, and easy vehicle and pedestrian access.

However, formula retail is generally much less concentrated in districts that have controls in place than in districts that do not. Formula retail is most highly concentrated in Downtown, SoMa, and the northeastern waterfront. These areas are least regulated, and also attract significant numbers of visitors and workers from elsewhere in the city and region. In contrast, while the Western Neighborhoods also have a significant concentration of formula retail, formula retail in this subarea tends to cluster in shopping centers, including those where new formula retail requires a CU authorization – such as Lakeshore Plaza, the Laurel Village Shopping Center, and Geary and Masonic – as well as in Stonestown Galleria, where formula retail is not regulated. There are also significant concentrations of formula retail in NCDs in the Northern Neighborhood subarea, such as Union Street, Polk Street, and Upper Fillmore. These NCDs serve neighborhoods with particularly high population densities and average resident incomes, and are also increasingly becoming known as regional shopping destinations. Formula retail is less concentrated in most of the rest of the city, where most of the commercial development is located in NCDs that have had formula retail controls in place since at least 2007.

This difference suggests that the City's formula retail controls may be successfully limiting the amount of formula retail in the city's neighborhood commercial districts, although other factors are also influencing the prevalence of formula retail in different neighborhoods. For example, given that the City has only received approximately 100 formula retail CU applications since the first controls went into effect in 2004, the prevalence of formula retail in most neighborhoods today strongly reflects conditions before the controls went into effect. The implementation of controls in certain neighborhoods could also have had the effect of pushing new formula retail into areas that are not regulated, such as Downtown and most of SoMa.

[48] U.S. Census Bureau, "Table EC0744SSSZ3: Retail Trade: Subject Series - Estab and Firm Size: Summary Statistics for Single Unit and Multiunit Firms for the United States: 2007," 2007 Economic Census. Includes all retail trade establishments (NAICS codes 44-45).

IV. CHARACTERISTICS OF SAN FRANCISCO'S FORMULA RETAIL

This chapter examines San Francisco's existing formula retail establishments in more depth, providing additional information on characteristics of the city's retail including:

- Size (square feet) of formula retail establishments, compared to independent retailers;
- Most common types of formula retail uses, compared to independent retailers;
- Headquarters locations of formula retailers; and
- Number of outlets in formula retail chains.

Most of the analysis described below compared the commercial/mixed-use (MU) districts with formula retail controls to those commercial/MU districts without controls.[49] This analysis was intended to shed light on how formula retail establishments compared to independent retail establishments in terms of business size and the types of goods and services they provide, and to explore how the presence of formula retail controls is correlated with the size, type of use, and other characteristics of formula retail establishments. The findings described in this chapter also shed light on some of the issues that stakeholders have raised about the impacts of the City's formula retail controls on small and independently owned businesses.

The findings described in this chapter are based on the 2012 Dun & Bradstreet dataset, and are therefore subject to the limitations of the data discussed in Appendix A.

Size of Establishments

Figure IV-1 compares the distribution of store sizes for formula and independent retail establishments. Figure IV-2 compares store sizes of formula retail establishments located in commercial/MU districts with and without formula retail controls in place. Key findings include the following.

On average, formula retail establishments are larger than independent retailers. The median establishment size for formula retailers in 6,500 square feet, compared to 2,200 square feet for independent retailers. Overall, nearly 85 percent of formula retailers occupy more than 3,000 square feet, while 80 percent of independent retailers occupy 3,000 square feet or less (Figure IV-1).

Approximately 10 formula retailers and 5 independent retailers are over 50,000 square feet, the threshold for San Francisco's large-scale retail controls. In addition to the City's formula retail controls, the Planning Code includes a separate conditional use requirement for large-scale retail; retail uses over 90,000 square feet in the C-3 zoning districts and 50,000 square feet in all other zoning districts require CU authorization, while retail over 120,000 square feet is generally prohibited.[50] Fewer than one percent of existing formula retail establishments exceed the 50,000-square-foot threshold.

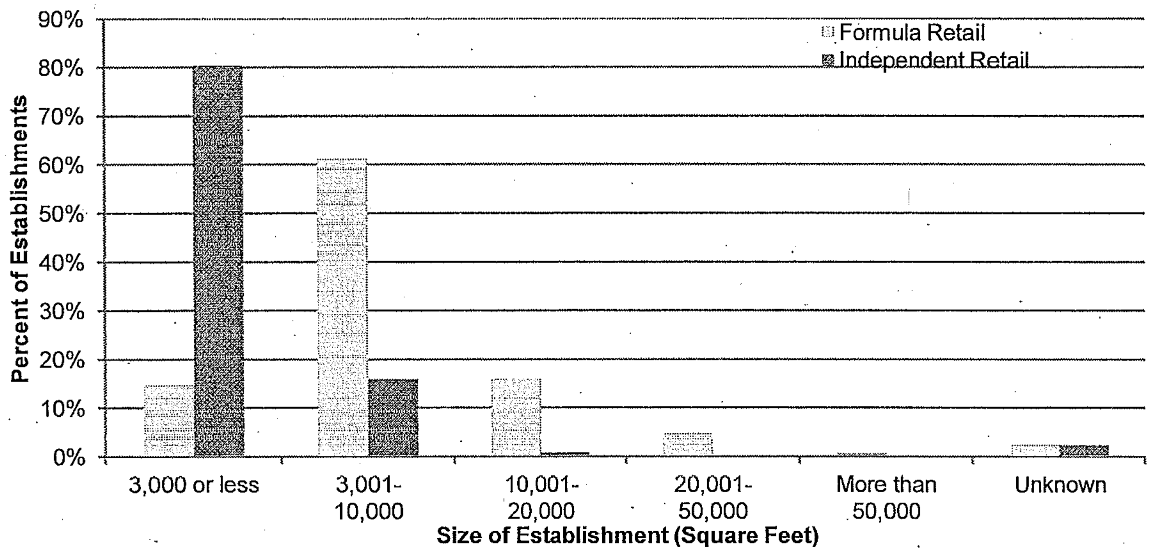
Formula retail establishments in commercial/mixed-use districts with controls tend to be slightly smaller than in commercial/mixed-use districts without controls. The median formula retail

[49] See Chapter III for a description of the commercial/MU zoning district categories. The industrial and residential zoning district categories have too few formula retail establishments to produce robust results for some of the more detailed factors discussed below. As discussed above in Chapter III, the data shown throughout this report have been aggregated in order to ensure that the results are robust. In general, statistics based on fewer than 20 establishments were considered unreliable and are not shown.

[50] San Francisco Planning Code, Section 121.6.

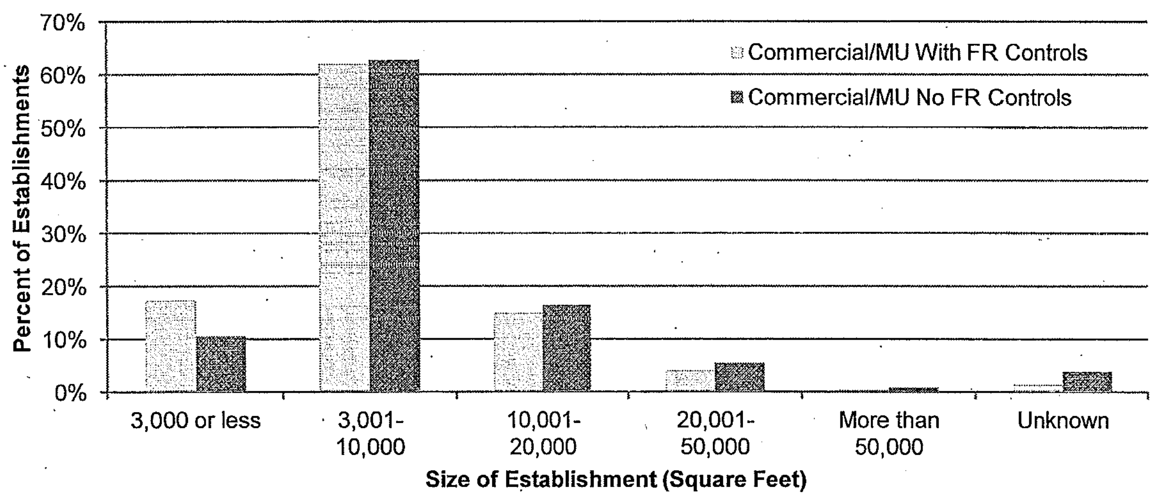
establishment size in the commercial/MU districts with controls is 6,400 square feet, compared to 6,900 square feet in commercial/MU districts with controls, 6,100 square feet in industrial districts, and 4,000 square feet in residential districts. Commercial/MU districts with controls also tend to have fewer formula retail establishments over 10,000 square feet and more establishments occupying 3,000 square feet or less compared to districts without controls (Figure IV-2).

Figure IV-1. Formula and Independent Retail Establishments by Store Size



Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Figure IV-2. Formula Retail Establishments by Store Size: Commercial/Mixed-Use Zoning Districts with and without Formula Retail Controls



Acronyms:
MU: Mixed-use
FR: Formula retail

Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Types of Uses

Figure IV-3 compares formula retail use types in commercial/MU districts with and without controls. Figures IV-4 and IV-5 show the most common types of formula and independent stores (i.e., businesses that sell goods to the public) in commercial/MU districts with and without controls, respectively. Key findings about types of formula retail are described below.

Compared to commercial/mixed-use districts without controls, commercial/mixed-use districts with controls have fewer formula retail stores and more formula retail banks. There are approximately 290 formula retail stores in commercial/MU districts with controls, accounting for 51 percent of formula retail establishments and 8 percent of all stores in those districts (Figure IV-3). In commercial/MU districts without controls there are 390 formula retail stores, accounting for 63 percent of formula retail establishments and 23 percent of all stores. In contrast, the majority of formula banks are located in commercial/MU districts with controls (140, compared to 80 in districts without controls).[51] On a square-footage basis, the distribution of formula retail use types is more similar; in both types of commercial/MU districts, stores account for about 60 percent of formula retail square feet, banks account for about 20 percent, restaurants and bars account for slightly less than 20 percent, and retail services make up the remainder.

Figure IV-3. Formula Retail Establishments by Use Type: Commercial/Mixed-Use Zoning Districts with and without Formula Retail Controls

	Commercial/MU With FR Controls			Commercial/MU Without FR Controls		
Use Type	**Formula Retail**	**% of Total Formula Retail**	**Formula Retail as a % of All Retail**	**Formula Retail**	**% of Total Formula Retail**	**Formula Retail as a % of All Retail**
Number of Establishments						
Stores	290	51%	8%	390	63%	23%
Restaurants & Bars	130	22%	8%	140	23%	23%
Retail Services	10	2%	4%	10	2%	12%
Banks, Credit Unions, S&L	140	24%	87%	80	12%	84%
Total	**570**	**100%**	**10%**	**620**	**100%**	**25%**
Square Feet						
Stores	2,545,600	60%	25%	3,531,000	58%	52%
Restaurants & Bars	690,100	16%	13%	1,172,400	19%	40%
Retail Services	151,300	4%	16%	79,300	1%	24%
Banks, Credit Unions, S&L	856,600	20%	90%	1,293,500	21%	96%
Total	**4,243,600**	**100%**	**24%**	**6,076,200**	**100%**	**53%**

Acronyms:
S&L: Savings and loans
MU: Mixed-use
FR: Formula retail
Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

[51] Note that San Francisco's formula retail controls only expanded to include banks, credit unions, and savings and loans in 2012.

In commercial/mixed-use districts with formula retail controls in place, the most common types of formula retail stores include pharmacies and drug stores, other specialized retail stores, apparel and accessory stores, and supermarkets and other grocery stores. The most common types of independent retail stores in commercial/MU districts with formula retail controls are specialized retail stores (e.g., auto parts, office supply, and pet supply stores), apparel and accessories, and supermarkets and other grocery stores (Figure IV-4). These store types, particularly the prevalence of supermarkets and pharmacies, reflect the neighborhood-serving function of many of the City's neighborhood commercial districts (NCDs).

Stores in commercial/mixed-use districts without controls are less diverse, with apparel stores accounting for the majority of formula retailers. Other health and personal care stores (i.e., cosmetic and beauty stores, eyeglass stores, and health food/supplement stores) are the second most common type of formula retail store (Figure IV-5). Apparel stores are also the most common type of independent retail establishments in these districts, followed closely by specialized retail stores.

Figure IV-4. Most Common Types of Formula and Independent Retail Stores in Commercial/Mixed-Use Zoning Districts with Formula Retail Controls

Most Common Types of Formula Retail Stores	Establish-ments	% of All Stores in Category	Square Feet	% of All Square Feet in Category
1 Pharmacies & Drug Stores	60	48%	633,800	82%
2 Other Specialized Retail Stores	40	4%	286,800	13%
3 Apparel & Accessories	40	5%	298,500	16%
4 Supermarkets & Other Grocery Stores	40	8%	568,400	33%
5 Electronics & Appliances	30	18%	202,200	38%
Most Common Types of Independent Retail Stores	**Establish-ments**	**% of All Stores in Category**	**Square Feet**	**% of All Square Feet in Category**
1 Other Specialized Retail Stores	880	96%	1,902,200	87%
2 Apparel & Accessories	730	95%	1,528,400	84%
3 Supermarkets & Other Grocery Stores	430	92%	1,139,400	67%
4 Sporting Goods, Hobby, Book, Music	300	97%	827,700	92%
5 Other Food Stores	200	95%	434,700	89%

"Other specialized retail stores" include produce, auto parts, pet supply, office supply, gift stores, florists, and others.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Figure IV-5. Most Common Types of Formula and Independent Retail Stores in Commercial/Mixed-Use Zoning Districts without Formula Retail Controls

Most Common Types of Formula Retail Stores	Establish-ments	% of All Stores in Category	Square Feet	% of All Square Feet in Category
1 Apparel & Accessories	200	35%	1,837,700	67%
2 Other Health & Personal Care Stores	40	39%	265,300	59%
3 Other Specialized Retail Stores	30	8%	259,000	23%
4 Electronics & Appliances	30	20%	254,600	47%
5 Pharmacies & Drug Stores	30	66%	237,900	88%
Most Common Types of Independent Retail Stores	**Establish-ments**	**% of All Stores in Category**	**Square Feet**	**% of All Square Feet in Category**
1 Apparel & Accessories	370	65%	905,100	33%
2 Other Specialized Retail Stores	340	92%	873,800	77%
3 Electronics & Appliances	110	80%	287,000	53%
4 Sporting Goods, Hobby, Book, Music	90	92%	211,800	80%
5 Supermarkets & Other Grocery Stores	80	90%	193,400	66%

"Other specialized retail stores" include produce, auto parts, pet supply, office supply, gift stores, florists, and others.
"Other health and personal care stores" include cosmetic and beauty stores, eyeglass stores, and health food/supplement stores.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Other Characteristics of Formula Retail

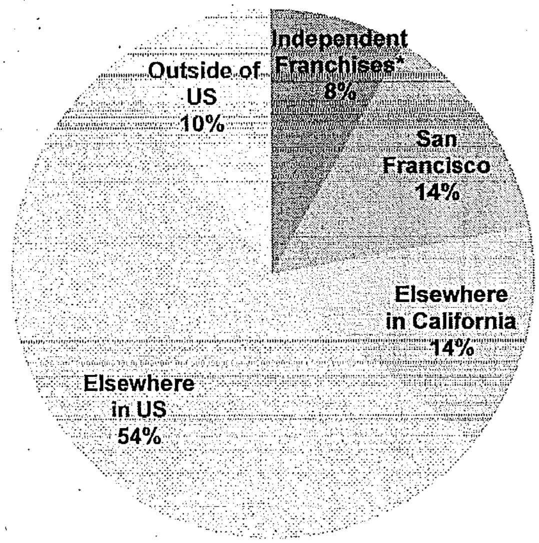
Figure IV-6 shows the distribution of formula retail establishments by the location of their headquarters. Figure IV-7 compares headquarter locations in commercial/MU districts with and without formula retail controls. Figure IV-8 shows formula retail establishments by the number of associated corporate family members (branches and subsidiaries). Findings are discussed below.

Approximately 28 percent of the city's formula retailers are headquartered in California, with half of those headquartered in San Francisco. As shown in Figure IV-6, another 8 percent of formula retail establishments are independently owned franchises (e.g., franchise locations that are not owned by the parent company); the location of the franchise owners is unknown. Ten percent of formula retailers are headquartered outside the United States.[52]

Commercial/mixed-use districts with formula retail controls are home to more independently owned franchises and California-based companies than districts without controls. Figure IV-7 compares the headquarters locations of formula retail establishments located in commercial/MU districts with and without controls.

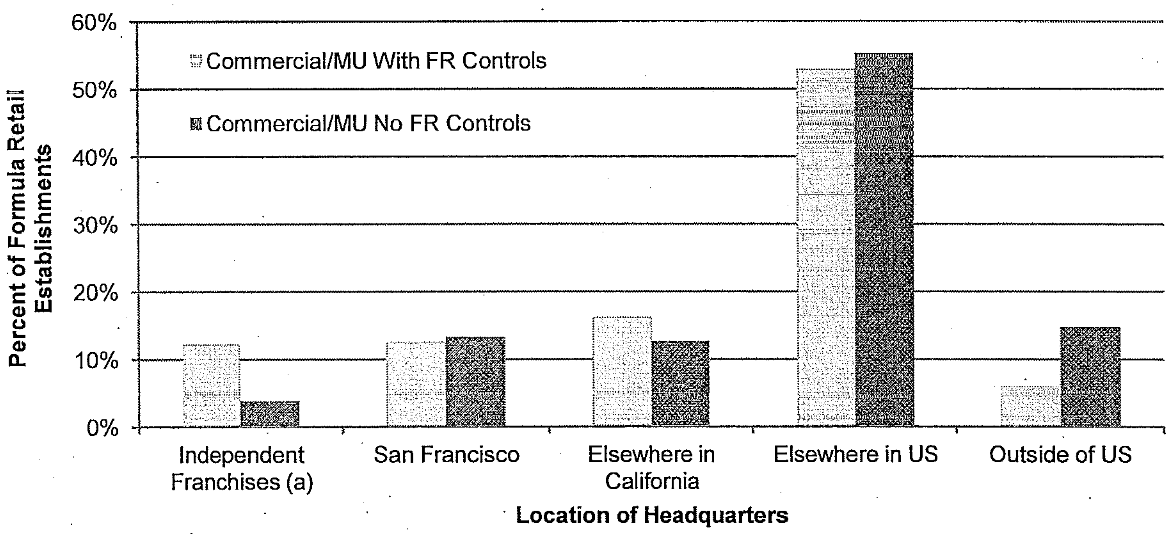
[52] Note that a small percentage of these may not technically qualify as formula retailers, as discussed in Chapter VII.

Figure IV-6. Formula Retail Establishments by Location of Headquarters



*Franchises that are not owned by or legally linked to the parent company; headquarters location unknown.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

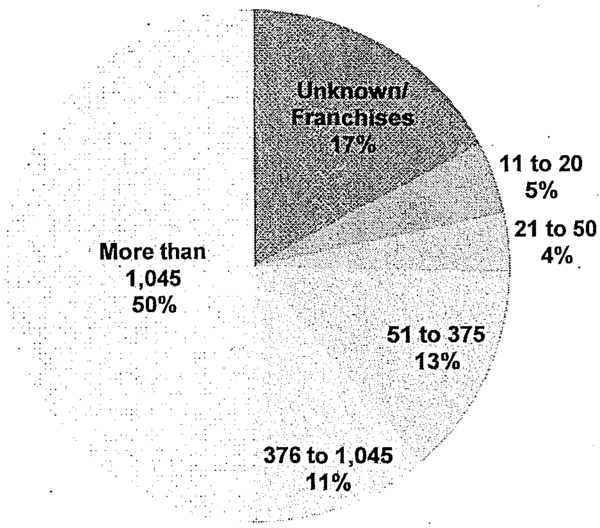
Figure IV-7. Formula Retail Establishments by Location of Headquarters: Commercial/Mixed-Use Zoning Districts with and without Formula Retail Controls



(a) Franchises that are not owned by or legally linked to the parent company; headquarters location unknown.
Acronyms:
MU: Mixed-use
FR: Formula retail
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Three-quarters of San Francisco's formula retail establishments are associated with companies that have more than 50 branches and subsidiaries. The breakdown of formula retail by number of family members (Figure IV-8) is similar in commercial/MU districts with and without controls, except that, as discussed above, districts with controls have more franchises.

Figure IV-8. Formula Retail Establishments by Number of Corporate Family Members (Branches and Subsidiaries)



Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Conclusions

Formula retail establishments tend to be significantly larger than independent retail establishments. Overall, nearly 85 percent of formula retailers occupy more than 3,000 square feet, while 80 percent of independent retailers occupy 3,000 square feet or less. Most formula retailers are affiliated with large companies with many outlets, and are headquartered outside of California.

Formula retail is much less concentrated in commercial/MU districts with controls than in districts without, and formula retail establishments tend to be smaller in districts with controls in place. In addition, formula retail is more likely to take the form of neighborhood-serving stores (supermarkets or pharmacies) and banks, credit unions, and savings and loans in commercial/MU districts with controls than in those without. These differences may reflect the influence of the City's formula retail controls, as well as other factors such as the prevalence of formula retail before the controls went into effect and the different retail markets that various commercial districts serve. For example, many of the districts with controls are predominantly daily needs-serving. In contrast, the districts without controls include shopping districts that serve a large number of workers, regional shoppers, and out-of-town visitors, as well as San Francisco residents.

V. EMPLOYMENT AND FORMULA RETAIL

San Francisco's residents and elected officials place a high priority on providing high-quality, well-paying jobs that employ a diverse range of residents. The City has some of the most progressive labor laws in the country, and many residents and stakeholders have raised concerns about the quality of jobs offered by formula retail. This chapter examines differences in employment between formula and independent retail in terms of number of workers employed, wages, and benefits.[53] Because of the limitations of the data and the literature, firm size (number of establishments and/or number of employees, as available) is used as the best available proxy for understanding the differences between formula and independent retailers in San Francisco. The chapter also draws on national data in order to provide context and address questions that were not possible to answer directly with local data.[54] However, as discussed below, it was not possible to fully address several of the issues raised by stakeholders (for example, about the differences in minority hiring and part-time employment between formula and independent firms) due to lack of data.

Background and Methodology

Studying how formula and independent retailers in San Francisco differ in terms of employment and job quality factors is challenging for a number of reasons. Relatively few sources provide data on employment at the local level, and the data they provide are limited by the types of information collected from individual employers and by the need to protect the privacy of workers and firms. As a result of these constraints, detailed data on the demographics of workers or part-time versus full-time status are only available at the national level, through sources that do not distinguish between independent and formula retailers.[55]

Adding to the challenge, the definition of "formula retail" in the San Francisco Planning Code is very specific and is neither reflected in the literature on retail employment nor possible to exactly replicate with available data sources. Moreover, previous studies on retail employment have generally focused on comparing jobs and job quality at different types of retail chains (e.g., grocery stores versus electronics retailers, or supercenters versus traditional grocery stores), or on assessing the wages and economic impact of Walmart and other "supercenters,"[56] rather than the broader employment practices of chain versus independent retailers.

This chapter is based on an analysis of employment data provided by the California Employment Development Department from the Quarterly Census of Employment and Wages, supplemented by a literature review of local and national studies that have examined retail or restaurant employment by subsector or size of business. The chapter also draws on results from a survey that researchers at U.C. Berkeley conducted in 2009 that collected information on the health and paid sick leave benefits offered

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[53] The City and County of San Francisco's Office of Economic Analysis recently released a separate study of formula retail that assessed (among other topics) the effect of formula v. independent retail on the city's broader economy, including the multiplier effects created by consumer spending as it circulates through the economy and expands overall employment. This analysis focuses more narrowly on understanding the wages and benefits offered by different types of retailers.

[54] Note that employment in San Francisco may not be fully consistent with national trends.

[55] For example, the Current Population survey provides data on the demographics of employees by industry and firm size, but only at the national level. The U.S. Census Bureau's American Community Survey and Longitudinal-Employer Household Dynamics program provide local-level information on worker characteristics (e.g., age, race, ethnicity, educational attainment), but not by firm size or number of outlets.

[56] There are no Walmart stores located in San Francisco, and the City has separate land use controls governing large-scale retail. (Retail uses over 90,000 square feet in the C-3 zoning districts and over 50,000 square feet in all other zoning districts require CU authorization; retail over 120,000 square feet is generally prohibited. See San Francisco Planning Code, Section 121.6.)

by firms in San Francisco and elsewhere in the Bay Area. These data sources are described in more detail below. The chapter focuses on retail stores – i.e., businesses that sell goods to the general public – and restaurants.[57]

Findings

The following sections provide a review of San Francisco's unique labor laws and national employment trends in the retail and restaurant industries, followed by an analysis of employment, wages, and benefits in San Francisco retail and restaurant industries.

Local and National Context

San Francisco is nationally known for its progressive laws aimed at improving pay, access to health care, and paid sick leave for all workers, particularly lower-wage workers.[58] Figure V-1 shows those local labor laws that apply to most businesses located in San Francisco. (Other mandates, not shown, apply only to employers with contracts or leases with the City.) The City's minimum wage applies to all workers in San Francisco, except for individuals who are the parents, spouses, domestic partners, or children of the employer. The Paid Sick Leave Ordinance also applies to all employees, although employees at larger firms (with 10 or more workers) can accrue more hours of sick leave. The Health Care Security Ordinance and Family Friendly Workplace Ordinance both apply only to workers with 20 or more workers nationwide, and larger firms (100 or more workers) are required to provide more generous health care benefits.[59]

Most formula retailers are likely subject to the Health Care Security and Family Friendly Workplace Ordinances. Given that formula retail establishments must, by definition, have at least 12 locations in the U.S., it is likely that nearly all formula retailers have at least 20 employees nationwide. On the other hand, many independent retailers are likely to be exempt from these laws. For example, as discussed below, San Francisco retail stores with just one location in California employed an average of 8 workers in 2012, while restaurants with a single location employed an average of 15 workers. Independent estimates suggest that, overall, about 25 percent of San Francisco workers at for-profit firms are employed at companies that are exempt from the Health Care Security Ordinance.[60]

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[57] Banks, credit unions, and savings and loans are also subject to the City's definition of formula retail (as are a few types of retail services). However, the banking industry includes a wide range of occupations with very different pay and benefit levels, and it was not possible to differentiate between retail banking jobs and other types of jobs.
[58] Reich, Jacobs, and Dietz, *When Mandates Work: Raising Labor Standards at the Local Level.*
[59] The national Affordable Care Act does not preempt San Francisco's Health Care Security Ordinance; employers subject to the ordinance are required to continue meeting the Health Care Security Ordinance spending requirement for eligible employees in 2014. Source: City and County of San Francisco: Labor Standards Enforcement, "HCSO and the Affordable Care Act," October 21, 2013, http://sfgsa.org/index.aspx?page=6306.
[60] Reich, Jacobs, and Dietz, *When Mandates Work: Raising Labor Standards at the Local Level*, chap. 5.

Figure V-1. San Francisco Labor Laws

Law	Employer Applicability	Requirement	Effective Date
Minimum Wage Ordinance	All employers with employees who work in San Francisco more than two hours per week, including part-time and temporary workers*	All employees who work in San Francisco more than two hours per week, including part-time and temporary workers, are entitled to the San Francisco minimum wage ($10.74 per hour as of January 2014).	February 2004
Paid Sick Leave Ordinance	All employers** with employees who work in San Francisco, including part-time and temporary workers	All employees who work in San Francisco, including part-time and temporary workers, are entitled to paid time off from work when they are sick or need medical care, and to care for their family members or designated person when those persons are sick or need medical care.	February 2007
Health Care Security Ordinance***	Employers with 20 or more employees nationwide, including part-time and temporary workers (and non-profit employers with 50 or more employees)	Employers must spend a minimum amount (set by law) on health care for each employee who works eight or more hours per week in San Francisco. The expenditure rate varies by employer size; in 2014, for-profit businesses with 20 to 99 employees nationwide are required to spend $1.63 per worker per hour paid; employers with 100+ employees nationwide are required to spend $2.44 per worker per hour paid.	January 2008
Family Friendly Workplace Ordinance	Employers with 20 or more employees nationwide, including part-time and temporary workers	Employers must allow any employee who is employed in San Francisco, has been employed for six months or more by the current employer, and works at least eight hours per week on a regular basis to request a flexible or predictable working arrangement to assist with care-giving responsibilities.	January 2014

*Individuals who are the parents, spouses, domestic partners, or children of the employers are not covered by the San Francisco Minimum Wage Ordinance.
**For employees of employers for which fewer than 10 persons work for compensation during a given week, there is a cap of 40 hours of accrued paid sick leave; for employees of other employers, there is a cap of 72 hours of accrued paid sick leave.
***Note that the national Affordable Care Act does not preempt San Francisco's Health Care Security Ordinance; employers subject to the ordinance are required to continue meeting the Health Care Security Ordinance spending requirement for eligible employees in 2014.
Source: City and County of San Francisco Labor Standards Enforcement, 2014.

Nationally, retail stores and restaurants tend to provide workers with lower wages, more limited benefit coverage, and fewer and more irregular work hours compared to other industries. The relatively low wages, limited benefit coverage, and higher likelihood of part-time and non-standard working hours at retail stores and restaurants are related to the pressure facing firms in these industries to compete on low pricing and customer convenience (e.g., to be open long hours and on weekends and holidays).[61]

[61] Francoise Carré, Chris Tilly, and Diana Denham, "Explaining Variation in the Quality of U.S. Retail Jobs" (presented at the Annual Meeting of the Labor and Employment Relations Association, Denver, CO, 2010), http://www.russellsage.org/sites/all/files/Carre-Tilly-Retail%20job%20quality-LERA-01.03.10-final-rev2.pdf; Francoise Carré and Chris Tilly, *Short Hours, Long Hours: Hour Levels and Trends in the Retail Industry in the United States, Canada, and Mexico*, Upjohn Institute Working Paper 12-183 (Kalamazoo, MI: W.E. Upjohn Institute for Employment Research., 2012), http://www.econstor.eu/handle/10419/64322; Annette D. Bernhardt, *The Future of Low-Wage Jobs: Case Studies in the Retail Industry*, IEE Working Paper (Institute on Education and the Economy, Teachers

However, there is significant variation in pay and job quality within the retail sector. For example, some firms pay more and provide better benefits to attract better talent, reduce turnover, and increase productivity. Examples include many electronics, hardware, and high-end clothing stores that compete for customer business based on quality of service and where knowledgeable salespersons are often highly valued. In contrast, other stores put a higher priority on low costs and low prices, and tend to pay lower wages. [62] Walmart is the classic example; workers there earn approximately 12 percent less than other retail workers and 14.5 percent less than workers at large retailers, and rely heavily on public programs for health care and other needs.[63] Beyond business strategy, other factors that influence retail job quality include state and local labor laws, unionization, and the competitiveness of the local labor market.[64]

Studies have shown that large firms are generally more likely to offer better health care coverage, hire more minorities, and comply with labor laws compared to smaller firms. For example, a 2012 national survey sponsored by the Kaiser Family Foundation found that 61 percent of small firms (those employing 3 to 199 workers) offered workers health insurance, compared to 98 percent of firms with 200 workers or more. Firms with fewer than 10 workers were least likely to offer health insurance to employees, with only 50 percent of firms of this size offering coverage in 2012. Workers at small firms were also responsible for paying a higher share of costs than workers at large firms. [65] A 2001 national survey of employers and households found that larger firm size was associated with hiring significantly more African-Americans.[66] A 2009 survey of 4,500 low-wage workers in New York, Chicago, and Los Angeles found that while labor law violations occur at firms of all sizes, workers at small companies (employing fewer than 100 workers) were significantly more likely to experience violations. [67]

These differences between small and large firms may have to do with a number of factors, including awareness of labor laws, hiring methods, and financial resources.

Nationally, retail firms with fewer than 10 outlets tend to pay higher average wages than firms with more than 10 outlets. National data from the 2007 Economic Census show that retail firms with fewer than 10 outlets in the United States paid an average of $27,500 per employee, per year. In comparison, firms with 10 or more outlets paid an average of $20,800 a year. Overall, retail firms with fewer than 10 outlets employee fewer workers per establishment and per million dollars in sales. However, excluding motor vehicles and parts, gasoline stations, and non-store retailers (industries that San Francisco does not typically regulate as formula retail), firms with fewer than 10 outlets actually employ slightly more workers per million dollars in sales (5.8) compared to firms with 10 or more outlets (5.1). These differences may in part reflect differences in the number of hours that employees are scheduled to work; the Economic Census does not provide information on hours worked or part- versus full-time status of workers by firm size.

College, Columbia University, 1999), http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.41.885&rep=rep1&type=pdf.

[62] Carré, Tilly, and Denham, "Explaining Variation in the Quality of U.S. Retail Jobs."

[63] Jacobs, Graham-Squire, and Luce, *Living Wage Policies and Big-Box Retail: How a Higher Wage Standard Would Impact Walmart Workers and Shoppers.*

[64] Carré, Tilly, and Denham, "Explaining Variation in the Quality of U.S. Retail Jobs."

[65] Nirmita Panchal, Matthew Rae, and Gary Claxton, *Snapshots: A Comparison of the Availability and Cost of Coverage for Workers in Small Firms and Large Firms* (Kaiser Family Foundation, December 5, 2012), http://kff.org/private-insurance/issue-brief/snapshots-a-comparison-of-the-availability-and-cost-of-coverage-for-workers-in-small-firms-and-large-firms/.

[66] Philip Moss and Chris Tilly, *Stories Employers Tell: Race, Skill, and Hiring in America* (Russell Sage Foundation, 2001).

[67] Annette D. Bernhardt et al., *Broken Laws, Unprotected Workers: Violations of Employment and Labor Laws in America's Cities* (Center for Urban Economic Development, 2009).

The data shown in Figure V-2 are only available at the national level. However, the following section explores San Francisco employment and wage trends using a different proxy for formula versus independent firms, based on whether firms have one or more outlets in California.

Figure V-2. U.S. Retail Firms by Number of Establishments: Average Jobs per Establishment, Jobs per Million Dollars in Sales, and Annual Average Wages, 2007

	Jobs per Establishment	Jobs per Million Dollars in Sales	Average Annual Wages per Employee
All Retail			
Firms with fewer than 10 outlets	7.8	3.5	$27,500
Firms with 10 or more outlets	26.4	4.3	$20,800
Excluding Motor Vehicles and Parts, Gasoline Stations, and Non-store Retailers			
Firms with fewer than 10 outlets	6.7	5.8	$22,900
Firms with 10 or more outlets	30.1	5.1	$20,000

Sources: U.S. Census Bureau, Economic Census, 2007; Strategic Economics, 2014.

Employment and Wages at Retail Stores and Restaurants in San Francisco

This section provides findings on employment and wages, based on an analysis of employment data provided by the California Employment Development Department (EDD) from the Quarterly Census of Employment and Wages (QCEW) program. QCEW employment data are derived from quarterly tax reports that California employers are required to submit to the EDD under state and federal unemployment insurance laws. The data count all workers who are covered by unemployment insurance and who worked during, or received pay for, a given pay period. Business owners, self-employed workers, unpaid family members, and certain farm and domestic workers are excluded from the employment counts.[68] EDD does not provide information on part-time versus full-time worker status[69] or number of hours worked; such information is not available at the local level from any known data source.

For the purposes of this study, the EDD created a customized report for the City and County of San Francisco that provided employment and wage data for selected industries (at the four-digit North American Industry Classification System [NAICS] level) in the retail, restaurant, and finance sectors. The data were provided for two categories of firms:

1) Firms located in San Francisco that have a single location in California (referred to as "single-site" firms below).
2) Firms located in San Francisco that have multiple worksites in California ("multiple-site" firms).

Note that this definition of "multiple-site" firms does not exactly match the definition of "formula retail" in the Planning Code. However, the EDD data represent the best available proxy for studying the differences in employment and wages at formula and independent retailers.

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[68] Bureau of Labor Statistics, "Employment and Wages Online," 2010, http://www.bls.gov/cew/cewbultn10.htm#Employment.

[69] Some studies suggest that the distinction between part- and full-time jobs in the retail industry has become less about number of hours worked, and more about status, wage levels, and access to a benefits package. Many retail managers in the U.S. report shortening the number of hours guaranteed to full-time workers, while increasing the number of hours worked by part-time employees (who typically receive lower hourly pay and fewer benefits). Carré and Tilly, *Short Hours, Long Hours.*

Complete results are provided in Figures IV-3 through IV-5. Key findings from the analysis are discussed below.

Approximately 47 percent of San Francisco's retail workers and 18 percent of the city's restaurant workers are employed at firms with multiple locations in California. In total, approximately 40,200 people worked in retail stores located in San Francisco in 2012, while another 52,600 worked in the city's restaurants. Of these workers, 19,000 were employed at stores with multiple sites in California, while 9,400 were employed at multiple-site restaurants.

Within the retail sector, the industries that employ the most people in San Francisco include grocery stores (7,000 workers), clothing stores (6,900 workers), department stores (4,500 workers), and health and personal care stores (4,100 workers).[70] Several other industries each employed between 1,000 and 2,000 workers in 2012, including electronics and appliance stores; specialty foods stores; home furnishings stores; building materials and supplies dealers; other miscellaneous store retailers; sporting good, hobby, and musical instrument stores; and office supply, stationery, and gift stores.

More than 60 percent of workers in the city's health and personal care, clothing, grocery, and department store industries are employed at firms that have multiple sites in California. Eighty percent of health and personal care workers, 66 percent of clothing store workers, and 64 percent of grocery store workers were employed at multiple-site firms in 2012. Employment data by number of worksites are not available for department stores due to confidentiality concerns, but 15 out of San Francisco's 16 department stores had multiple sites in the state. In several other industries – including shoe stores; sporting goods, hobby, and musical instrument stores; electronics and appliance stores; lawn and garden equipment stores; and other general merchandise stores – just over half of all workers were employed at multiple-site firms.

On a per-establishment basis, firms with multiple sites tend to employ more workers in San Francisco than firms with a single location. On average, multiple-site restaurants employed 27 workers per establishment in 2012, compared to 15 workers for single-site restaurants. Similarly, multiple-site stores employed an average of 23 workers per store in 2012, compared to 8 workers per single-site store. These averages mask significant variation in the average number of workers employed among different types of stores, but multiple-site stores employ more workers per establishment in almost every retail category. For example, multiple-site grocery stores employed an average of 91 workers, compared to 9 workers per store for single-site grocery store. In comparison, multiple-site health and personal care stores employed 15 workers per store, compared to 6 workers per store for single-site firms in the same industry.

Note that these differences may be due in part to different scheduling practices; multiple-site firms may tend to hire more part-time or temporary workers. In addition, the average number of employees per store may reflect underlying differences in single- and multiple-site businesses. For example, Chapter IV shows that formula retail establishments tend to occupy bigger floor plates than independent businesses, and larger businesses would be expected to employ more workers. Other factors may be specific to particular types of retail. For example, the grocery store category includes both supermarkets – which have large floor plates and employ dozens of workers – and small, independently owned corner stores.

Retail stores and restaurants are among the lowest-paying industries in the city, but there is significant variation in pay within the retail sector. In 2012, the average wage for all workers employed by privately owned firms in San Francisco was $1,680 per week.[71] In comparison, the average

[70] The health and personal care stores category includes pharmacies and drug stores, cosmetics stores, optical goods stores, and other health and personal care stores.
[71] All wages assume a 50-week work year.

weekly wage for San Francisco workers was $815 at retail stores and $490 at restaurants. However, employers in some retail subsectors paid significantly higher average wages. In the electronics and appliance store, home furnishings, automobile dealer,[72] and furniture store categories, workers earned an average of $1,200 to $1,600 a week. Other retail jobs tend to pay much less. For example, workers at sporting goods/musical instrument stores, shoe stores, lawn and garden equipment stores, specialty food stores, gasoline stations, and book, periodical, and music stores were paid less than $575 a week on average in 2012.

As with the average number of workers per store, average pay rates likely reflect a range of factors including the ratio of full-time to part-time workers, the number of workers who worked the full year, and the number of individuals in high-paying versus low-paying occupations within each industry.[73]

The difference in average pay rate between single- and multiple-site stores and restaurants also varies significantly by industry. On average, single- and multiple-site stores and restaurants pay very similar wages. However, the averages obscure large differences within some industries. For example, in the electronics and appliance, furniture, office supplies/stationery/gift, other general merchandise, health and personal care, and grocery store industries, workers at multiple-site stores earned between $110 and $1,285 a week *more* than workers at single-site stores. However, at stores selling automobile parts and accessories, liquor, shoes, sporting goods, used merchandise, home furnishings, and other miscellaneous goods, workers at multiple-site stores earned between $120 and $1,630 *less* than workers at single-site stores.

[72] Note that automobile dealers are not currently covered by San Francisco's formula retail controls.
[73] State of California Employment Development Department, Quarterly Census of Employment and Wages, 2012; Strategic Economics, 2014.

Figure V-3. Total Workforce by Industry (Retail, Restaurant, and Finance) and Single- versus Multiple-Site Firms: San Francisco, 2012

		Total Workforce (a)			
NAICS Code	Industry	Single-Site Firms	Firms with Multiple Sites	Total, All Firms	Firms with Multiple Sites as % of All Firms
Stores					
4451	Grocery Stores	2,523	4,550	7,072	64%
4481	Clothing Stores	2,307	4,578	6,885	66%
4521	Department Stores	*	*	4,461	*
4461	Health and Personal Care Stores	792	3,256	4,048	80%
4431	Electronics and Appliance Stores	924	996	1,920	52%
4452	Specialty Food Stores	1,570	212	1,782	12%
4422	Home Furnishings Stores	1,166	615	1,781	35%
4441	Building Material and Supplies Dealers	922	513	1,435	36%
4539	Other Miscellaneous Store Retailers	983	366	1,349	27%
4511	Sporting Goods, Hobby, Musical Instrument Stores	617	680	1,297	52%
4532	Office Supplies, Stationery, Gift Stores	671	455	1,125	40%
4482	Shoe Stores	406	588	993	59%
4411	Automobile Dealers (b)	600	299	900	33%
4529	Other General Merchandise Stores	416	425	841	51%
4483	Jewelry, Luggage, Leather Goods Stores	525	285	810	35%
4471	Gasoline Stations (b)	511	200	711	28%
4533	Used Merchandise Stores	400	269	669	40%
4453	Beer, Wine, and Liquor Stores	417	77	494	16%
4512	Book, Periodical, and Music Stores	282	210	492	43%
4421	Furniture Stores	284	158	442	36%
4413	Automotive Parts, Accessories, and Tire Stores	181	141	322	44%
4531	Florists	176	0	177	0%
4442	Lawn and Garden Equipment and Supplies Stores	81	87	167	52%
	Total Stores	**16,753**	**18,956**	**40,172**	**47%**
Restaurants					
7225	Restaurants	38,120	8,364	46,483	18%
7224	Drinking Places (Alcoholic Beverages)	3,230	0	3,230	0%
7223	Special Food Services (b)	1,903	983	2,887	34%
	Total Restaurants	**43,253**	**9,347**	**52,600**	**18%**
Banks, Credit Unions, Savings & Loans					
5221	**Depository Credit Intermediation**	**912**	**10,949**	**11,861**	**92%**

(a) Average monthly employment in 2012.
(b) Use not subject to San Francisco's formula retail controls.
*Suppressed to preserve confidentiality
"Single-Site Firms" are firms that reported one worksite in California; "Firms with Multiple Sites" reported multiple worksites in California.
Acronyms:
NAICS: North American Industry Classification System
Sources: State of California Employment Development Department (EDD), Quarterly Census of Employment and Wages, 2012; Strategic Economics, 2014. Based on EDD data that have not been independently verified.

Figure V-4. Average Workers per Establishment by Industry (Retail, Restaurant, and Finance) and Single- versus Multiple-Site Firms: San Francisco, 2012

		Average Workers per Establishment		
NAICS Code	Industry	Single-Site Firms	Firms with Multiple Sites	All Firms
Stores				
4451	Grocery Stores	9	91	22
4481	Clothing Stores	10	28	17
4521	Department Stores	*	*	297
4461	Health and Personal Care Stores	6	15	12
4431	Electronics and Appliance Stores	9	15	11
4452	Specialty Food Stores	9	10	9
4422	Home Furnishings Stores	14	27	16
4441	Building Material and Supplies Dealers	9	21	11
4539	Other Miscellaneous Store Retailers	5	25	7
4511	Sporting Goods, Hobby, Musical Instrument Stores	8	28	12
4532	Office Supplies, Stationery, Gift Stores	5	12	6
4482	Shoe Stores	15	14	14
4411	Automobile Dealers (a)	67	75	69
4529	Other General Merchandise Stores	10	71	18
4483	Jewelry, Luggage, Leather Goods Stores	5	13	6
4471	Gasoline Stations (a)	10	7	9
4533	Used Merchandise Stores	7	13	9
4453	Beer, Wine, and Liquor Stores	5	19	6
4512	Book, Periodical, and Music Stores	9	22	13
4421	Furniture Stores	5	11	6
4413	Automotive Parts, Accessories, and Tire Stores	7	11	8
4531	Florists	3	N/A	3
4442	Lawn and Garden Equipment and Supplies Stores	5	14	8
	Total Stores	**8**	**23**	**14**
Restaurants				
7225	Restaurants	16	28	17
7224	Drinking Places (Alcoholic Beverages)	10	N/A	10
7223	Special Food Services (a)	24	20	22
	Total Restaurants	**15**	**27**	**17**
Banks, Credit Unions, Savings & Loans				
5221	**Depository Credit Intermediation**	**31**	**36**	**35**

(a) Use not subject to San Francisco's formula retail controls.
*Suppressed to preserve confidentiality
"Single-Site Firms" are firms that reported one worksite in California; "Firms with Multiple Sites" reported multiple worksites in California.
Acronyms:
N/A: Not applicable (no firms fall in these categories)
NAICS: North American Industry Classification System
Source: State of California Employment Development Department (EDD), Quarterly Census of Employment and Wages, 2012; Strategic Economics, 2014. Based on EDD data that have not been independently verified.

Figure V-5. Average Weekly Pay per Employee by Industry (Retail, Restaurant, and Finance) and Single- versus Multiple-Site Firms: San Francisco, 2012

		Average Weekly Pay per Employee (a)				
NAICS Code	Industry	Single-Site Firms	Firms with Multiple Sites	All Firms	Difference (b)	% Difference
Stores						
4451	Grocery Stores	$523	$634	$595	$111	18%
4481	Clothing Stores	$575	$631	$611	$56	9%
4521	Department Stores	*	*	$757	*	*
4461	Health and Personal Care Stores	$923	$1,141	$1,098	$218	19%
4431	Electronics and Appliance Stores	$982	$2,267	$1,648	$1,285	57%
4452	Specialty Food Stores	$508	$447	$500	-$61	-14%
4422	Home Furnishings Stores	$2,124	$495	$1,561	-$1,629	-329%
4441	Building Material and Supplies Dealers	$926	$858	$902	-$68	-8%
4539	Other Miscellaneous Store Retailers	$1,066	$681	$962	-$385	-57%
4511	Sporting Goods, Hobby, Musical Instrument Stores	$683	$466	$573	-$217	-47%
4532	Office Supplies, Stationery, Gift Stores	$486	$745	$588	$259	35%
4482	Shoe Stores	$639	$424	$512	-$214	-51%
4411	Automobile Dealers (c)	$1,507	$1,592	$1,534	$85	5%
4529	Other General Merchandise Stores	$534	$773	$655	$240	31%
4483	Jewelry, Luggage, Leather Goods Stores	$1,095	$1,062	$1,085	-$34	-3%
4471	Gasoline Stations (c)	$488	$449	$477	-$38	-9%
4533	Used Merchandise Stores	$894	$475	$726	-$419	-88%
4453	Beer, Wine, and Liquor Stores	$635	$428	$603	-$207	-48%
4512	Book, Periodical, and Music Stores	$483	$409	$452	-$74	-18%
4421	Furniture Stores	$1,116	$1,560	$1,273	$444	28%
4413	Automotive Parts, Accessories, and Tire Stores	$837	$718	$784	-$118	-16%
4531	Florists	$593	N/A	$592	N/A	N/A
4442	Lawn and Garden Equipment and Supplies Stores	$538	$484	$508	-$55	-11%
	Total Stores	**$823.19**	**$821**	**$815**	**-$2**	**0%**
Restaurants						
7225	Restaurants	$490	$494	$494	$3	1%
7224	Drinking Places (Alcoholic Beverages)	$431	N/A	$431	N/A	N/A
7223	Special Food Services (b)	$472	$664	$539	$191	29%
	Total Restaurants	**$485**	**$512**	**$493**	**$26**	**5%**
Banks, Credit Unions, Savings & Loans						
5221	**Depository Credit Intermediation**	**$2,284**	**$2,900**	**$2,852**	**$616**	**21%**

(a) Assumes 50-week work year.
(b) Average weekly pay for firms with multiple sites, minus average weekly pay for single-site firms.
(c) Use not subject to San Francisco's formula retail controls.
*Suppressed to preserve confidentiality
"Single-Site Firms" are firms that reported one worksite in California; "Firms with Multiple Sites" reported multiple worksites in California.
Acronyms:
N/A: Not applicable (no firms fall in these categories)
NAICS: North American Industry Classification System
Source: State of California Employment Development Department (EDD), Quarterly Census of Employment and Wages, 2012; Strategic Economics, 2014. Based on EDD data that have not been independently verified.

Employee Benefits

In 2009, two years after the adoption of San Francisco's Paid Sick Leave Ordinance and one year after the adoption of the Health Care Security Ordinance, researchers at U.C. Berkeley surveyed 1,010 firms in San Francisco and elsewhere in the Bay Area on their health benefit and paid sick leave offerings. Results were broken down by firm size (number of workers at location) and, for paid sick leave, by industry.[74] Note that all results discussed below are based on data gathered prior to the adoption of the Affordable Care Act (ACA), which introduced a series of policies designed to improve access to health coverage. Most of provisions of the ACA went into effect at the beginning of 2014.

This section discusses the results of the survey. Figures V-6 and V-7 show the percent of surveyed firms that offered health insurance and the deductible of the most popular health plans by firm size and location. Figure V-8 shows the percent of surveyed firms that offered paid sick leave by firm size and industry. Key findings are as follows.

Firms in San Francisco were more likely to offer health insurance than firms elsewhere in the Bay Area in 2009. In San Francisco, 99 percent of large firms (100 or more employees) and 92 percent of medium firms (20 to 99 employees) offered health insurance in 2009, compared to 96 percent of large firms and 90 percent of medium firms elsewhere in the Bay Area (Figure V-6).

Compared to large firms, small firms were less likely to offer health insurance and more likely to offer policies with higher deductibles. In San Francisco, just over 70 percent of small firms (4 to 19 employees) offered insurance in 2009 (Figure V-6). Of those firms that offered insurance, small firms were much more likely than medium or large firms to have a high deductible (more than $1,000) for the most popular plan (Figure V-7). The 2009 survey did not collect data on small firms located elsewhere in the Bay Area, but the percentage of small firms offering insurance in San Francisco appears to be high by national standards. As a point of comparison, a national study by the Kaiser Foundation found that only 50 percent of firms with fewer than 10 workers offered health insurance to their employees in 2012.[75]

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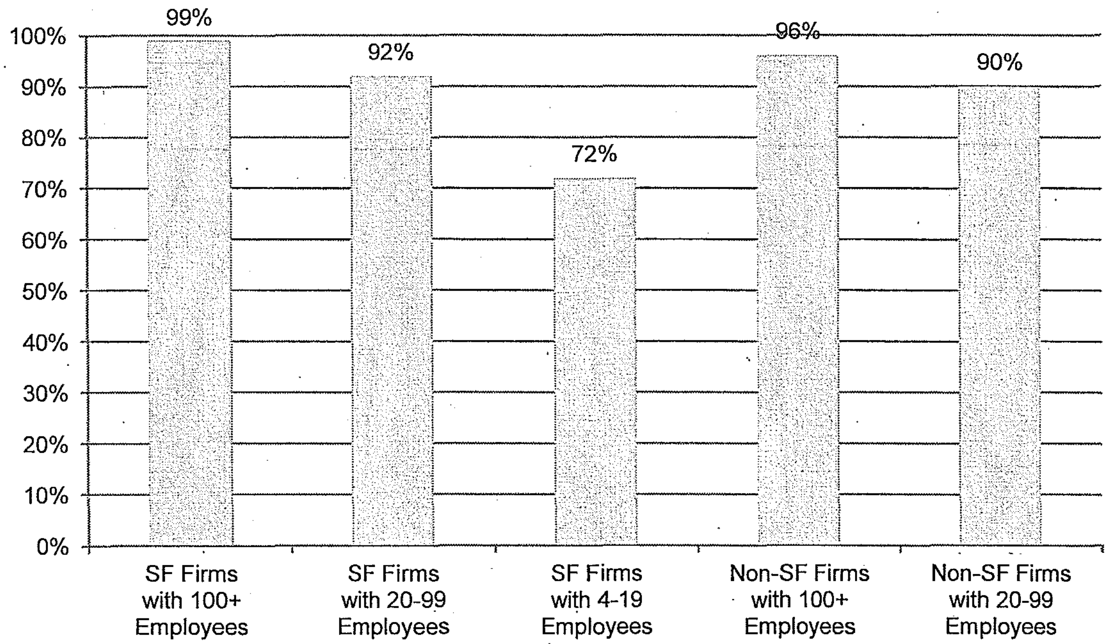
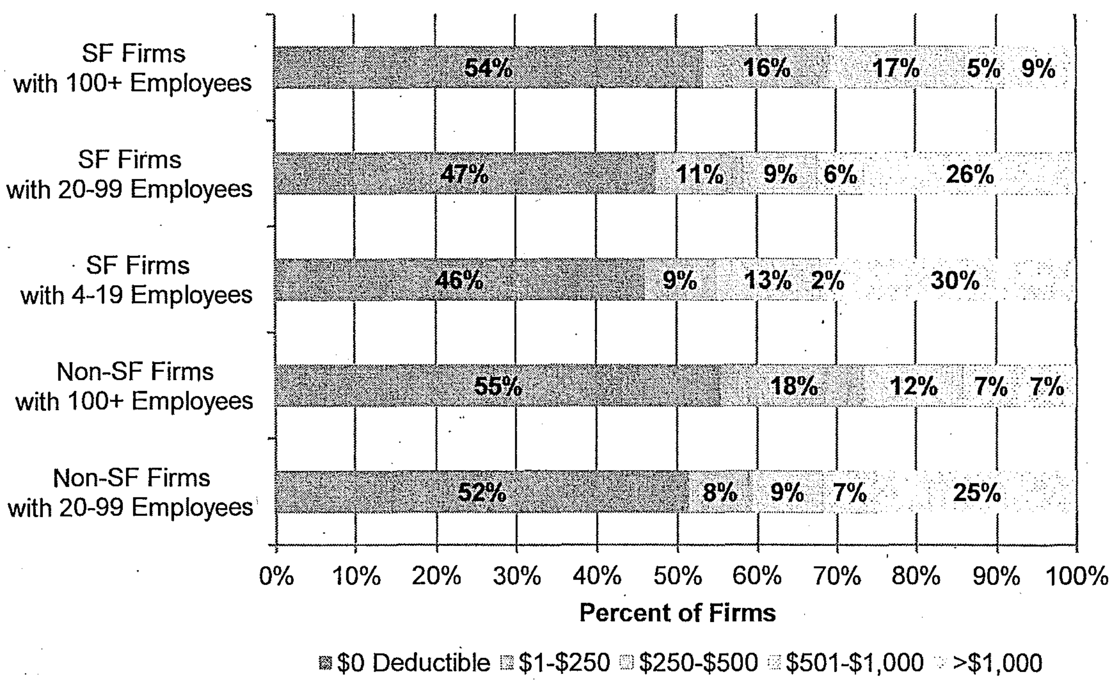
[74] As discussed above, formula/multiple-site retail stores and restaurants tend to be significantly larger than independent/single-site businesses. The results shown below were reported in William H. Dow, Arindrajit Dube, and Carrie Hoverman Colla, *Bay Area Employer Health Benefits Survey: Health Benefits Report 2009* (University of California Berkeley, May 2010), http://www.irle.berkeley.edu/cwed/wp/healthbenefits10.pdf; and Vicky Lovell, "Universal Paid Sick Leave," in *When Mandates Work: Raising Labor Standards at the Local Level* (Berkeley: University of California Press, 2014), 197–225.
[75] Panchal, Rae, and Claxton, *Snapshots*.

Figure V-6. Percent of Firms that Offered Health Insurance by Firm Size and Location (San Francisco versus Elsewhere in the Bay Area), 2009



Source: "Bay Area Employer Health Benefits Survey: Health Benefits Report 2009."

Figure V-7. Deductible of Most Popular Health Plan, by Firm Size and Location (San Francisco versus Elsewhere in the Bay Area), 2009



Source: "Bay Area Employer Health Benefits Survey: Health Benefits Report 2009."

While the majority of San Francisco firms provided paid sick leave in 2009, paid sick leave was less common at small businesses and businesses in the leisure and hospitality and retail and wholesale trade sectors. The 2007 Paid Sick Leave Ordinance mandated that all employees who work in San Francisco, including part-time and temporary workers, are entitled to paid time off from work when they or their family members are sick or need medical care. As of 2009, 82 percent of all firms in San Francisco indicated that they were in compliance with the law (Figure V-8). In comparison, 78 percent of very small businesses (fewer than 10 employees), 62 percent of businesses in the hospitality trade, and 78 percent of businesses in the retail and wholesale trade provided paid sick leave.[76]

Figure V-8. Percent of San Francisco Firms Providing Paid Sick Leave by Number of Workers and Sector, 2009

	% of Firms Providing Paid Sick Leave
Number of Workers at Firm (All Industries)	
1 to 9	78.4%
10 to 24	92.0%
25 to 49	97.5%
50 or More	99.4%
Sector (All Firm Sizes)	
Leisure and Hospitality	62.1%
Retail and Wholesale Trade	77.9%
All Firms	82.1%

Sources: Bay Area Employer Health Benefits Survey, 2009; Calculations by Lovell, 2014.

Conclusions

Employment practices vary as much or more by retail subsector and firm size as by whether a business is "formula" or "independent." On average, single- and multiple-site retail stores and restaurants in San Francisco pay similar wages. However, these averages mask large pay differences within some retail subsectors. Firms with multiple sites do tend to employ significantly more workers than firms with a single location, although some of the difference may be due to scheduling and other business practices (e.g., multiple-site firms may tend to hire more part-time or temporary workers).

Both nationally and in San Francisco, retail stores, restaurants, and smaller firms typically provide fewer benefits compared to other types of businesses. However, San Francisco's labor laws raise the floor, so that firms in all industries are required to offer higher pay and better benefits compared to their counterparts elsewhere in the country (although small firms are exempt from some requirements).

[76] For most types of firms, the percentage offering paid sick leave in 2009 represented a significant increase from before the Paid Sick Leave Ordinance went into effect. Prior to the implementation of the ordinance, only 64 percent of very small firms (fewer than 10 workers), 24 percent of hospitality firms, and 62 percent of retail and wholesale trade firms offered paid sick leave.

VI. FORMULA RETAIL AND THE REAL ESTATE MARKET

This chapter explores the relationships among the commercial real estate market in San Francisco's neighborhood districts, formula retail controls, and formula retail establishments. In addition to qualitatively assessing the roles that formula retail and the controls play in neighborhood districts based on interviews and focus groups with local real estate professionals, merchants, and other stakeholders (listed in Appendix E), Strategic Economics used data from CoStar, a commercial vendor, to examine whether the approval, disapproval, or withdrawal of conditional use (CU) applications is correlated with either increases or decreases in area rental rates and vacancies in selected neighborhood districts.

Background and Methodology

Although individual brokers and businesses have many anecdotes about the impact of either formula retail controls or formula retail businesses on the commercial real estate market, it is difficult to isolate and measure those impacts on a citywide or even neighborhood basis. The performance of neighborhood commercial districts is constantly shifting due to broader economic trends and other factors, and each of San Francisco's individual shopping districts has its own unique character and serves a distinct market, making the districts difficult to compare. Moreover, no known sources collect reliable data – especially time series data – on rents and vacancies in neighborhood-serving districts.

In order to explore the relationship between formula retail and the real estate market in light of these challenges, this chapter draws on multiple qualitative and quantitative sources. These include comments provided by real estate brokers, merchant association representatives, and other stakeholders during the first round of focus groups; interviews with several additional San Francisco real estate brokers; published broker reports;[77] and a case study analysis of CoStar data.

CoStar contacts brokers, owners, and developers on a quarterly basis, surveying them about vacancies, asking rents, rents from recent transactions, tenants, and other information. In San Francisco, CoStar tracks more than 7,000 retail buildings, most of which are located in and around Downtown. Although CoStar maintains the largest and most comprehensive database of commercial real estate information in the country, the brokers interviewed for this chapter cautioned that the data should be interpreted with great care. CoStar's information is self-reported by real estate brokers, many of whom withhold rental rates in order to protect their competitive position. In addition, many properties are not listed on CoStar. Small landlords in neighborhood commercial districts are particularly unlikely to list their properties with CoStar. Despite these limitations, CoStar remains the only available source for neighborhood-level data on rents and vacancies and – given that the data are collected by a single source using a consistent method over time – can at least be expected to capture broad trends over time.

Strategic Economics used the CoStar database to collect quarterly data on rents and vacancies in neighborhood commercial districts (NCDs). After collecting data on a number of NCDs located throughout the city, Strategic Economics selected for further analysis four districts that had attracted at least four to six conditional use applications since 2007, and for which CoStar reported a sufficient number of transactions in most quarters to produce meaningful data on rents and vacancies. These districts are the Mission Street Neighborhood Commercial Transit District (NCT), the Ocean Avenue NCT, Lombard and Chestnut Streets between Fillmore and Divisadero Streets, and Geary Boulevard

[77] Terranomics Retail Services, "San Francisco Retail Report," Second Quarter 2013; Marcus & Millichap, "Market Overview: San Francisco Market Overview," Third Quarter 2013; CoStar, "The CoStar Retail Report: San Francisco Retail Market," Year-End 2013.

between 28th and Masonic Avenues.[78] For comparison, data were also collected on the broader submarkets in which the neighborhood commercial districts are located.[79]

Findings

Understanding the Retail Market

Retail rents and vacancies are influenced by many factors, including broader economic trends, the location of specific neighborhoods and storefronts, and landlord and tenant expectations. This section discusses some of the general factors that influence local retail markets.

Fundamentally, retail real estate markets are driven by demand for goods and services. Consumer demand is strongly affected by the performance of the regional, national, and global economy.

At the local level, rents and vacancies vary significantly depending on location, reflecting the customer traffic and sales volume that different locations are expected to yield. For example, rents will tend to be higher and vacancies lower in shopping districts that draw many visitors from across the region or serve a neighborhood with high average incomes, factors that typically generate high retail sales volumes. Retailers also benefit from clustering with other retailers; a concentration of retail activity creates a destination that offers variety and selection, attracting more shoppers.

Successful shopping districts are often anchored by a large, name-brand retailer that drives business to smaller retailers in the same district. A cluster of similar businesses, such as restaurants or clothing boutiques, can also act as an anchor.

National retailers typically seek large, prominent storefronts, while mom-and-pop retailers are often better suited for (and can better afford) smaller, shallower spaces. The location and characteristics of any given storefront will also affect how long the property stays vacant, the types of tenants that the space can attract, and the rent that the landlord can charge. Retail tenants typically prefer spaces that are highly visible and accessible to prospective shoppers, but individual tenants often have very specific requirements for the kind of space that they occupy. For example, restaurants require specific utility connections and ventilation improvements.

Landlords often perceive a benefit in renting to national or regional chains. The expectations and resources of individual landlords and tenants will affect the terms of any given transaction. For instance, landlords often perceive a benefit in renting to chains, which typically have better credit and can sign longer leases than small, independent retailers, lowering the risk that the tenant will be unable to pay its rent. [80] Landlords also have an interest in renting a vacant space and beginning to collect rent as soon as possible.

Regulations that restrict the potential range of tenants – such as controls on where formula retail can locate – would be expected to drive down rents and increase vacancies. Land use regulations can affect the real estate market by constraining the supply or viability of retail space. Some zoning regulations, like formula retail controls, effectively limit the viability of retail space by restricting the types of tenants that are permitted in particular locations or increasing the time and cost of receiving

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[78] Several districts were initially included in the analysis but had to be discarded due to insufficient data. These include the Polk Street NCD, Lakeside Plaza, and the Upper Fillmore NCD.

[79] CoStar divides San Francisco into several submarkets. The Mission Street and Ocean Street NCTs are located in the "Southern City" submarket, which includes the area south of 16th Street and west of Highway 101. Lombard/Chestnut and Geary are located in the "West of Van Ness" submarket, which includes the area west of Van Ness Avenue and north of 16th Street.

[80] Sources: interviews and focus groups with local real estate professionals, merchants, and other stakeholders (see Appendix E); Terranomics, 2013.

entitlements. These types of regulations would be expected to decrease rents and increase vacancy rates. On the other hand, zoning regulations can also effectively limit the supply of retail space by restricting the location, amount, or type of retail development that can occur. Regulations that limit supply would typically be expected to increase rents and decrease vacancy rates. In addition to the formula retail controls, the San Francisco Planning Code includes many other provisions that restrict the ability of property owners to develop new space, and the types of tenants that are permitted in certain locations.

San Francisco's Commercial Real Estate Market and Formula Retail

San Francisco's retail market is among the strongest in the country, but rents vary significantly by location within the city. San Francisco's low unemployment rate and growing household incomes have led to a booming commercial real estate sector. Terranomics, a real estate firm focused on the retail sector in Northern California, reported that asking rents for freestanding and street level retail space increased 10 to 15 percent between mid-2012 and mid-2013 in the city as a whole. Average asking rents in the second quarter of 2013 ranged from $20 per square foot per year (NNN[81]) in some outlying areas to between $50 and $60 in the heart of the Financial District and $100 to $200 at Union Square.[82] These rents reflect the range of sales volumes that stores can expect to generate in different locations within the city.

The formula retail regulations create disincentives for formula retailers to locate in San Francisco's neighborhood commercial districts. According to brokers who work with chain retailers, obtaining a formula retail CU authorization typically takes 6 to 12 months and can cost tens of thousands of dollars, including fees for attorneys, architects, and community outreach consultants and other costs. As a result, brokers report that many formula retailers are unwilling to consider locations in San Francisco's neighborhood commercial districts. In addition, because of the time, cost, and uncertainty associated with the CU process, formula retailers often insist on leases that give the tenant the right to terminate if the tenant does not succeed in obtaining the necessary entitlements, and/or to delay paying rent until the entitlements are issued.

The formula retail regulations also create costs and uncertainty for landlords, but market conditions in the most attractive markets may still favor formula retailers. For landlords, these provisions mean that signing a formula retailer as a tenant can entail significant opportunity costs (i.e., no rent for 6 to 12 months) and uncertainty. On the other hand, many landlords in San Francisco's most attractive retail markets (e.g., Upper Fillmore) require letters of credit guaranteeing 6 to 12 months' worth of rent, and/or charge several thousand dollars in "key money" as a condition of signing the lease.[83] Start-ups and other independent retailers often find it difficult to meet these requirements.[84]

Formula retail controls may help lower costs for independent retailers, but most of these retailers are not suited for spaces with large floor plates. By making neighborhood commercial districts less attractive for formula retailers, the formula retail controls likely help create lower-cost opportunities for independent retailers who cannot compete for space in San Francisco's premium retail locations. However, most independent retailers are best suited for smaller storefronts; as discussed in Chapter IV, 80 percent of independent retailers occupy 3,000 square feet or less, while 85 percent of formula retailers occupy more than 3,000 square feet. Brokers report that large, deep spaces may sit empty for extended

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[81] In a triple net (NNN) lease, the tenant agrees to pay all real estate taxes, building insurance, and maintenance on the property in addition to rent and utilities.
[82] Terranomics, 2013.
[83] Note that "key money" can refer to payments that new tenants make either to a landlord in order to secure a lease, or to an existing tenant for the right to assume the tenant's lease.
[84] Sources: interviews and focus groups with local real estate professionals, merchants, and other stakeholders (see Appendix E); Terranomics, 2013.

periods of time if a formula retail CU application is disapproved or withdrawn, and that these vacant spaces can act as a drag on the vibrancy and overall performance of the surrounding district.[85]

A formula retailer that serves as an anchor can have a positive effect on neighboring retailers and the local real estate market, while other formula retailers may detract from the economic health of a district. As discussed in Chapter V, most of the literature on the economic impact of chain retail has focused on Walmart or other big box stores.[86] However, San Francisco's formula retail controls cover a wide range of business types and big box stores are very rare in the city; as shown in Chapter IV, only five percent of the city's formula retail establishments are between 20,000 and 50,000 square feet, while less than one percent are more than 50,000 square feet.

As a result, it is impossible to generalize about the impact of formula retail on neighboring retailers or the broader real estate market based on previous studies. However, the experience of brokers, merchants, and other stakeholders illustrates that different formula retailers can have different neighborhood impacts.

For example, a formula retailer that serves as an anchor and draws new customers to a neighborhood commercial district can have a positive effect on other retailers in the district, and potentially lead to increased sales and rents. In the Ocean Avenue Neighborhood Commercial Transit District, for example, a new Whole Foods has attracted new customers and contributed to efforts to revitalize this area. (See Chapter VIII for more information.)

Other formula retailers could detract from the attractiveness or distinctive feel of a district. Upper Fillmore is an example of how an influx of formula retail can lead to concerns about a district losing its distinctive feel. Among other concerns, local residents and merchants have noticed a decline in the number of businesses that serve residents' daily needs. (See Chapter VIII for more information.)

Regional and national economic trends appear to be the most important factor affecting the performance of neighborhood commercial districts. Figures VI-1 through V1-4 show formula retail CU application activity (approved, disapproved, and withdrawn applications) compared to average rents and vacancy rates in selected neighborhood commercial districts.[87] For comparison, the charts also show average rents and vacancy rates in the broader submarkets, as defined by CoStar. Overall, rents began to fall in 2008 or 2009 as the national economy plunged into recession, and began to increase again in 2011 or 2012 as the economy recovered. Formula retail CU application activity is also strongly correlated with the business cycle, with most of the applications occurring before or after the recession. Vacancy rates are much more volatile, likely reflecting the outsize effect that one or two newly vacated or filled storefronts can have on the average vacancy rate in a small area.

Formula retail conditional use applications that were approved in 2008 or 2009 were generally followed by a decrease in rents; applications approved after 2011 were generally followed by an increase in rents. This pattern reflects the over-riding importance of the business cycle in driving the

[85] The Planning Commission considers neighborhood vacancy rates in deciding whether to issue formula retail CU authorizations.

[86] For example, see John Haltiwanger, Ron Jarmin, and Cornell John Krizan, *Mom-and-Pop Meet Big-Box: Complements or Substitutes?*, Working Paper (Cambridge, MA: National Bureau of Economic Research, September 2009), http://www.sciencedirect.com/science/article/pii/S0094119009000643; David Neumark, Junfu Zhang, and Stephen Ciccarella, *The Effects of Wal-Mart on Local Labor Markets*, Working Paper (Cambridge, MA: National Bureau of Economic Research), accessed February 18, 2014, http://www.nber.org/papers/w11782.pdf; Emek Basker, "Job Creation or Destruction? Labor Market Effects of Wal-Mart Expansion," *Review of Economics and Statistics* 87, no. 1 (February 1, 2005): 174–83, doi:10.1162/0034653053327568.

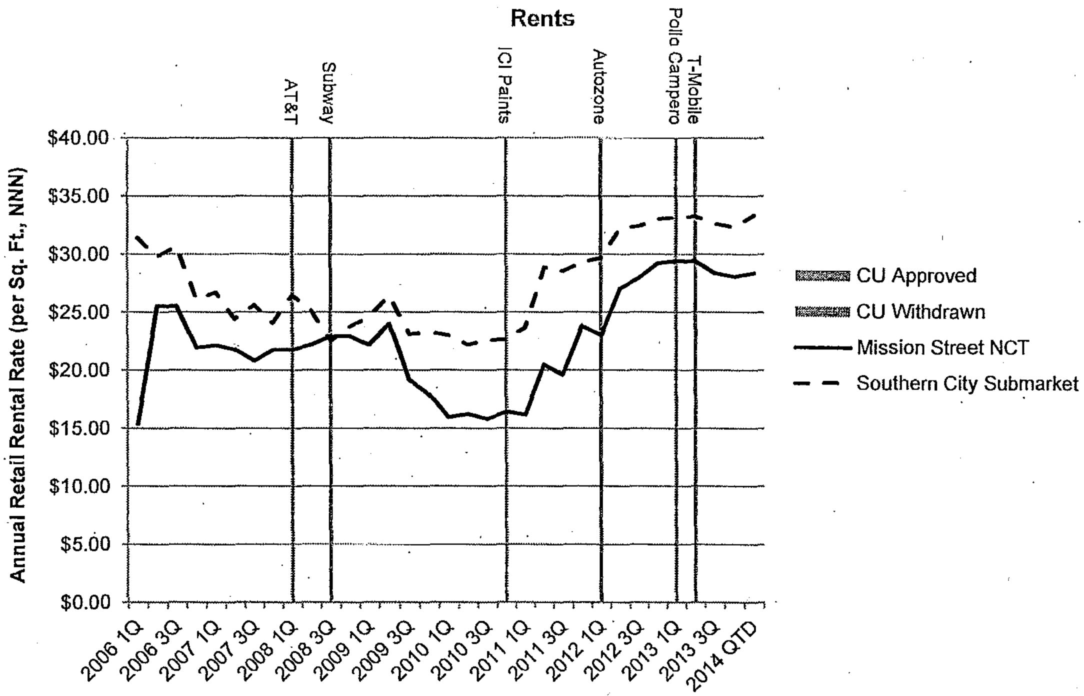
[87] Note that CUs are shown in the quarter in which final Planning Department action took place. Leases may have been signed as many as 6 to 12 months prior to Planning Department action on the CU; for CUs that were approved, the formula retailer in question may not open until several months later.

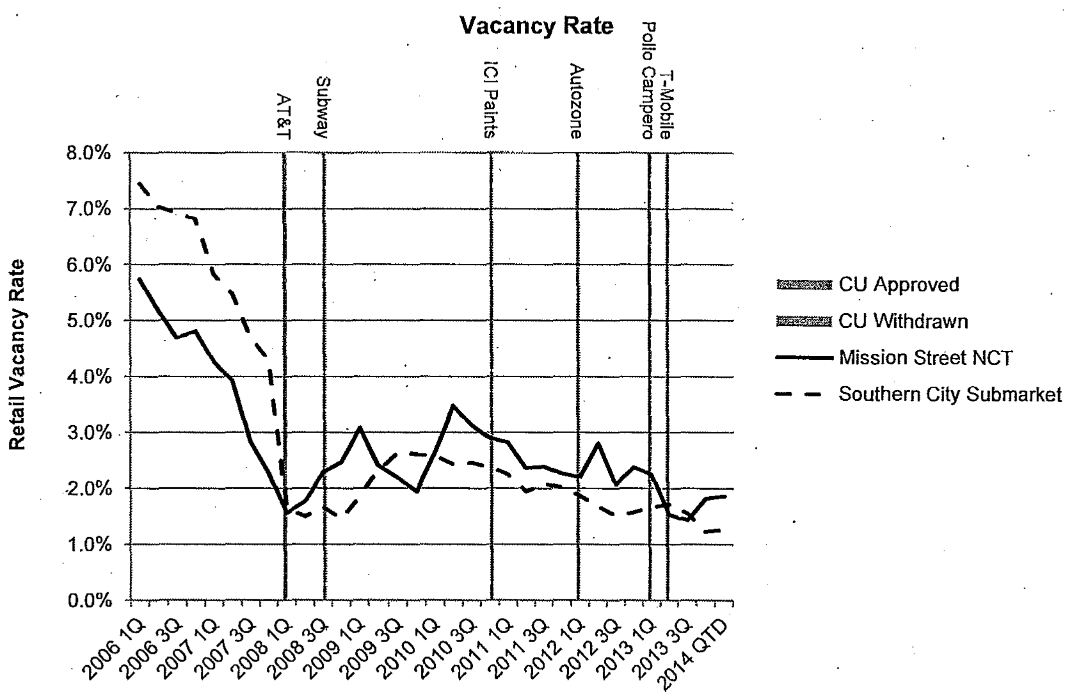
retail market. The Lombard/Chestnut area (Figure VI-3) showed a slightly different pattern; rents continued to go up for several quarters after Apple and Urban Outfitters were approved in 2007 and 2008, with the dip in rents slightly delayed and more shallow compared to the other districts. This may in part reflect the fact that Apple and Urban Outfitters helped support an increase in rents by attracting new customers to the area; on the other hand, the Lombard/Chestnut area may simply have performed better due to other underlying strengths.

Conclusions

The impact of formula retail and formula retail controls on the real estate market in San Francisco's neighborhood commercial districts is as complex and varied as the districts themselves. While landlords typically perceive a benefit in renting to national or regional chains because these businesses can afford higher rents, are often able to sign longer leases, and typically have better credit than independent retailers, San Francisco's formula retail controls effectively create other disincentives for landlords to rent to formula retailers and for formula retailers to locate in the city's neighborhood commercial districts. Based on the selected neighborhoods for which data were available, there does not appear to be a consistent relationship between the approval of a new formula retail CU and the subsequent direction of local rents and vacancies. Rather, retail market trends over time appear to be primarily related to regional and national economic cycles. Moreover, different formula retailers likely have different neighborhood impacts; a new retailer can have a positive, negative, or neutral effect depending on the extent to which it contributes to the overall attractiveness of the district and attracts new customers. These effects are explored in more detail in the neighborhood case studies in Chapter VIII.

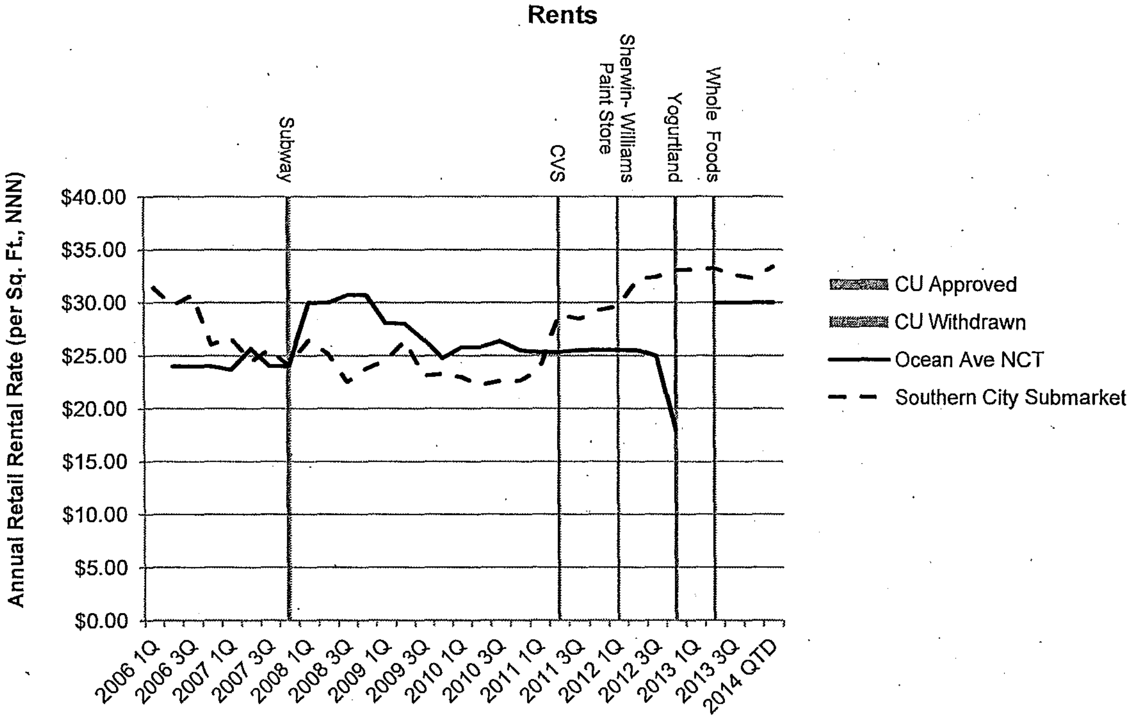
Figure VI-1. Rents, Vacancies, and Formula Retail Conditional Use Application Activity in the Mission Street Neighborhood Commercial Transit District, 2006-January 2014

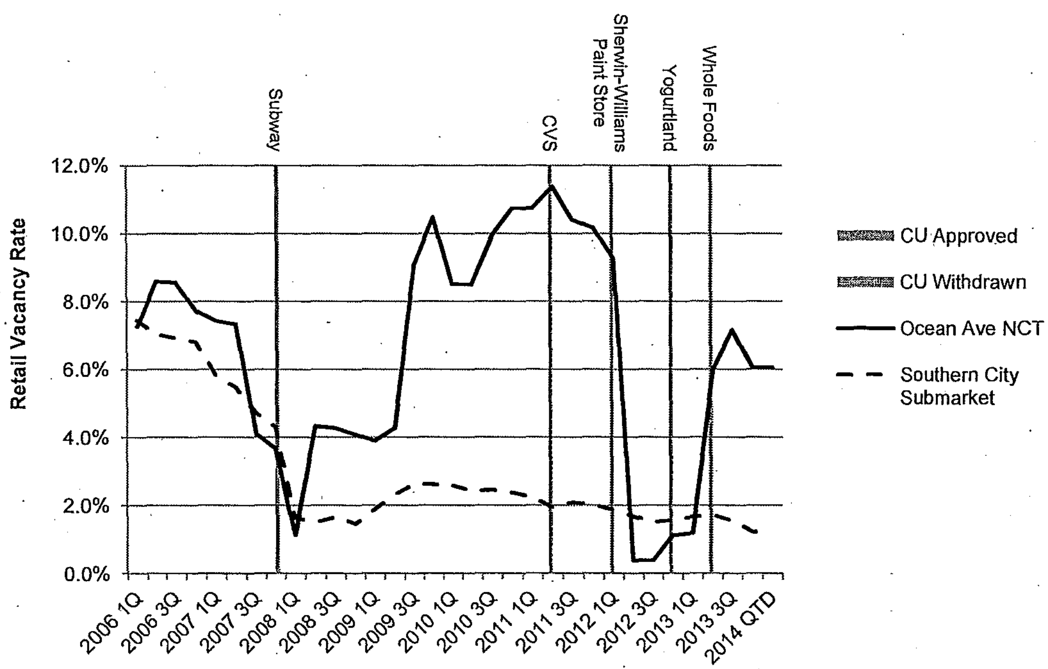




The Southern City Submarket stretches south of 16th Street to the Daly City border, and west of Highway 101 to the shoreline.
Acronyms:
CU: Conditional use application
NCT: Neighborhood commercial transit district
NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents and vacancies based on CoStar data that have not been independently verified.

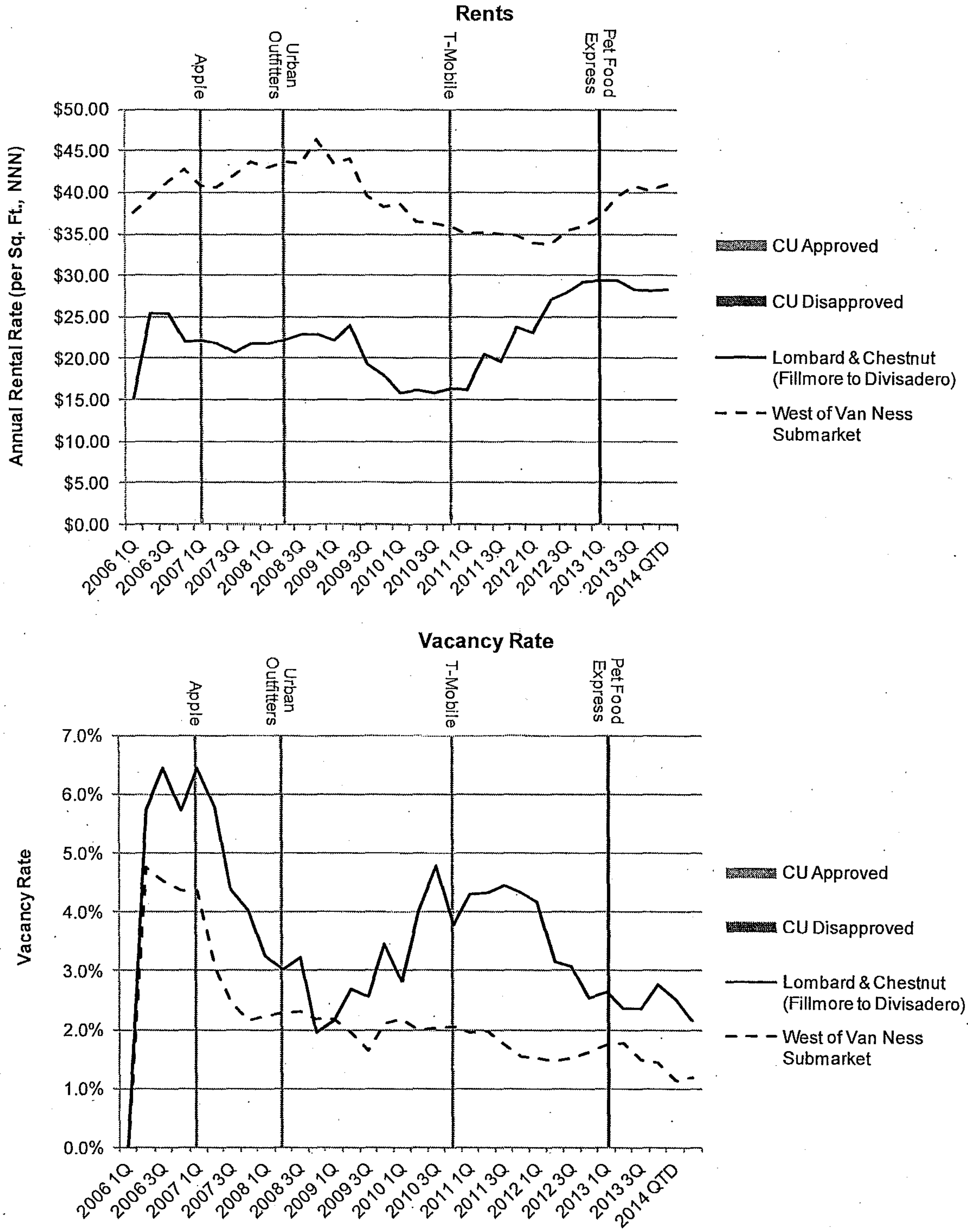
Figure VI-2. Rents, Vacancies, and Formula Retail Conditional Use Application Activity in the Ocean Avenue Neighborhood Commercial Transit District, 2006-January 2014





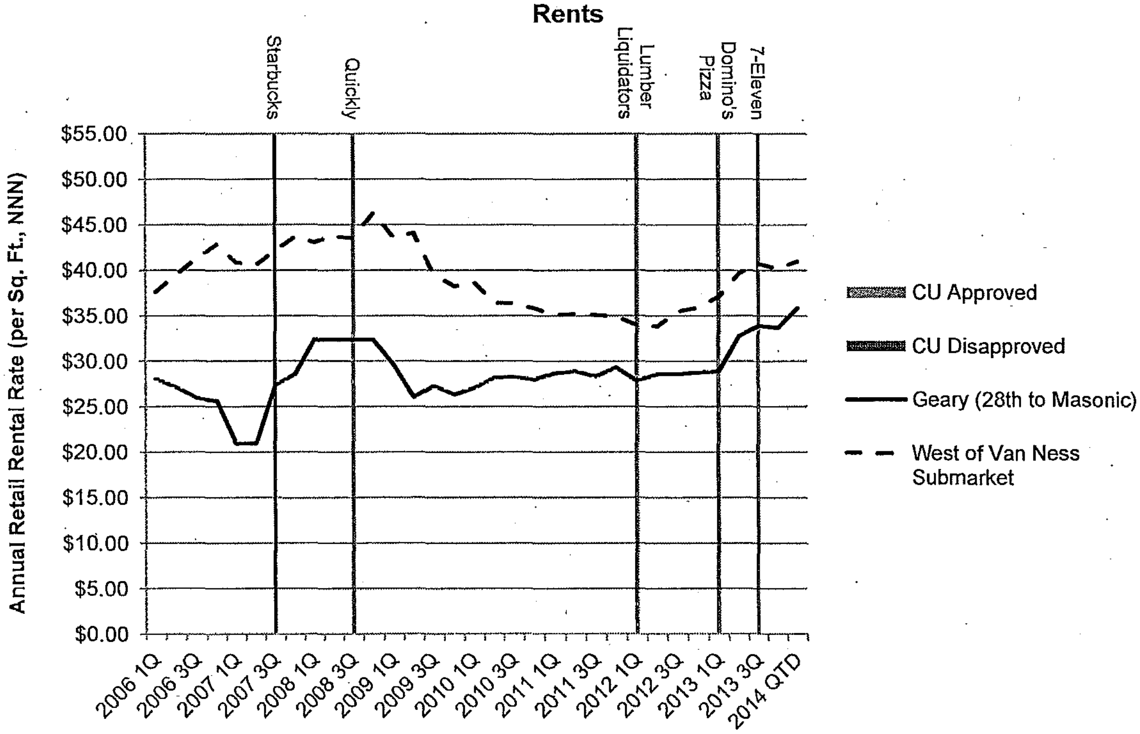
The Southern City Submarket stretches south of 16th Street to the Daly City border, and west of Highway 101 to the shoreline.
Acronyms:
CU: Conditional use application
NCT: Neighborhood commercial transit district
NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents and vacancies based on CoStar data that have not been independently verified.

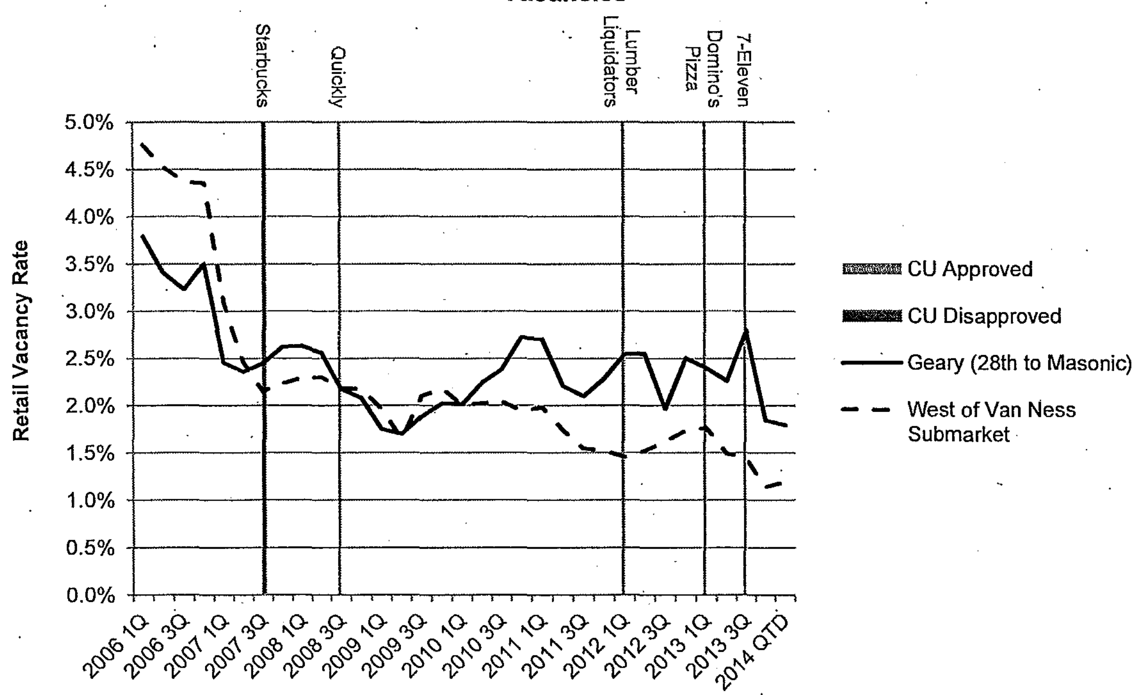
Figure VI-3. Rents, Vacancies, and Formula Retail Conditional Use Application Activity on Lombard and Chestnut Streets (Fillmore Street to Divisadero Street), 2006-January 2014



The West of Van Ness Submarket stretches west from Van Ness Avenue and north of 16th Street to the shoreline.
Acronyms:
CU: Conditional use application; NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents and vacancies based on CoStar data that have not been independently verified.

Figure VI-4. Rents, Vacancies, and Formula Retail Conditional Use Application Activity on Geary Boulevard (28th Avenue to Masonic Avenue), 2006-January 2014





The West of Van Ness Submarket stretches west from Van Ness Avenue and north of 16th Street to the shoreline.
Acronyms:
CU: Conditional use application; NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents and vacancies based on CoStar data that have not been independently verified.

VII. CHANGING THE DEFINITION OF FORMULA RETAIL

This chapter assesses the potential effect of changing the definition of "formula retail" in the San Francisco Planning Code, as proposed in various ordinances under consideration before the Board of Supervisors.

Background and Methodology

As summarized in Chapter II, the Planning Code currently defines formula retail as "a type of retail sales activity or retail sales establishment which, along with eleven or more other retail sales establishments [i.e., 12 total, including the proposed establishment] located in the United States, maintains two or more of the following features: a standardized array of merchandise, a standardized façade, a standardized décor and color scheme, a standardized uniform, standardized signage, a trademark or a servicemark."[88] Use types subject to this definition generally include restaurants, bars, liquor stores, retail stores and service establishments, banks, and movie theaters. On the other hand, some uses that are often considered retail in other contexts – for example, hair salons, gyms, health care outlets, gas stations, home mortgage centers, tax service centers, and auto dealerships – are not currently subject to the City's formula retail controls.

The Board of Supervisors is considering a number of ordinances that would alter the City's formula retail controls. Among other proposed changes, the various ordinances could potentially affect the definition of formula retail in three key ways:

1. Change the definition of a formula retail use to include businesses that have 11 or more other retail establishments located *anywhere in the world*; currently, formula retail is defined based on the number of establishments located in the U.S. only.
2. Expand the definition of formula retail to include establishments "where fifty percent (50%) or more of the stock, shares, or any similar ownership interest . . . is owned by a formula retail use, or a subsidiary, affiliate, or parent of a formula retail use, even if the establishment itself may have fewer than eleven other retail sales establishments permitted or located in the world."
3. Apply the definition to new land uses; these are listed Figure VII-1 and defined in Appendix C.

Ordinances proposed by Supervisors Mark Farrell and London Breed would make the first two changes listed above (including businesses with 11 or more locations anywhere in the world or where 50 percent or more of the company is owned by a formula retail use) to the definition of formula retail in selected neighborhood commercial districts only. An ordinance proposed by Supervisor Eric Mar would make all three changes to the citywide definition of formula retail.

In order to evaluate the potential impact of these changes, Strategic Economics assessed how many *existing* business establishments in San Francisco would be considered "formula retail" under these proposals. Note that establishments that are already entitled in San Francisco would not be subject to changes in the formula retail controls unless such a business opened a new location within the city. However, San Francisco's existing businesses are the best available proxy for understanding the types of businesses that are likely to consider locating in San Francisco in the future. Moreover, existing businesses may be affected by the controls if they propose to open a new location in the city. The analysis was performed using information on headquarters location, business status (whether a business is a subsidiary, branch, franchise, or headquarters), number of global corporate family members (chains and

[88] San Francisco Planning Code, Section 303(i)(1).

subsidiaries), and type of industry included for each establishment in the 2012 Dun & Bradstreet (D&B) dataset.

Findings

Expanding the definition of formula retail to apply to businesses with eleven or more outlets worldwide would likely affect a limited number of businesses. Ten percent of businesses with 12 or more corporate family members are part of a corporation that is headquartered outside of the U.S. However, the vast majority of these have long-established presences in the U.S. and already qualify as formula retail under the current Planning Code.[89] This includes many of the rapidly expanding, international brands that already have a presence in San Francisco or have recently proposed a new location, such as Pollo Campero (Central American-based fast food restaurant), Aesop (Australian-based perfume and body products store), Loving Hut (international vegan restaurant), Daiso (Japanese home products), and Uniqlo (Japanese clothing store).[90] Many (though not all) of these international chains have chosen to open their San Francisco locations in neighborhoods with a strong ethnic identity, such as Japantown, Chinatown, or the Mission.

The proposed change would affect a limited number of international companies that have fewer than 12 establishments in the U.S., but more in other countries. Books Kinokuniya (Japanese bookstore with dozens of locations in Japan and other countries, including eight establishments in the U.S. and one in San Francisco's Japantown) and Muji (Japanese retailer that sells a variety of household goods, with eight locations in the U.S., including one in San Francisco) are examples of brands that could be affected by the change if they proposed a new location in districts where formula retail is regulated.

Similarly, expanding the definition to include establishments that are majority-owned by formula retail businesses is also likely to affect a small number of potential new businesses. This proposed policy change is designed to address several recent cases of new or proposed establishments that did not have to go through the formula retail CU process even though they were owned by formula retailers, such as Jack Spade in the Mission (owned by Liz Claiborne) and Athleta and Evolution Juice in Upper Fillmore (owned by The Gap and Starbucks, respectively). Based on the businesses that are already located in San Francisco, however, this proposed change is unlikely to have a wide-ranging effect. Subsidiaries – defined as a corporation that is more than 50 percent owned by another corporation and has a different legal business name from its parent company – account for only 3 percent of retail businesses in San Francisco that have 12 or more corporate family members. Most of these would already qualify as formula retail under the existing Planning Code, because they have 12 or more locations of the same trade name in the U.S.[91]

Expanding the application of formula retail controls to other types of land uses would affect a more significant number of potential applicants. Figure VII-1 shows the estimated number of establishments that fall into the land use categories that Supervisor Mar's proposed legislation would add to the list of

[89] For example, highly recognizable brands like T-Mobile (based in Germany), 7-Eleven (headquartered in Japan), The Body Shop (headquartered in England), and Sephora (based in France) account for many of the 130 businesses headquartered outside of the United States. Note that because the majority of businesses headquartered overseas have at least 12 outlets in the U.S., these businesses were generally considered to be "formula retail" for the purposes of the study and are included in the statistics provided in Chapters III and IV.

[90] Uniqlo has 17 locations in California, New Jersey, New York, and Connecticut; however, when the brand opened its first San Francisco location in 2012 it had just four other locations in New York and New Jersey. Carolyn Said, "Uniqlo Opens S.F. Store," *SFGate*, October 4, 2012, http://www.sfgate.com/business/article/Uniqlo-opens-S-F-store-3919489.php#src=fb.

[91] Note that because the majority of subsidiaries have at least 12 outlets in the U.S., these businesses were generally considered to be "formula retail" for the purposes of the study and are included in the statistics provided in Chapters III and IV.

uses potentially subject to formula retail regulations. Appendix C provides definitions for the land uses, as excerpted from the Planning Code. Many of the land uses included in the legislation cover types of businesses that people often think of as retail but that are not currently covered by the definition of formula retail, such as salons, gyms, and other personal service establishments; automobile sales, rentals, service, and repair; and gas stations. In addition, wholesale companies, administrative offices, business or professional service companies, medical clinics, and hotels would also be affected.

Based on the industry (North American Industry Classification System [NAICS]) codes recorded in the D&B dataset, an estimated 21,330 existing businesses in San Francisco most likely fall into one of these land use categories. Of these 860 (4 percent) could potentially be considered formula retail based on the number of corporate family members recorded in the D&B database (Figure VII-1).

Figure VII-1. Land Uses Included in Supervisor Eric Mar's Proposed Legislation: Potential Number of Formula Retail Establishments

Land Use	Potential Formula Retail Establishments (a)	Estimated Total Establishments	Potential Formula Retail Establishments as a % of Total
Automobile Sale or Rental	50	210	24%
Automotive Gas Station	40	120	31%
Automotive Service Station and Repair	20	580	4%
Hotel, Tourist	90	550	16%
Service, Administrative	140	4,590	3%
Service, Business or Professional	150	2,960	5%
Service, Fringe Financial	30	210	16%
Service, Medical	80	4,960	2%
Service, Personal & Massage Establishment	50	2,160	2%
Trade Shops	30	690	4%
Wholesale Sales	160	3,470	4%
Other (b)	30	830	4%
Total	**860**	**21,330**	**4%**

(a) Includes franchises and businesses with 12 or more total global corporate family members (branches or subsidiaries).
(b) Includes ambulance service, animal hospital, automobile parking, automotive wash, other entertainment, mortuary, and storage land uses.
Certain land uses (light manufacturing, limited service financial, adult entertainment, neighborhood agriculture, large-scale agriculture) were excluded from the analysis because no corresponding North American Industry Classification System (NAICS) codes were identified; remaining land uses (tobacco paraphernalia establishments, gift store tourist oriented, jewelry store) were excluded because they are already covered under existing formula retail legislation.
Columns may not add due to rounding.
Sources: Dun & Bradstreet, 2012; Strategic Economics, 2014. Based on Dun & Bradstreet business data that have not been independently verified; all numbers are approximate.

Conclusions

Changing the definition of formula retail to include subsidiaries of formula retailers or international chains with fewer than 11 other establishments in the U.S. is unlikely to have a wide-reaching effect, although some potential applicants would be affected. On the other hand, expanding the application of formula retail controls to other types of land uses could affect a significant number of businesses considering new locations in San Francisco.

VIII. NEIGHBORHOOD CASE STUDIES

This chapter provides case studies of the role that formula retail plays in San Francisco's neighborhood commercial districts, focusing on three such districts: the Upper Fillmore Neighborhood Commercial District (NCD), the Ocean Avenue Neighborhood Commercial Transit District (NCT), and Geary Boulevard between 14th Avenue and 28th Avenue.[92] As envisioned in the San Francisco Planning Code, NCDs are primarily intended to provide retail goods and services for the immediately surrounding neighborhoods. One of the main purposes of the City's formula retail controls is to protect the distinct character of San Francisco's NCDs, as well as the diversity of businesses and merchandise available in the NCDs.

In order to explore how formula retail establishments and the formula retail controls fit into this vision, the case studies discuss the different functions that formula retail establishments can play in serving local residents and workers versus shoppers from elsewhere in the city or region. The case studies also examine how new and existing formula retail establishments and the City's formula retail controls contribute to or detract from the overall aesthetics and economic vitality of the districts, and how the formula retail conditional use (CU) process has proceeded in different neighborhoods. As discussed in Chapter II, the CU process is intended to allow the Planning Commission to determine whether each formula retail applicant is necessary, desirable, and consistent with the general character of the neighborhood, a decision that is informed by public comment.[93]

The case studies were selected to represent a diverse spectrum of San Francisco's neighborhood commercial districts, including a wide range of geographic locations, physical contexts, retail functions, and neighborhood demographics. Upper Fillmore, located in the Northern Neighborhoods subarea (as defined in Chapter III), is a rapidly changing district that in recent years has seen a significant shift in the types of retailers occupying local storefronts. The district's pedestrian-scaled streets, well-maintained Victorian buildings, and location in one of San Francisco's highest income neighborhoods has attracted a growing number of new high-end formula clothing stores and other chain retail establishments.

In contrast, Ocean Avenue and Geary Boulevard were among the 25 neighborhoods selected for the Invest in Neighborhoods Initiative, a program of the Mayor's Office of Economic and Workforce Development (OEWD) that focuses City resources on neighborhoods demonstrating economic need and potential for growth. Ocean Avenue is a walkable, compact shopping district in the Southern Neighborhoods subarea, with many commercial buildings dating from the 1920s, 1930s, and 1940s.[94] The district has a range of formula and independent retailers that serve the daily needs of residents and students from nearby City College of San Francisco, and has experienced significant new public and private investment beginning with a Better Neighborhoods planning and rezoning effort that started in the early 2000s. The Geary Boulevard case study area, located in the Outer Richmond, is a diverse commercial district known for Chinese, Korean, Irish, and Russian retailers and restaurants. The district both serves daily shoppers from the surrounding, moderate income neighborhoods and attracts shoppers from around the region,[95] reflecting the high daily traffic that Geary Boulevard carries as one of San

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92 The Geary Boulevard case study area is zoned NC-3 (moderate scale commercial), but is not a named NCD.

93 Strategic Economics and City staff intentionally selected three NCDs where formula retail is subject to conditional use authorization and not prohibited, since there are no current proposals to expand the districts where formula retail is prohibited.

94 City and County of San Francisco, *Balboa Park Station: An Area Plan of the General Plan of the City and County of San Francisco*, 2009, http://www.sf-planning.org/Modules/ShowDocument.aspx?documentid=1983.

95 San Francisco Office of Economic and Workforce Development Invest in Neighborhoods Program, "Geary Boulevard Neighborhood Profile, February 2013, http://oewd.org/IIN.aspx.

Francisco's major arterial corridors. The district has not been the subject of a major rezoning effort, but is undergoing a planning process to bring bus rapid transit (BRT) to the area by 2019.

Case Study Methodology

The case studies are based on a range of quantitative and qualitative research methods. To the extent possible for each case study, Strategic Economics conducted the following tasks:

- Site visits.
- Review of existing resources, including (as available for each district) Invest in Neighborhood reports from the Mayor's Office of Economic and Workforce Development, newspaper articles, blogs, and other relevant websites.
- Interviews with two to three stakeholders, including a representative from the local merchants' association, a commercial real estate broker, and/or a representative from a local residents' association.[96]
- Characterization of existing formula and independent retail establishments, based on the 2012 Dun & Bradstreet dataset and (as available for each district) recent storefront inventories conducted by the Invest in Neighborhoods Program, local merchants' associations, and the San Francisco Commercial Brokers' "Formula Retail Mapping Project."
- Assessment of formula retail conditional use (CU) applications over time.
- Examination of demographic data in the surrounding "primary trade area" (defined as Census Tracts located within a half-mile radius of each shopping district[97]), including data on population and household density, household types, household income, and race and ethnicity.
- Analysis of City sales tax data, including data on the number of stores and restaurants reporting sales tax and average sales tax revenues generated per establishment between 2002 and 2013. Note that because of the way the City collects sales tax data, sales tax revenues were only available for businesses with one location in San Francisco (referred to as "single-site" businesses below).[98] While most of these are likely to be independent retailers, some "single-site" businesses may have 11 or more other locations outside of the city.
- Analysis of CoStar real estate data on rents and vacancies over time (as available for each district).[99]
- Survey of "auto-oriented" parcels, including surface parking lots, parking garages, and gas stations. The surveys were based on parking data collected by SF Park in 2011, as updated and verified using Google Maps and Google Streetview.

The following sections discuss the results of the analysis performed for each case study.

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[96] A list of interviewees is provided in Appendix E.

[97] A one-mile radius is a common rule of thumb for defining the trade area for most daily needs-serving uses. However, a half-mile radius better captures the primary trade area for San Francisco's neighborhoods given the city's geographic barriers and the density of neighborhood commercial districts in the city.

[98] Firms with more than one site in San Francisco report all sales tax revenues to one central location; it is not possible to determine how much of the revenues originated from any particular location.

[99] CoStar maintains the largest and most comprehensive database of commercial real estate information in the country, but the data are subject to significant limitations. CoStar's information is self-reported by real estate brokers, many of whom withhold rental rates in order to protect their competitive position. In addition, many properties are not listed on CoStar.

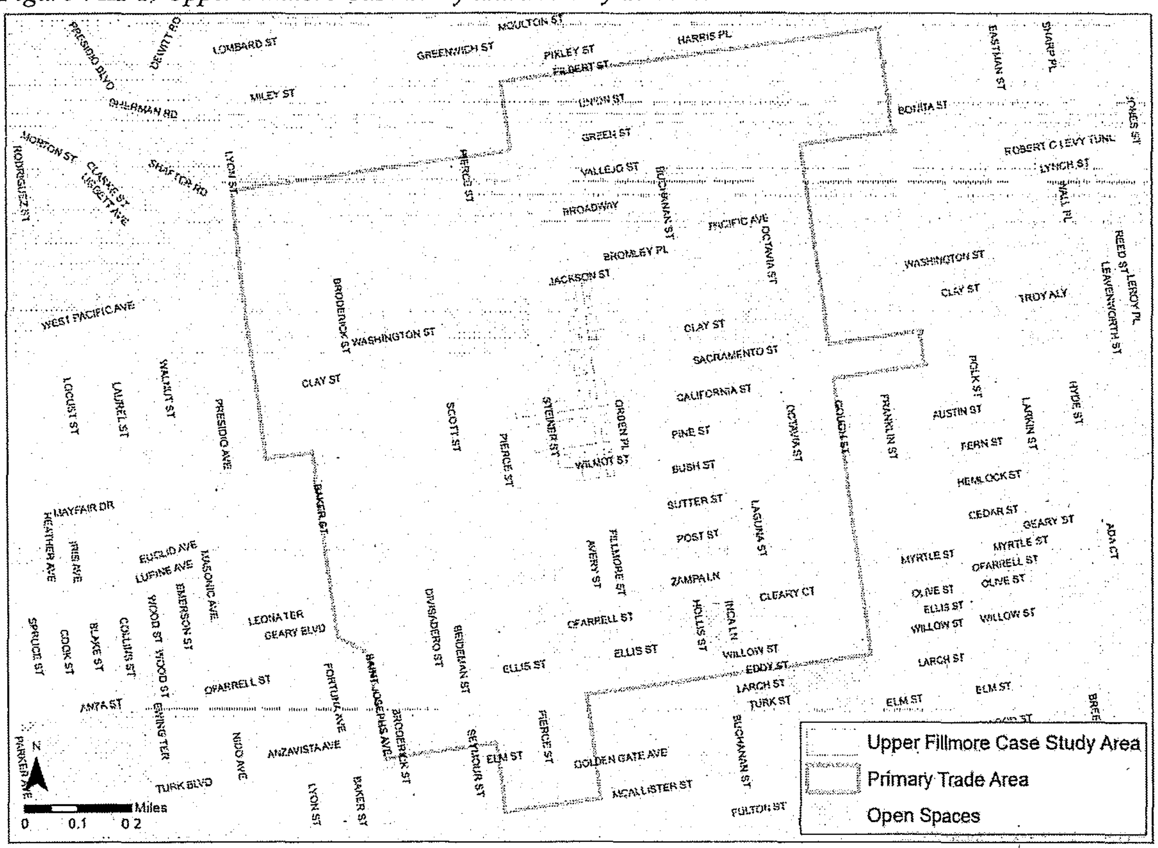
Upper Fillmore Neighborhood Commercial District

The Upper Fillmore NCD (shown in Figure VIII-1) is a long-standing retail and restaurant district that serves one of San Francisco's highest-income neighborhoods and is currently emerging as a high-end fashion destination. High-end stores and restaurants – including both formula and independent retailers – are drawn to Upper Fillmore by the demographics of the surrounding neighborhood, the district's pedestrian-oriented, Victorian shopping environment, and the advantages of co-locating with similar retailers in a district that is becoming a regional destination.

In recent months, formula retail has become a controversial topic in Upper Fillmore as the neighborhood has attracted a number of new high-end formula clothing stores and other chain retail establishments. As the mix of retail in the district has changed, residents have raised concerns about a loss of neighborhood-serving businesses, while some independent retailers have expressed unease over competition from national brands. In response to these concerns, Supervisor Mark Farrell introduced legislation in July 2013 that would amend the San Francisco Planning Code to expand the definition of formula retail in the Upper Fillmore NCD. Supervisor Farrell's proposed legislation would tighten the City's formula retail controls in Upper Fillmore to cover retail with 11 or more other establishments anywhere in the world, and establishments where 50 percent or more of stock or shares are owned by a formula retail use.

The following sections discuss the retail dynamics in Upper Fillmore, the formula retail conditional use applications that have been submitted, local demographic, sales, and market trends, and the relationship between formula retail and the district's urban form.

Figure VIII-1. Upper Fillmore Case Study and Primary Trade Area



The "Primary Trade Area" is defined as those Census Tracts located within a half-mile radius of each shopping district.
Sources: City and County of San Francisco, 2013; Strategic Economics, 2014.

Retail Dynamics

Upper Fillmore has attracted a significant concentration of retail stores and restaurants, including a large number of high-end apparel and beauty stores. As of early 2014, 68 stores and 27 restaurants and bars were located in Upper Fillmore (Figure VIII-2). Of the 68 stores, more than half sold apparel and jewelry or other accessories. Another 6 stores were in the "other health and personal care" category, which predominantly consists of cosmetics stores (Figure VIII-3). In addition to the use types shown in Figures VIII-2 – which are all regulated under the City's formula retail controls – the Upper Fillmore district is also home to a number of salons, spas, and other personal service establishments that are not regulated as formula retail. [100] The cluster of fashion boutiques, beauty stores, and restaurants in the district work together to create a regional destination, attracting residents and visitors who come to patronize multiple establishments.

Compared to citywide averages, Upper Fillmore has a high concentration of formula retail establishments. Formula retail accounts for 20 percent of all retail establishments and 15 percent of restaurants and bars in the case study area. In comparison, in the city as a whole, 10 percent of stores and 11 percent of restaurants and bars are formula retail (Figure VIII-2). Formula retail accounts for a particularly high share of apparel and accessories stores and furniture and home furnishings stores compared to citywide averages (Figure VIII-3).

Figure VIII-2. Formula and Independent Retail Establishments by Use Type: Upper Fillmore Neighborhood Commercial District, Early 2014

	Upper Fillmore NCD				San Francisco (a)
Use Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as a % of Total**	**Formula Retail as a % of Total**
Stores	14	54	68	21%	10%
Restaurants & Bars	4	23	27	15%	11%
Retail Services	0	5	5	0%	4%
Banks, Credit Unions, S&L	3	0	3	100%	84%
Movie Theaters	0	1	1	0%	N/A
Total	**21**	**83**	**104**	**20%**	**12%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
Use types shown are subject to formula retail controls.
Acronyms:
S&L: Savings and loans
N/A: Not available
Sources: Dun & Bradstreet, 2012; San Francisco Commercial Real Estate Brokers, "Formula Retail Mapping Project," 2014; Strategic Economics, 2014. All numbers are approximate.

[100] A detailed storefront inventory (like those provided by the OEWD for Ocean Avenue and Geary Boulevard) was not available for the Upper Fillmore case study area.

Figure VIII-3. Retail Stores by Type: Upper Fillmore Neighborhood Commercial District, Early 2014.

	Upper Fillmore NCD				San Francisco (a)
Store Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as a % of Total**	**Formula Retail as a % of Total**
Apparel & Accessories	10	28	38	26%	15%
Other Retail Stores (b)	1	10	11	9%	4%
Other Health & Personal Care (c)	1	5	6	17%	20%
Furniture & Home Furnishings	1	3	4	25%	7%
Sporting Goods, Hobby, Book, Music	0	4	4	0%	3%
Supermarkets & Other Grocery	0	3	3	0%	7%
Convenience, Liquor, & Other Food	1	1	2	50%	10%
Total	**14**	**54**	**68**	**21%**	**10%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
(b) Includes florists, gift stores, stationery stores, art galleries and framing stores, used merchandise stores, and other miscellaneous retailers.
(c) Includes cosmetics and beauty stores, eyeglass stores, and health supplement stores.

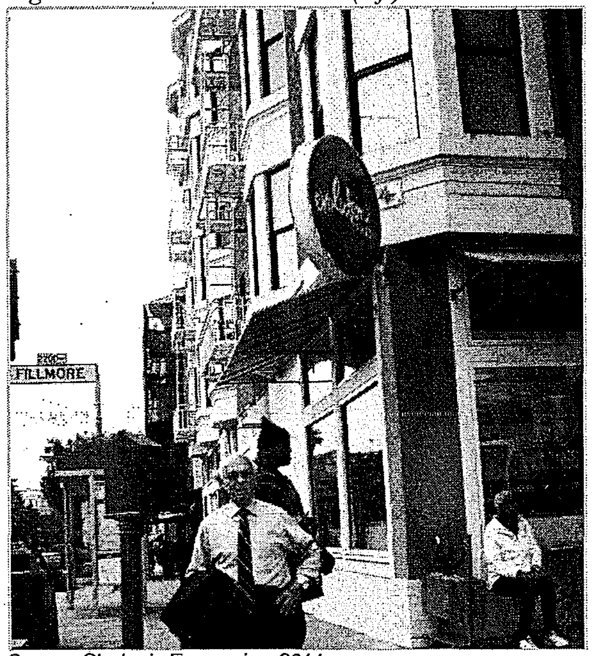
Sources: Dun & Bradstreet, 2012; San Francisco Commercial Real Estate Brokers, "Formula Retail Mapping Project," 2014; Strategic Economics, 2014. All numbers are approximate

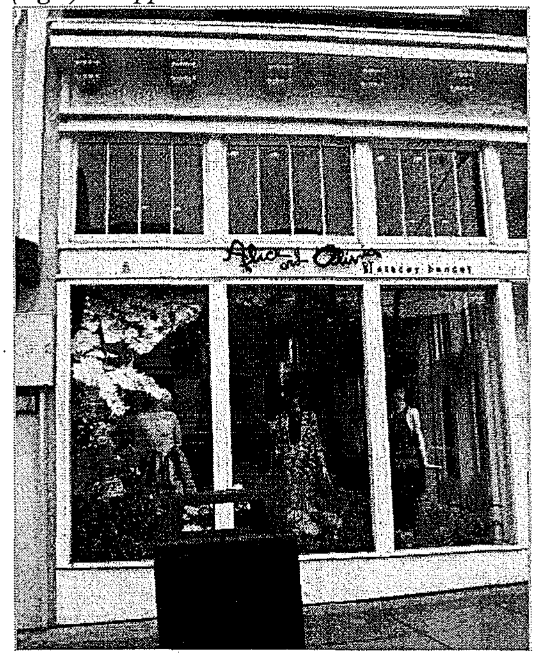
Brokers and local stakeholders report that international companies, formula retail subsidiaries, and other fast-growing brands are "racing" to open locations in Upper Fillmore before they meet the definition of formula retail. According to brokers, some international and fast-growing domestic chains are accelerating plans to open in the popular shopping district before they reach the threshold for formula retail, in order to secure a location without going through the formula retail CU application process. For example, rapidly expanding clothing boutiques like Alice + Olivia, Roberta Freymann, Steven Alan, and James Perse reportedly opened locations in Upper Fillmore shortly before reaching the 11-store threshold. Several international chains with significant presences in other countries that recently opened in the district – such as The Kooples, Cotélac, and Sandro (three French clothing lines) – did not require formula retail CU authorizations because they had fewer than 11 other locations in the United States. Other recently opened businesses, such as Evolution Juice and Athleta, are owned by large formula retail uses (Starbucks and The Gap, respectively) but did not require formula retail CU authorizations because the Planning Code currently defines formula retail based on trademark and branding, rather than ownership.[101]

Supervisor Farrell's legislation would address concerns about the international chain retailers and subsidiaries by expanding the definition of formula retail in the Upper Fillmore NCD to include retail with 11 or more other establishments anywhere in the world, and establishments where 50 percent or more of stock or shares are owned by a formula retail use.

[101] "Getting to 11," *The New Fillmore*, June 1, 2012, http://newfillmore.com/2012/06/01/getting-to-11/.

Figure VIII-4. Evolution Juice (left) and Alice + Olivia (right) in Upper Fillmore





Source: Strategic Economics, 2014.

Local residents and merchants have noticed a decline in the number of businesses in the district that serve residents' daily needs. The case study area does include several independent grocery stores, including a Mollie Stone's Market, the Mayflower Market, and Gino's Grocery Company. The district also has an independent movie theater, one of the few left in the city. Several pharmacies, including a Walgreens and the pharmacy at the California Pacific Medical Center, are located immediately outside the boundaries of the Upper Fillmore Neighborhood Commercial District. However, stakeholders have voiced concerns about the loss in recent years of a hardware store, laundromat, dry cleaners, and other stores serving daily needs.

The decline in daily needs-serving retailers and service providers reflects the fact that these businesses tend to have lower profit margins than stores that sell comparison goods. In general, daily needs-serving businesses typically have lower profit margins than businesses that sell comparison goods. As a result, brokers and other stakeholders report some daily needs-serving businesses have been unable to afford increased rents, or decided to take "key money" – i.e., a payment for the right to assume an existing tenant's lease – from a comparison goods retailer and close shop. (As discussed below, both formula and independent retailers have reportedly paid key money on Upper Fillmore.) Meanwhile, at least one business owner who owned his building decided he could make more money by renting his space to another retailer than by continuing to operate his own store. In other cases, long-time business owners may simply have retired.

Some community members have raised concerns that formula retailers are less engaged with the community than independent retailers; however, no enforcement actions have been filed with the Planning Department. Concerns about formula retailers' lack of community participation have been raised on local blogs,[102] and in public comments for at least one formula retail CU application in Upper Fillmore.[103]

Formula Retail Conditional Use Activity

Despite the controversies over formula retail in Upper Fillmore, all five formula retail conditional use applications filed in the case study area have been approved by the Planning Commission and none of these approvals have been appealed to the Board of Supervisors. Figure VIII-5 shows the formula retail CU applications that have been filed in Upper Fillmore since CU authorization was first required in 2007. Four of the five applications were for clothing stores; the fifth (Kiehl's) is a cosmetics and skin care store.[104]

Figure VIII-5. Formula Retail Conditional Use Applications in Upper Fillmore Neighborhood Commercial District, 2007 - January 2014

Business Name	Address	File Date	Action Date	Action Taken
Polo Ralph Lauren	2040 Fillmore St	2007	2008	Approved with conditions
Black Fleece	2223 Fillmore St	2009	2009	Approved with conditions
Bo Concept (a)	1928 Fillmore St	2010	2010	Approved with conditions
Kiehl's	1971 Fillmore St	2010	2011	Approved with conditions
Rag & Bone	2060 Fillmore St	2013	2014	Approved with conditions

(a) Bo Concept has since closed.
Sources: City and County of San Francisco, 2014; Strategic Economics, 2014.

However, there was one appeal over whether a proposed tenant should be subject to the City's formula retail controls. The Planning Department initially determined that German-based clothing brand Oska was not a formula retail use. After a local boutique owner appealed, the Board of Appeals subsequently ruled that Oska did qualify as a formula retailer, because the company had 11 other establishments in the U.S. including two signed leases.[105] Oska subsequently decided not to formula retail CU application in this location.

Demographics, Sales, and Market Trends

The high population density and high household incomes in the Upper Fillmore trade area are a key factor in the district's appeal to high-end retailers, including high-end formula and other chain retailers. Figures VIII-6 through VIII-9 provide an overview of the selected demographics for the Census Tracts in the half-mile radius around the Upper Fillmore NCD. According to retail brokers, the high disposable incomes of many residents – as evidenced by the trade area's high population density (Figure VIII-6), high average incomes (Figure VIII-6), and high share of single-person households (Figure VIII-7) – are a primary reason that high-end retailers are attracted to Upper Fillmore.

102 Barbara Kate Repa, "Polo's Promises Go Unfulfilled," *The New Fillmore*, April 2, 2010, http://newfillmore.com/2010/04/02/polos-promises-go-unfulfilled/.

103 San Francisco Planning Department, Planning Commission Final Motion No. 17578, April 10, 2008.

104 Sterling Bank and Chase Bank received conditional use authorizations in 2006 and 2011, respectively, for establishing new financial services institutions. However, the two banks did not require formula retail CUs because they were entitled before financial services were added to the definition of formula retail in the Planning Code in 2012.

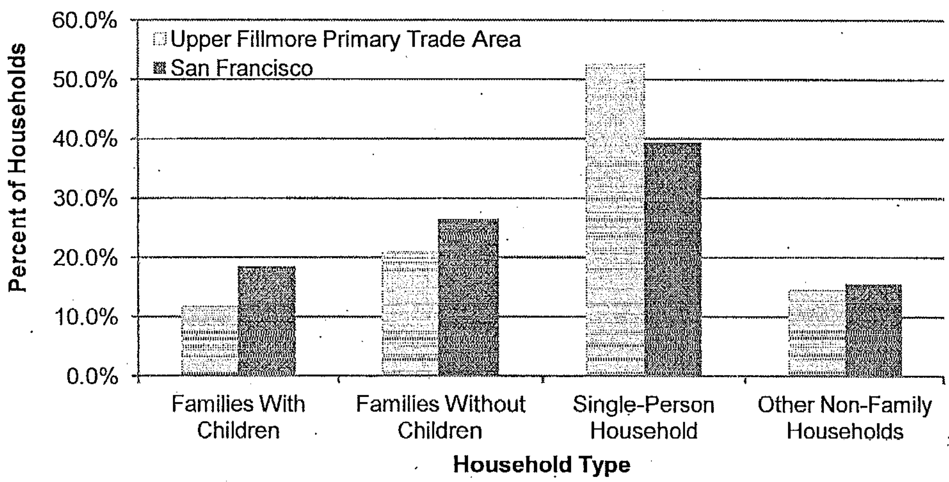
105 Barbara Kate Repa, "Oska Stirs Chain Store Fight on Fillmore," *The New Fillmore*, March 3, 2013, http://newfillmore.com/2013/03/03/oska-stirs-chain-store-fight-on-fillmore/; "City Tightens Chain Store Limits," *The New Fillmore*, May 31, 2013, http://newfillmore.com/2013/05/31/city-tightens-chain-store-limits/.

Figure VIII-6. Population, Households, and Average Household Income: Upper Fillmore Primary Trade Area and San Francisco, 2012

	Upper Fillmore Primary Trade Area	San Francisco
Population	35,331	807,755
Number of Households	19,552	340,839
Average Household Size	1.8	2.4
Population Density (People per Acre)	44.6	31.4
Households per Acre	24.7	13.2
Average Household Income	$136,050	$107,520

Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

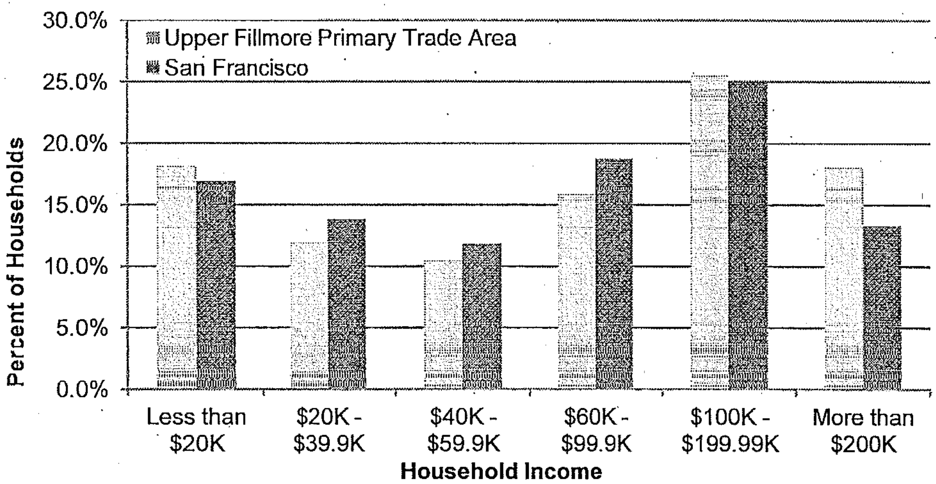
Figure VIII-7. Households by Type: Upper Fillmore Primary Trade Area and San Francisco, 2012



Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

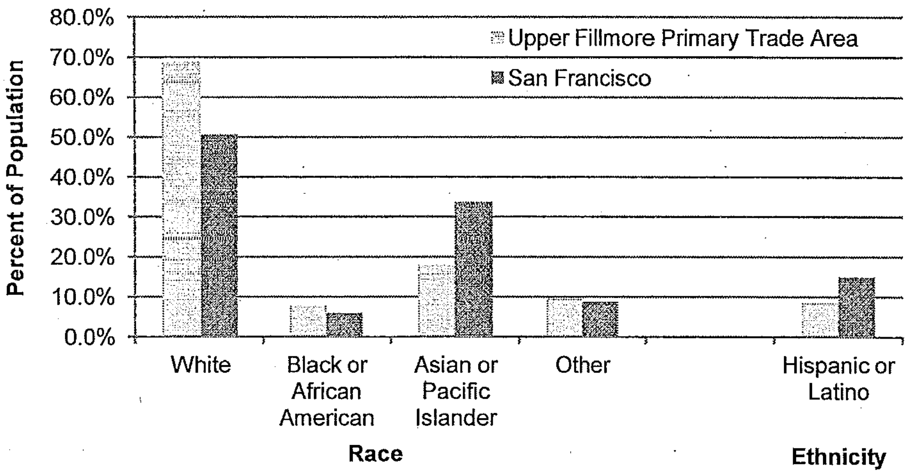
However, many neighborhood residents are unlikely to be able to afford the high-end products available for sale in the commercial district. Despite the trade area's high average incomes, the neighborhood has a higher percentage of households earning less than $20,000 a year compared to the citywide average, reflecting the presence of several low-income housing developments in the area (Figure VIII-8). Indeed, residents observe that some of the single-person households in the area are seniors living on fixed incomes and in subsidized or rent-controlled housing. A very high percentage of the population is white – nearly 70 percent in the trade area, compared to 50 percent of the city's entire population. However, African-Americans make up a slightly higher share of the population than in San Francisco overall, a legacy of the area's history as a center of African-American culture (Figure VIII-9).

Figure VIII-8. Households by Income Level: Upper Fillmore Primary Trade Area and San Francisco, 2012



Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

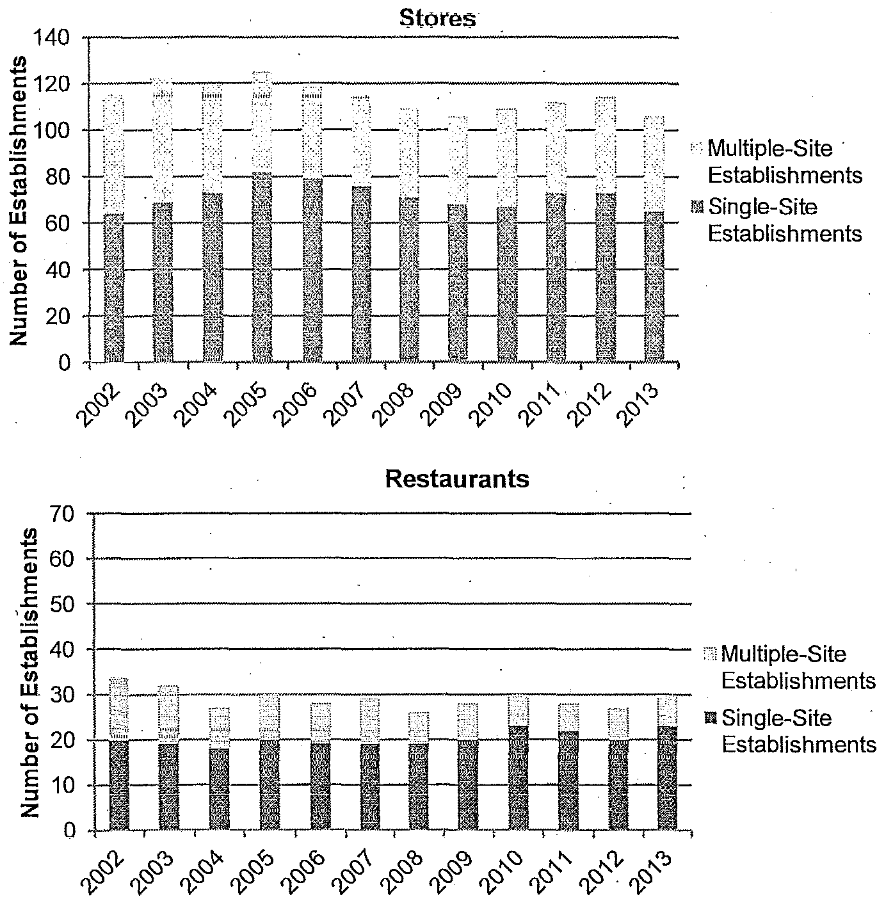
Figure VIII-9. Population by Race and Ethnicity: Upper Fillmore Primary Trade Area and San Francisco, 2012



Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

Despite the reported increase in formula retail establishments and other chains on Upper Fillmore, the number of single-site establishments in the case study areas was approximately the same in 2013 as in 2002. Figure VIII-10 shows the number of restaurants and retail stores in the Upper Fillmore that reported just one location in San Francisco ("single-site" establishments) or more than one location in San Francisco ("multiple-site" establishments). Note that in Upper Fillmore in particular, some single-site businesses are national or international brands with just one location in the city. As Figure VIII-10 shows, the number of stores has fluctuated over time, generally tracking regional economic conditions. There were approximately the same number of single-site stores (63) and restaurants (23) in Upper Fillmore in 2013 as in 2002.

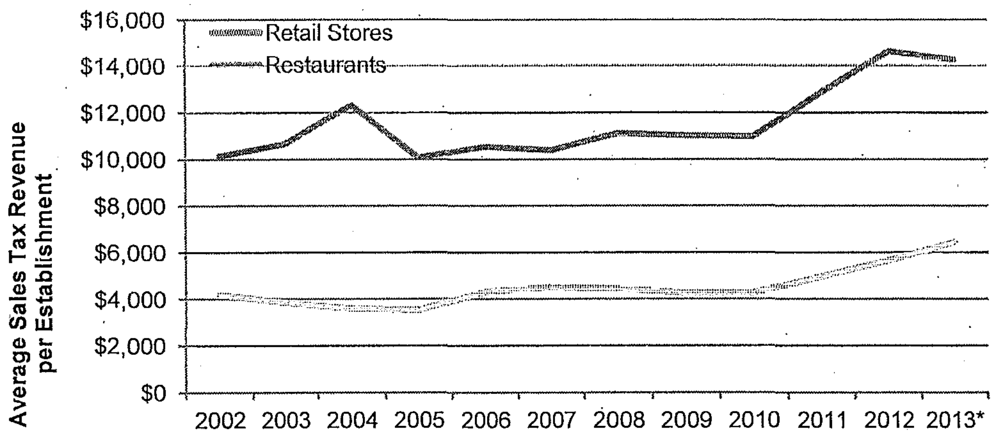
Figure VIII-10. Single- and Multiple-Site Stores and Restaurants Reporting Sales Tax in the Upper Fillmore Neighborhood Commercial District, 2002-2013



"Single-Site" establishments had one location in San Francisco; "multiple-site" establishments had more than one location in the city.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Single-site establishments are performing very strongly. Figure VIII-11 shows the average sales tax revenue generated by single-site restaurants and stores. As discussed below, single-site restaurants and bars in the Upper Fillmore generate significantly more revenue on average than restaurants and bars in the Ocean Avenue and Geary Boulevard case study areas. Sales have increased rapidly since the economy began to recover in 2010, although restaurant sales dipped slightly between 2012 and 2013.

Figure VIII-11. Average Sales Tax Revenue Per Single-Site Establishment: Upper Fillmore Neighborhood Commercial District, 2002-2013 (Adjusted to 2013 Dollars)



"Single-Site" establishments are firms that reported one location in San Francisco.
*Includes estimate of fourth-quarter sales tax revenues for 2013, based on average revenues in first three quarters of the year.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Reflecting the high sales volume in the district, brokers report that rents are increasing rapidly and there are few if any long-term vacancies in the district. Rents in Upper Fillmore have reportedly reached $140 per square foot in some recent transactions, significantly above retail rents in other neighborhood commercial districts.[106] According to brokers and recent articles and reports, new tenants in Upper Fillmore often secure their leases before storefronts become vacant.[107] For example, two storefronts that were vacant as of early 2014 at 2060-66 California Street (a former Royal Ground Coffee Shop and a laundromat, shown in Figure VIII-12) were already leased to Rag & Bone, a formula retail clothing boutique.

[106] Renee Frojo, "Fillmore Street Hits New Fashion Heights," *San Francisco Business Times*, May 4, 2012, http://www.bizjournals.com/sanfrancisco/print-edition/2012/05/04/fillmore-street-hits-new-fashion-heights.html. Reliable CoStar data on rents were not available for this case study area.
[107] Ibid.; San Francisco Commercial Real Estate Brokers, *Formula Retail Mapping Project*, 2014.

Figure VIII-12. The Former Royal Ground Coffee Shop at Fillmore and California Streets, Site of a Future Rag & Bone Clothing Boutique (a Formula Retail Use Approved by the Commission in February 2014)

Source: Strategic Economics, 2014.

High rents and the need to pay "key money" to secure space make it challenging for new daily needs-serving businesses to locate in the district. Some recent transactions have reportedly involved the exchange of "key money," where a business that wants to locate on the street pays an existing tenant for the right to assume the tenant's lease. Both formula and independent retailers have reportedly paid key money, but this type of payment – combined with the area's high rents – poses a significant barrier for start-ups and other small businesses with limited financial resources, including daily needs-serving businesses that typically have lower profit margins than high-end clothing stores and other comparison good retailers.

Neighborhood Character

Upper Fillmore's pedestrian-scaled streets, well-maintained Victorian buildings, and the size and quality of the retail spaces create an attractive shopping environment. Brokers report that the visual appeal of the Victorian buildings is one of the key factors that attract both formula and independent retailers to Upper Fillmore.

Formula retail establishments in Upper Fillmore generally locate in medium-sized storefronts. On average, formula retailers occupy slightly more space than independent retailers in Upper Fillmore – about 5,900 square feet per establishment, compared to an average of 2,900 per independent retailer.[108]

While the stores may be larger, formula retail establishments in Upper Fillmore still tend to locate in Victorian buildings with limited parking. Figure VIII-13 shows where public and private parking lots, as well as gas stations, are located in the Upper Fillmore NCD, as well as which establishments they serve. None of the formula retailers in the district are located on parcels with large surface parking lots.

[108] Based on data from the 2012 Dun & Bradstreet database that have not been independently verified.

Figure VIII-13. Auto-Oriented Uses (Parking Locations and Gas Stations): Upper Fillmore Neighborhood Commercial District

1. Public Parking Lot
   48 Spaces

2. Mollie Stone Market
   Private Lot
   60 Spaces

3. Shell Gas Station & Service Center
   Private Lot
   18 Spaces

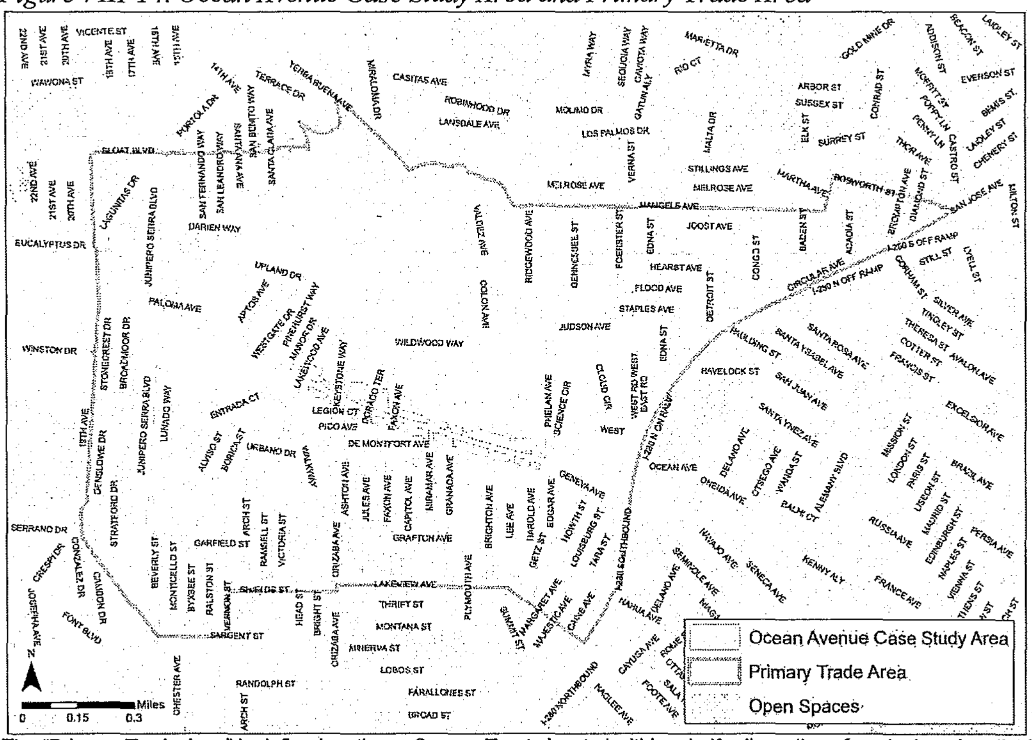
4. Unknown Retail
   Private Lot
   Unknown Spaces

Formula retail establishments are noted in bold.
Sources: SF Park, 2011; Strategic Economics, 2014.

Ocean Avenue Neighborhood Commercial Transit District

The Ocean Avenue NCT (shown in Figure VIII-14) is a compact, walkable commercial district located in the southwestern part of the city, directly west of City College of San Francisco. The district is located within a 10- to 20-minute walk of Balboa Park BART Station and directly off of I-280, and is served by three Muni Metro lines and several bus lines. Beginning with the Balboa Park Station Better Neighborhoods planning process in the early 2000s, the district has undergone significant revitalization. Recent public and private investments include a new Avalon Bay apartment project with a Whole Foods on the ground floor, a new public library, and a redesigned bus terminal. The Mayor's Office of Economic and Workforce Development recently selected Ocean Avenue for the Invest in Neighborhoods program, focusing City resources on the district. Meanwhile, the Ocean Avenue Association became a community benefit district (CBD)[109] in 2010, allowing the organization to generate assessment revenues that – together with grant funds from the City and other organizations – have paid for new trees and landscaping, street and sidewalk cleaning, public safety, marketing, technical assistance for small businesses, and other programs.[110]

Figure VIII-14. Ocean Avenue Case Study Area and Primary Trade Area



The "Primary Trade Area" is defined as those Census Tracts located within a half-mile radius of each shopping district.
Sources: City and County of San Francisco, 2013; Strategic Economics, 2014.

[109] Community benefit districts are a type of assessment district, in which property or business owners elect to pay an assessment in order to fund activities such as street and sidewalk cleaning, public safety, and marketing programs. CBD programming is typically administered by a local merchants' association.

[110] Marisa Lagos, "Ocean Avenue Making Waves in Ingleside," *San Francisco Chronicle*, October 1, 2013, http://www.sfgate.com/bayarea/article/Ocean-Avenue-making-waves-in-Ingleside-4857792.php#src=fb; John King, "Students, Residents Come Together on S.F.'s City College Hill," *San Francisco Chronicle*, December 18, 2013, http://www.sfgate.com/bayarea/place/article/Students-residents-come-together-on-S-F-s-City-5073095.php#src=fb; J.K. Dineen, "Building beyond the Boom," *San Francisco Business Times*, June 28, 2013, http://www.bizjournals.com/sanfrancisco/print-edition/2013/06/28/building-beyond-the-boom.html; John King, "Exciting, Enticing: Housing That Fits in," *San Francisco Chronicle*, February 17, 2013, http://www.sfgate.com/bayarea/place/article/Exciting-enticing-housing-that-fits-in-4284949.php#src=fb.

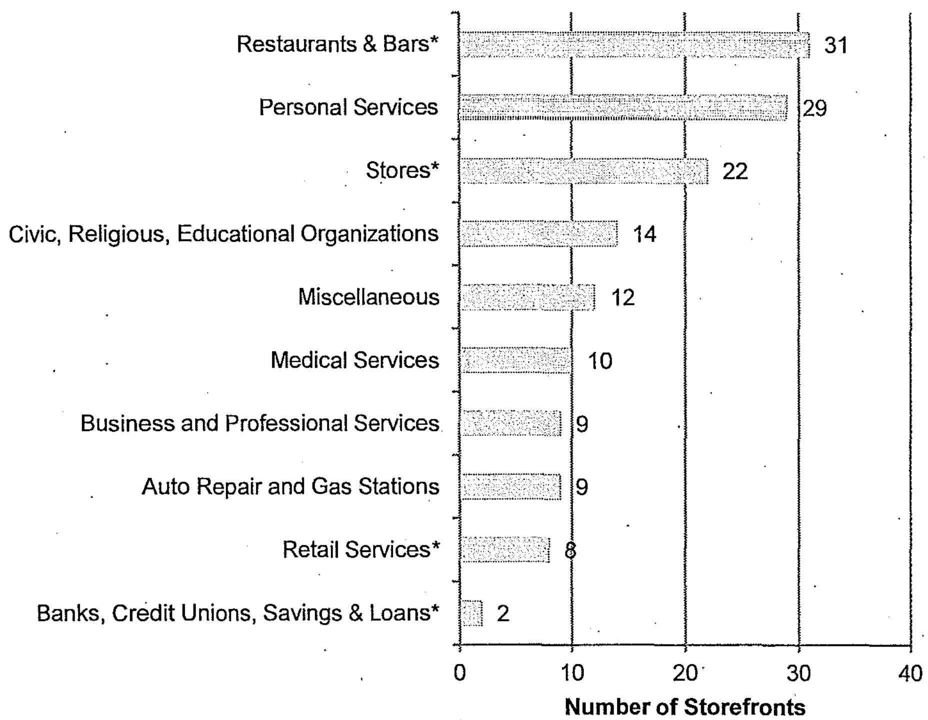
Formula retail establishments in the Ocean Avenue NCT provide goods and services that serve the daily needs of local residents, workers, and students, and have contributed to the ongoing revitalization of the district. However, the corporate structure of formula retail establishments has also posed a barrier to involving formula retailers in efforts to organize and improve the area.

The following sections discuss the retail dynamics in the case study area, the formula retail conditional use applications that have been submitted, local demographic, sales, and market trends, and the relationship between formula retail and the district's urban form.

Retail Dynamics

In contrast to Upper Fillmore, many storefronts on Ocean Avenue are tenanted with personal services, civic organizations, medical services, and other uses that are not subject to formula retail controls. Figure VIII-15 shows the number of storefronts on Ocean Avenue by type. Uses that are subject to the formula retail controls are indicated with an asterisk. Of the approximately 146 occupied storefronts in the case study area, 83 storefronts (or 56 percent) are occupied by uses that are not subject to the controls. Most of these businesses are independent, but some are chains or franchises. Examples of chains or franchises in the case study area that are not considered formula retail under the Planning Code definition include 24 Hour Fitness, Union 76, Valero, Rai Care Centers of Northern California (a dialysis center), and the Avalon Bay Communities leasing center.

Figure VIII-15. Occupied Storefronts by Type: Ocean Avenue Neighborhood Commercial Transit District, Early 2014



*Use type subject to formula retail controls.
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods, 2013; Strategic Economics, 2014.
All numbers are approximate.

Formula retail accounts for 16 percent of the retail establishments in the district. Figure VIII-16 provides additional detail on those use types that are subject to formula retail controls, including the number of formula retail establishments by category. In total, there are 10 known formula retail establishments on Ocean Avenue: 5 stores, 4 restaurants, and 1 bank. Compared to the citywide average, formula retailers make up a particularly high share of retail stores on Ocean Avenue.

Figure VIII-16. Formula and Independent Retail Establishments by Use Type: Ocean Avenue Neighborhood Commercial Transit District, Early 2014

	Ocean Avenue NCT				San Francisco (a)
Use Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as a % of Total**	**Formula Retail as a % of Total**
Stores	5	17	22	23%	10%
Restaurants & Bars	4	27	31	13%	11%
Retail Services	0	8	8	0%	4%
Banks, Credit Unions, S&L	1	1	2	50%	84%
Total	**10**	**53**	**63**	**16%**	**12%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
Use types shown are subject to formula retail controls.
Acronyms:
S&L: Savings and loans
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods Initiative, 2013; Ocean Avenue Association, 2014; Strategic Economics, 2014. All numbers are approximate.

Many of the formula and independent retail stores in the district serve the daily needs of residents, workers, and students. Figure VIII-17 shows the types of retail stores in the district by type. The formula retail stores on the street include a 7-11 convenience store, two pharmacies (CVS and Walgreens), and the new Whole Foods. Much of the independent retail also serves daily needs, although some independent, specialized retailers – e.g., a furniture store, an appliance store, a sewing supplies store – also likely attract shoppers from elsewhere in the city or region.

Figure VIII-17. Retail Stores by Type: Ocean Avenue Neighborhood Commercial Transit District, Early 2014

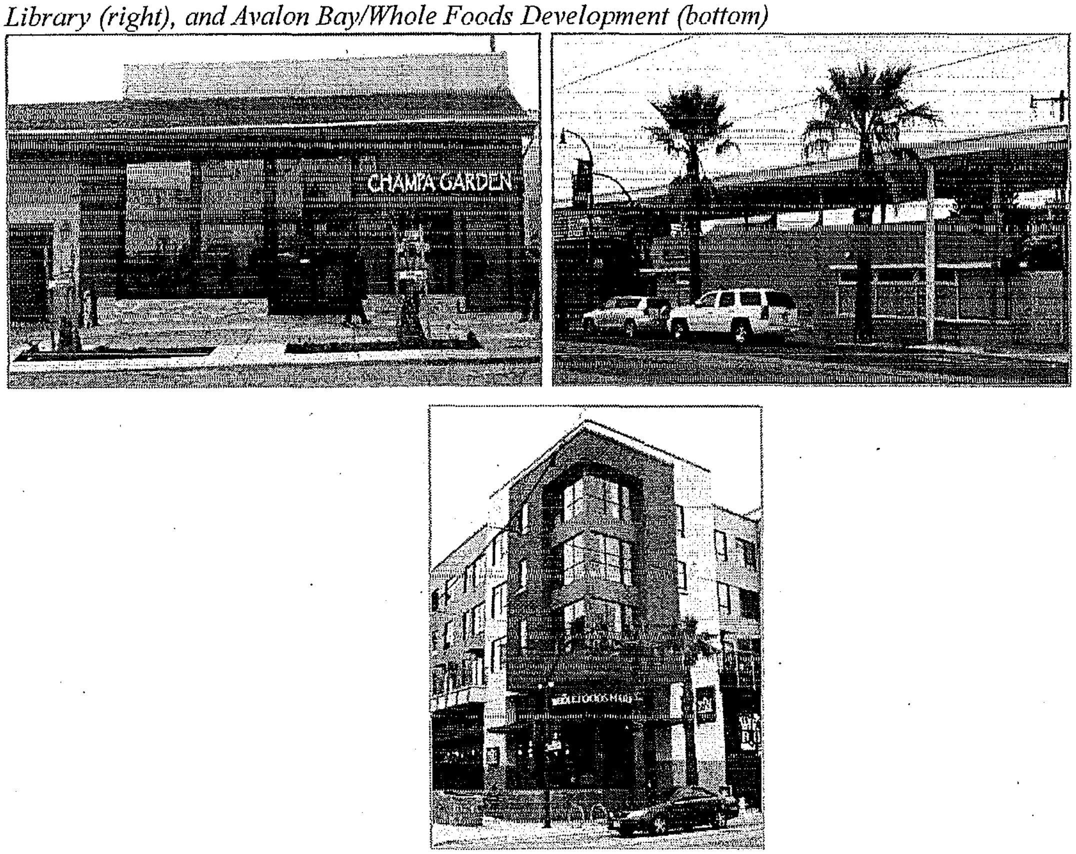
	Ocean Avenue NCT				San Francisco (a)
Store Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as a % of Total**	**Formula Retail as a % of Total**
Other Retail Stores (b)	0	6	6	0%	4%
Convenience & Liquor Stores	1	3	4	25%	10%
Furniture and Appliances	0	3	3	0%	11%
Sporting Goods, Hobby, Book, Music	0	3	3	0%	3%
Apparel & Accessories	0	2	2	0%	15%
Pharmacies & Drug Stores	2	0	2	100%	49%
Building Materials & Garden Supplies	1	0	1	100%	9%
Supermarkets & Other Grocery	1	0	1	100%	7%
Total Stores	**5**	**17**	**22**	**23%**	**10%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
(b) Includes fruit and vegetable market, dollar store, pawn shop, framing store, sewing supplies store.
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods Initiative, 2013; Ocean Avenue Association, 2014; Strategic Economics, 2014. All numbers are approximate.

Both formula and independent retailers have contributed to the effort to revitalize Ocean Avenue. The new Whole Foods, which opened in 2013, filled a long-standing need for a grocery store in the Ingleside area and reportedly attracts shoppers from across the Southern Neighborhoods. Champa Gardens, a Southeast Asian restaurant in Oakland, opened a second location near Ocean Avenue in 2013, drawing additional attention to the district. According to the Executive Director of the Ocean Avenue Association, many formula retailers are also active participants in the community. For example, Whole Foods regularly donates meeting space, food, and resources to the community. Other formula retailers encouraged their landlords to vote in favor of establishing the CBD, and regularly provide volunteers for community events.

However, community members note that it is challenging to establish ongoing relationships with formula retailers because the managers rotate between stores or do not have the authority to make decisions. On the other hand, independent businesses can present different challenges. For instance, many small businesses need assistance in maintaining a well-kept façade, or in putting together a business plan.

Figure VIII-18. The New Champa Garden Restaurant (left), Ingleside Branch of the San Francisco Public Library (right), and Avalon Bay/Whole Foods Development (bottom)



Source: Strategic Economics, 2014.

Formula Retail Conditional Use Applications

Since 2007, the case study area has attracted six formula retail conditional use applications; all but one has been approved. Figure VIII-21 shows the formula retail CU application activity in the district. Residents reportedly opposed the Subway location because the proposed formula retail restaurant would have competed with nearby Viking's Giant Submarines, an independent retailer.

Figure VIII-19. Formula Retail Conditional Use Applications in Ocean Avenue Neighborhood Commercial Transit District, 2007-January 2014

Business Name	Address	File Date	Action Date	Action Taken
Subway	1326 Ocean Avenue	2007	2007	Withdrawn
CVS Pharmacy	1760 Ocean Avenue	2011	2011	Approved with conditions
Sherwin-Williams Paint Store	1415 Ocean Avenue	2011	2012	Approved with conditions
Yogurtland	1250 Ocean Avenue	2012	2012	Approved with conditions
Fresh & Easy (a)	1830 Ocean Avenue	2012	2012	Approved with conditions
Whole Foods Market	1150 Ocean Avenue	2012	2013	Approved with conditions

(a) Approved but never opened.
Sources: City and County of San Francisco, 2014; Strategic Economics, 2014.

Demographic, Sales, and Market Trends

The primary trade area around the Ocean Avenue Neighborhood Commercial Transit District has relatively high household incomes, a high share of families, and a high proportion of Asian residents. Figures VIII-20 through VIII-23 provide selected demographic characteristics for the Census Tracts in the half-mile radius around the Ocean Avenue case study area. Compared to the city as a whole, the primary trade area has relatively high household incomes (Figures VIII-20 and VIII-21), many families with and without children (Figure VIII-22), and a high share of Asian residents (Figure VIII-23). Both formula and independent retailers have adapted their offerings to reflect the neighborhood's demographics. For example, Beep's Burgers – an independent burger joint that has been on Ocean Avenue since 1962 – now offers teriyaki bowls as well as burgers,[111] while the Whole Foods deli was recently serving bánh mì sandwiches.

However, the half-mile radius captures portions of a number of distinct neighborhoods with different demographic characteristics. On the west side of the primary trade area, St. Francis Wood and the Ingleside Terrace/Merced Heights neighborhoods are more affluent, while the Ingleside and Sunnyside neighborhoods to the east have lower average incomes.

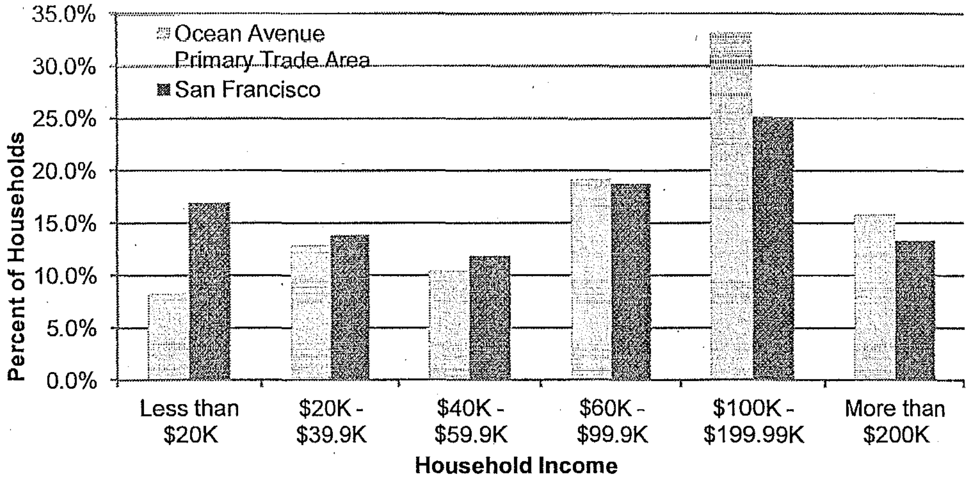
Figure VIII-20. Population, Households, and Average Household Income: Ocean Avenue Primary Trade Area and San Francisco, 2012

	Ocean Avenue Primary Trade Area	San Francisco
Population	30,968	807,755
Number of Households	10,095	340,839
Average Household Size	3.1	2.4
Population Density (People per Acre)	25.0	31.4
Households per Acre	8.1	13.2
Average Household Income	$123,499	$107,520

Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

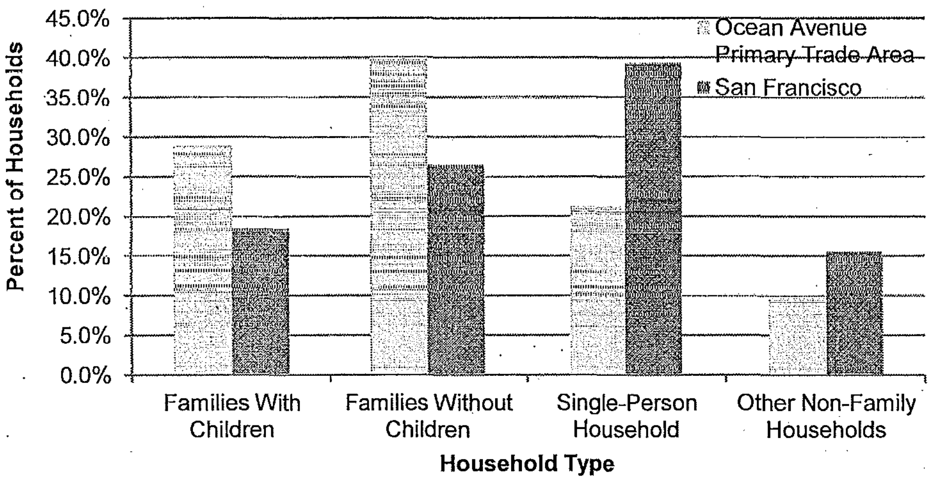
[111] King, "Students, Residents Come Together on S.F.'s City College Hill."

Figure VIII-21. Households by Income Level: Ocean Avenue Primary Trade Area and San Francisco, 2012



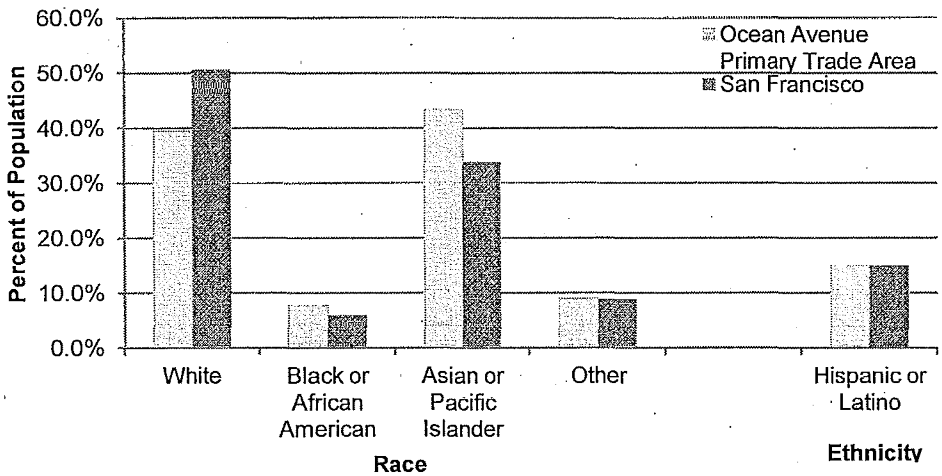
Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

Figure VIII-22. Households by Type: Ocean Avenue Primary Trade Area and San Francisco, 2012



Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

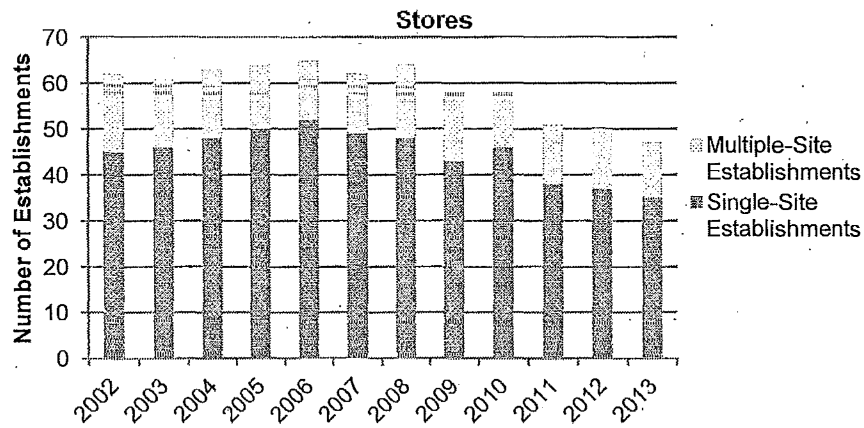
Figure VIII-23. Population by Race and Ethnicity: Ocean Avenue Primary Trade Area and San Francisco, 2012

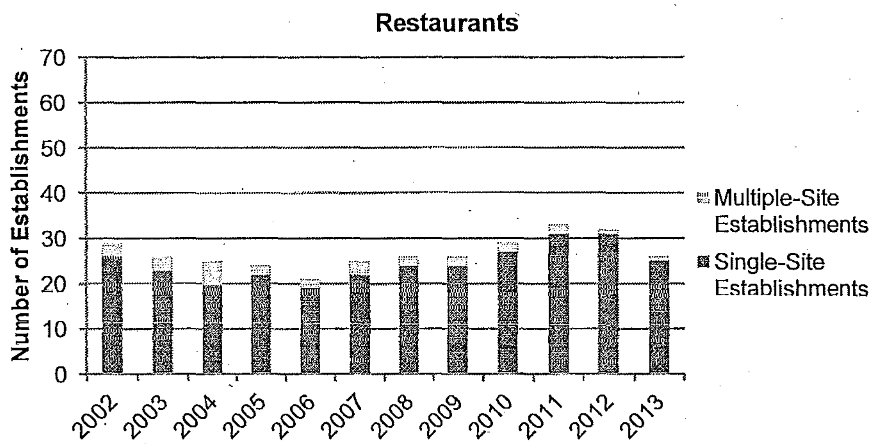


Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

The number of stores reporting sales tax has gone down over time, while the number of restaurants has fluctuated with the economy. Figure VIII-24 shows number of stores and restaurants on Ocean Avenue with one location in San Francisco ("single-site establishments") or more than one location in San Francisco ("multiple-site establishments"). The total number of stores reporting sales tax revenues declined from 62 in 2002 to 47 in 2013. Single-site stores accounted for 74 percent of all stores on Ocean Avenue in 2013, approximately the same share as in 2002. The overall decline in stores may be linked to national trends; across the country, the number of potential retail tenants has shrunk due to competition with e-commerce and the consolidation of national retail brands. Traditional retail spaces across the country are increasingly being filled with personal, financial, and medical service uses.

Figure VIII-24. Single- and Multiple-Site Stores and Restaurants Reporting Sales Tax in the Ocean Avenue Neighborhood Commercial Transit District, 2002-2013

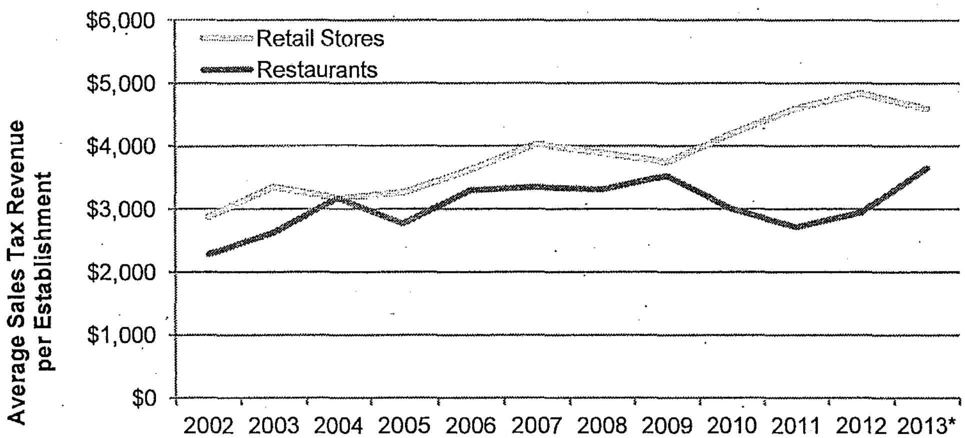




"Single-Site" establishments had one location in San Francisco; "multiple-site" establishments had more than one location in the city.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Sales tax revenues from single-site establishments have recovered since the recession. Figure VIII-25 shows average sales tax revenue per single-site establishment in the Ocean Avenue NCT. In 2013, retail stores on Ocean Avenue generated an average of $4,500 in sales tax revenues per store, slightly higher than average sales tax revenues for stores in the Geary case study area ($3,700 per store in 2013) and lower than in Upper Fillmore ($6,500 per store). Restaurants on Ocean Avenue reported lower sales tax revenues (an average of $3,700 per restaurant) than restaurants on Geary Boulevard ($5,400 per restaurant) or in Upper Fillmore ($14,300 per restaurant).

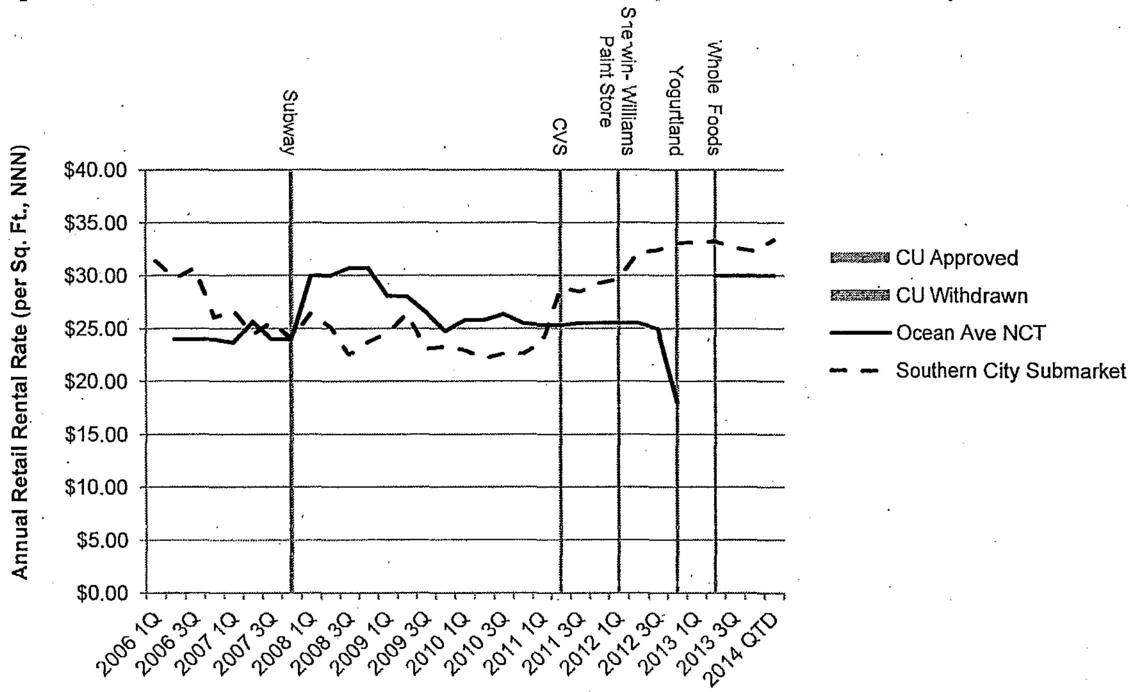
Figure VIII-25. Average Sales Tax Revenue Per Single-Site Establishment: Ocean Avenue Neighborhood Commercial Transit District, 2002-2013 (Adjusted to 2013 Dollars)



"Single-Site" establishments are firms that reported one location in San Francisco.
*Includes estimate of fourth-quarter sales tax revenues for 2013, based on average revenues in first three quarters of the year.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Rents in the commercial district appear to be strengthening, while the vacancy rate is stable. Figure VIII-26 shows rental data from CoStar for the Ocean Avenue NCT and Southern City commercial real estate submarket (defined by CoStar), as well as the quarter when formula retail conditional use applications were approved or withdrawn. While rents in a small area can fluctuate significantly from quarter to quarter due to one or two transactions, the available data indicate that rents in the case study area increased at the end of 2013. Inventories conducted by OEWD and the Ocean Avenue Association found that the vacancy rate declined slightly, from 11 to 10 percent of all storefronts, between February 2013 and February 2014.

Figure VIII-26. Rents and Formula Retail Conditional Use Application Activity in the Ocean Avenue Neighborhood Commercial Transit District and Southern City Submarket, 2006-January. 2014



Fresh & Easy is not shown because store never opened, although a CU application was approved.
The Southern City Submarket stretches south of 16th Street to the Daly City border, and west of Highway 101 to the shoreline.
Acronyms:
CU: Conditional use application
NCT: Neighborhood commercial transit district
NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents based on CoStar data that have not been independently verified.

Formula retail controls may be among the many factors contributing to some long-term vacancies, along with design challenges, maintenance needs, and other issues. For example, a 17,300-square-foot former Rite Aid at the corner of Ocean Avenue and Dorado Terrace has been vacant for approximately five years, creating a gap in activity that stretches for nearly half a block (Figure VIII-27). The space was developed in the 1980s as part of a mixed-use development and was originally occupied by Safeway.[112] The most recent tenant, Rite Aid, closed in 2009, when the company sold the Ocean Avenue store and seven other locations to Walgreens. Walgreens still holds the lease, pays monthly rent on the building, and must approve any new tenants – a common arrangement that allows a national retailer to keep out competitors. The space requires significant improvements in order to be suitable for a new tenant. According to the listing broker, a formula retail tenant would be in the best position to invest in the needed tenant improvements and occupy the large floor plate, but potential formula retail tenants have been unwilling to consider the location because of concerns about the CU authorization process. However, a Fresh and Easy grocery store successfully applied for a formula retail CU authorization to locate in the space in 2012, although the store never opened (Fresh & Easy scaled back its expansion plans around this time due to the company's financial troubles). Design challenges may also be contributing to the difficulty of leasing the space. The building has only a few, small windows and an entry that is recessed from the street, making it unappealing for many retailers, and has structural issues that make it difficult to further subdivide.

[112] It has since been subdivided; the other unit in the building is occupied by 24 Hour Fitness.

Figure VIII-27. Vacant Storefront at Ocean Avenue and Dorado Terrace (1830 Ocean Avenue).

Source: Strategic Economics, 2014.

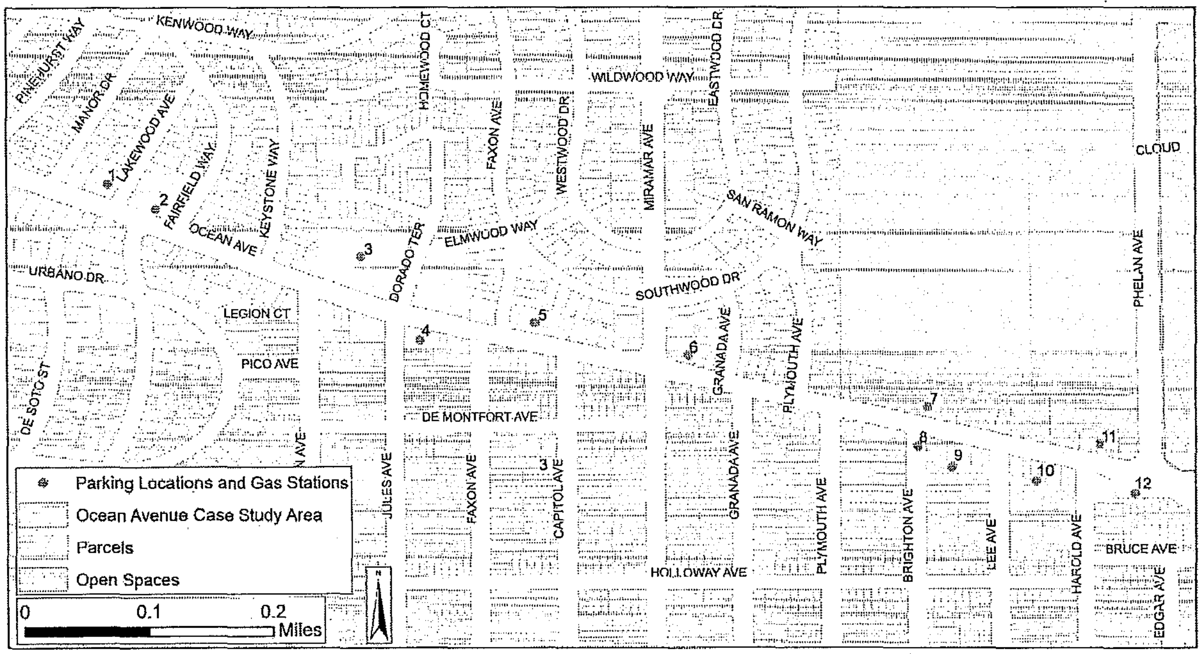
Neighborhood Character

Ocean Avenue is a walkable, compact shopping district, with many commercial buildings dating from the 1920s, 1930s, and 1940s. Although many of the older buildings have a distinct architectural character, others are in need of façade improvements. As discussed above, approximately 10 percent of the storefronts on Ocean Avenue are vacant, and 56 percent are occupied by non-retail uses.

Unlike in Upper Fillmore, many of the formula retailers on Ocean Avenue occupy auto-oriented buildings with significant surface parking. Figure VIII-28 shows parking lots, garages, and gas stations in the case study area. As noted in bold, many of the surface lots serve formula retailers, including Taco-Bell/KFC and 7-Eleven, Walgreens, and McDonalds (the Whole Foods garage is tucked behind the building). There are also three gas stations in the case study area; gas stations are not currently regulated as formula retail.[113]

[113] Note that data on the size of formula versus independent storefronts were not available for the Ocean Avenue case study area, because the Dun & Bradstreet data (which provide square footage information) were substantially modified and updated for this case study area.

Figure VIII-28. Auto-Oriented Uses (Parking Locations and Gas Stations): Ocean Avenue Neighborhood Commercial Transit District



1. **Taco Bell/KFC/7-Eleven**
Private Lot
22 Spaces

2. Voice of Pentacost High School
Private Lot
25 Spaces

3. Vacant Retail
Private Garage
60 Spaces

4. Valero Gas Station
Private Lot
15 Spaces

5. **Walgreens**
Private Lot
20 Spaces

6. Ocean Avenue Service & Gas Station
Private Lot
14 Spaces

7. **Whole Foods**
Private Garage
Unknown Spaces

8. **McDonalds**
Private Lot
29 Spaces

9. Fenced Off Lot
Private Lot
22 Spaces

10. Beeps Drive-In
Private Lot
11 Spaces

11. Fire Station
Private Lot
20 Spaces

12. 76 Gas Station
Private Lot
12 Spaces

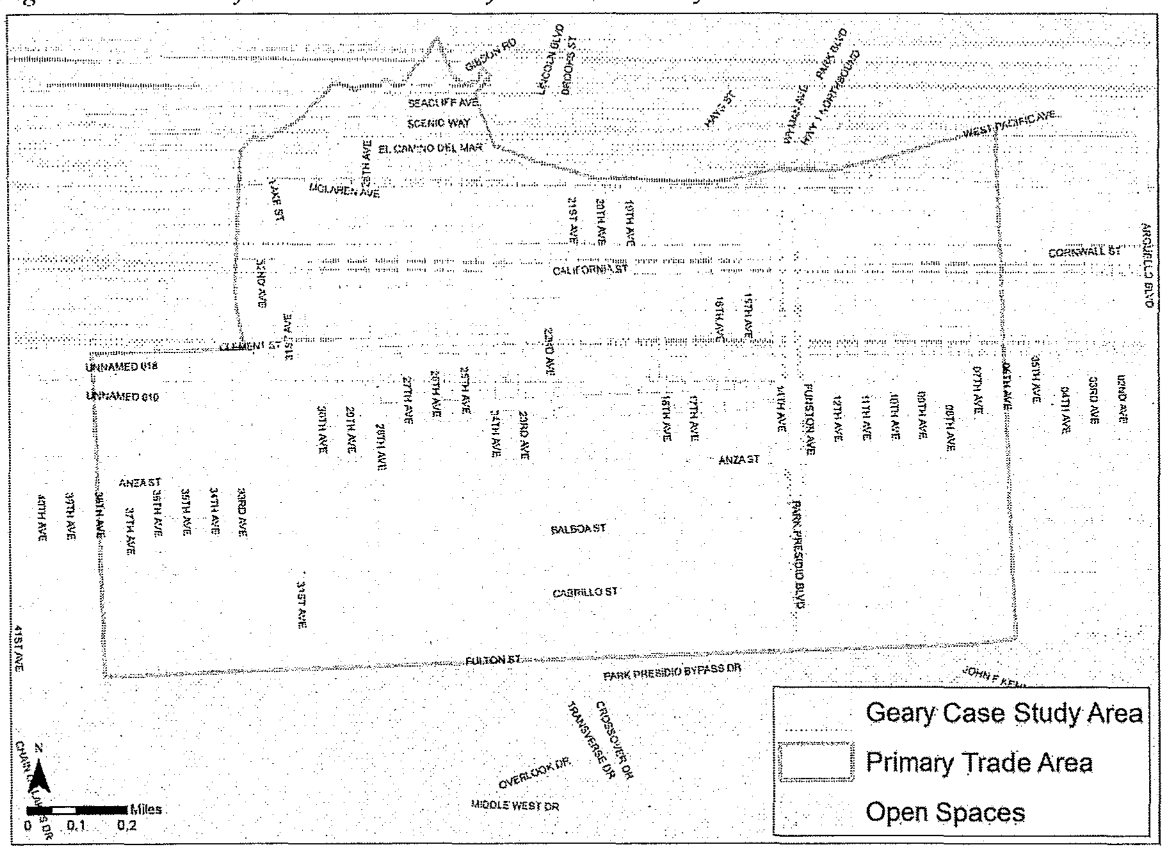
Formula retail establishments are noted in bold.
Sources: SF Park, 2011; Strategic Economics, 2014.

Geary Boulevard (14th to 28th Avenues)

The Geary Boulevard case study area (shown in Figure VIII-29) is a diverse commercial district known for its dim sum and Korean restaurants, Irish bars, and Russian bakeries and grocery stores. The district is also home to many personal care establishments and neighborhood-serving shops, including a number of formula retail fast food restaurants, banks, and other chain stores. Together, this wide variety of retail offerings serves locals while also attracting specialty shoppers from around the Bay Area. The district also benefits from an active merchants' association and a well-organized residents' association. At the same time, however, the case study area faces physical challenges including poorly maintained sidewalks, buildings, and signage, as well as many long-term small businesses that could benefit from façade and other tenant improvements. Geary Boulevard itself is a major east-west arterial with fast-moving traffic. As a result of these physical conditions and the length and disparateness of the commercial district, the case study area struggles to present a distinct identity.[114]

The following sections discuss the retail dynamics in the case study area, the formula retail conditional use applications that have been submitted, local demographic, sales, and market trends, and the relationship between formula retail and the district's urban form.

Figure VIII-29. Geary Boulevard Case Study Area and Primary Trade Area



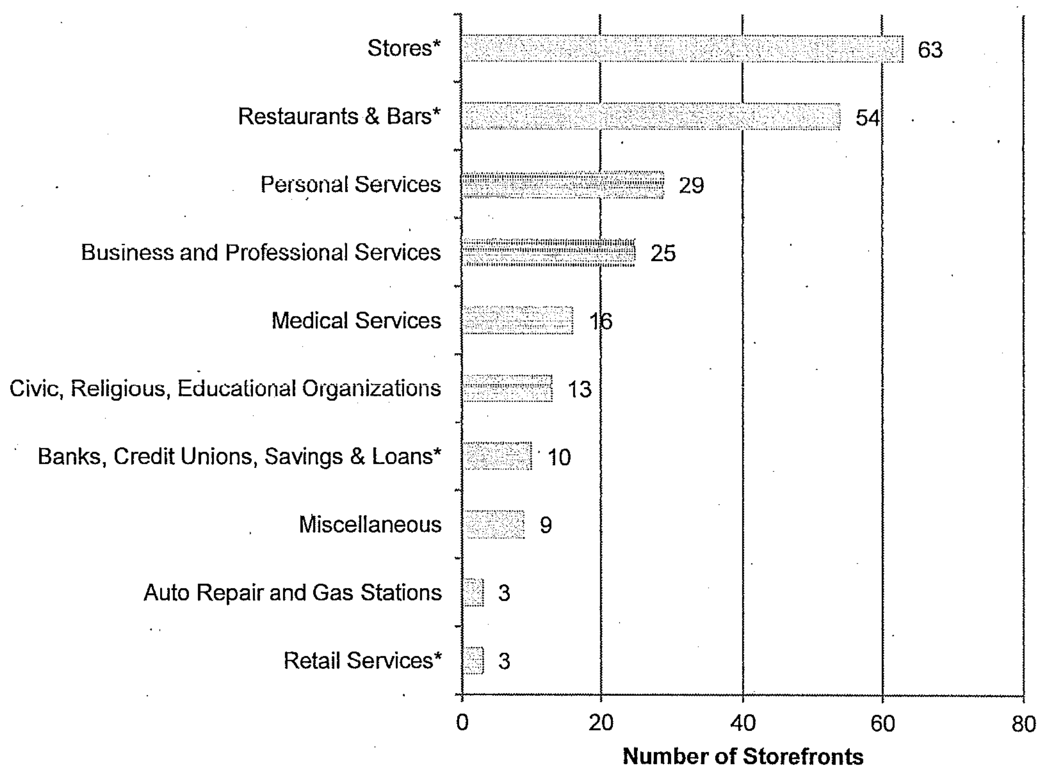
The "Primary Trade Area" is defined as those Census Tracts located within a half-mile radius of each shopping district.
Sources: City and County of San Francisco, 2013; Strategic Economics, 2014.

114 San Francisco Office of Economic and Workforce Development Invest in Neighborhoods Program, "Geary Boulevard Neighborhood Profile, February 2013, http://oewd.org/IIN.aspx.

Retail Dynamics

Stores, restaurants, banks, and retail services occupy approximately 60 percent of the storefronts in the Geary Boulevard case study area. Figure VIII-30 shows the approximately 225 occupied storefronts in the case study area by type. Personal services, business and professional services, medical services, and other uses that are not regulated as formula retail occupy approximately 40 percent of the storefronts in the district – slightly lower than on Ocean Avenue, where non-retail uses account for 56 percent of all storefronts. The Invest in Neighborhoods program has identified an "overabundance of nail salons, massage parlors and day spas" (i.e., personal services) as one of the challenges facing the neighborhood.[115] While most of the non-retail uses are independent businesses, examples of chains and franchises that would not be considered formula retail under the Planning Code include Jiffy Lube, Best Cuts, H&R Block, All State Insurance, Farmers Insurance, and State Farm Insurance.

Figure VIII-30. Occupied Storefronts by Type: Geary Boulevard Case Study Area, Early 2014



*Use type subject to formula retail controls.
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods, 2013; Strategic Economics, 2014.
All numbers are approximate.

Formula retail accounts for 16 percent of all retail establishments, but only 11 percent of stores and 9 percent of restaurants and bars are formula retail. Figure VIII-31 shows those uses that are subject to the City's formula retail controls. The overall proportion of formula retail (16 percent) is skewed

115 San Francisco Office of Economic and Workforce Development Invest in Neighborhoods Program, "Geary Boulevard Neighborhood Profile."

upwards by the many formula retail banks in the case study area. The share of formula retail stores and restaurants in the case study area is comparable to citywide averages.

Figure VIII-31. Formula and Independent Retail Establishments by Use Type: Geary Boulevard Case Study Area, Early 2014

	Geary Boulevard Case Study Area				San Francisco (a)
Use Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as % of Total**	**Formula Retail as % of Total**
Stores	7	56	63	11%	10%
Restaurants & Bars	5	49	54	9%	11%
Retail Services	0	3	3	0%	4%
Banks, Credit Unions, S&L	9	1	10	90%	84%
Total	**21**	**109**	**130**	**16%**	**12%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
Use types shown are subject to formula retail controls.
Acronyms:
S&L: Savings and loans
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods Initiative, 2013; Ocean Avenue Association, 2014; Strategic Economics, 2014. All numbers are approximate.

The Geary Boulevard case study area is home to a wide range of formula and independent retail stores serving both residents' daily needs and providing more specialized goods. Figure VIII-32 shows retail stores by type in the case study area. The district's formula retail stores include both daily needs-serving retailers (such as a new Grocery Outlet, a Walgreens pharmacy, and several convenience stores) and more specialized/comparison shopping stores such as an Aaron Brothers framing store, a Radio Shack, and a Ross Dress for Less department store.

Figure VIII-32. Retail Stores by Type: Geary Boulevard Case Study Area, Early 2014

	Geary Boulevard Case Study Area				San Francisco (a)
Retail Store Type	**Formula Retail**	**Independent Retail**	**Total**	**Formula Retail as % of Total**	**Formula Retail as % of Total**
Other Retail Stores (b)	1	15	16	6%	4%
Furniture & Appliances	1	10	11	9%	11%
Supermarkets & Other Grocery	1	5	6	17%	7%
Apparel & Accessories	0	5	5	0%	15%
Convenience & Liquor Stores	2	3	5	40%	10%
Bakeries	0	5	5	0%	N/A
Pharmacies & Drug Stores	1	4	5	20%	49%
Building Materials & Garden Supplies	0	3	3	0%	9%
Other Health & Personal Care Stores	0	3	3	0%	20%
Sporting Goods, Hobby, Book, Music	0	3	3	0%	3%
Department Stores	1	0	1	100%	7%
Total	**7**	**56**	**63**	**11%**	**10%**

(a) San Francisco data are from the 2012 Dun & Bradstreet dataset, and have not been independently verified.
(b) Includes florists, framing stores, produce markets, office supply, gift, jewelry, and tobacco stores.
N/A: Not available
Sources: Dun & Bradstreet, 2012; OEWD Invest in Neighborhoods Initiative, 2013; Ocean Avenue Association, 2014; Strategic Economics, 2014. All numbers are approximate.

Formula Retail Conditional Use Applications

The community has generally supported conditional use applications for formula retail that fills long-standing needs, but organized to oppose a formula retail use that competed with existing small businesses. Figure VIII-33 lists the formula retail CU applications that have been filed in the Geary Boulevard case study area since CU authorizations for formula retail were first required in 2007. A Grocery Outlet was approved and opened in late 2013 in a 13,500-square-foot space formerly occupied by Cala Foods. According to local stakeholders, community members generally supported the application because it helped fill a need for grocery stores. On the other hand, many community members organized to oppose an Unleashed by PetCo store location that was proposed for 5411 Geary Boulevard, because it competed with existing independent pet stores in the area. In response to opposition to the PetCo store, the Board of Supervisors passed legislation in 2011 that bans formula retail pet supply stores in the case study area. The PetCo application was subsequently withdrawn.

Figure VIII-33. Formula Retail Conditional Use Applications in Geary Boulevard Case Study Area, 2007-January 2014

Business Name	Address	File Date	Action Date	Action Taken
Unleashed by PetCo	5411 Geary Blvd	2011	Not applicable	Withdrawn
Grocery Outlet	6333 Geary Blvd	2013	2013	Approved with conditions
Kelly Moore Paint	5411 Geary Blvd	2013	Not applicable	Withdrawn

Sources: City and County of San Francisco, 2014; Strategic Economics, 2014.

Demographic and Market Trends

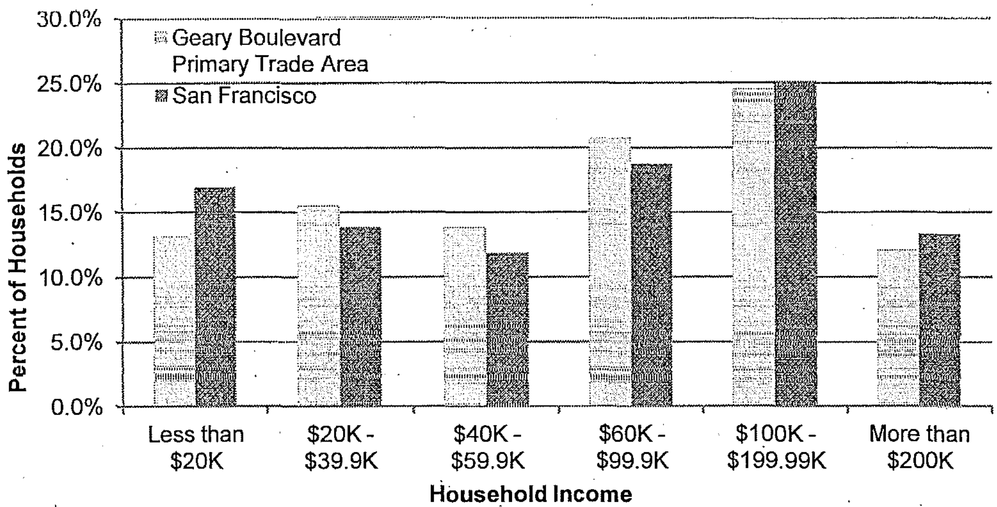
The half-mile radius around the Geary Boulevard case study area is home to many moderate-income households, including many families. Figures VIII-34 through VIII-37 provide selected demographic characteristics for the Census Tracts in the half-mile radius around the Geary Boulevard case study area. The population density in the Geary Boulevard primary trade area (40 people per acre) is nearly as high as in the half-mile surrounding Upper Fillmore (44 people per acre), but in contrast to Upper Fillmore slightly more than half of all households in the Geary trade area are families (Figure VIII-36). The average household income around Geary is slightly lower than the citywide average of $107,500 (Figure VIII-34). Compared to San Francisco as a whole, a high proportion of households in the Geary trade area earn between $20,000 and $99,999 a year (Figure VIII-35). Asian and white residents account for a nearly equal share of the population (Figure VIII-37).

Figure VIII-34. Population, Households, and Average Household Income: Geary Boulevard Primary Trade Area and San Francisco, 2012

	Geary Boulevard Primary Trade Area	San Francisco
Population	50,429	807,755
Number of Households	20,308	340,839
Average Household Size	2.5	2.4
Population Density (People per Acre)	40.2	31.4
Households per Acre	16.2	13.2
Average Household Income	$104,067	$107,520

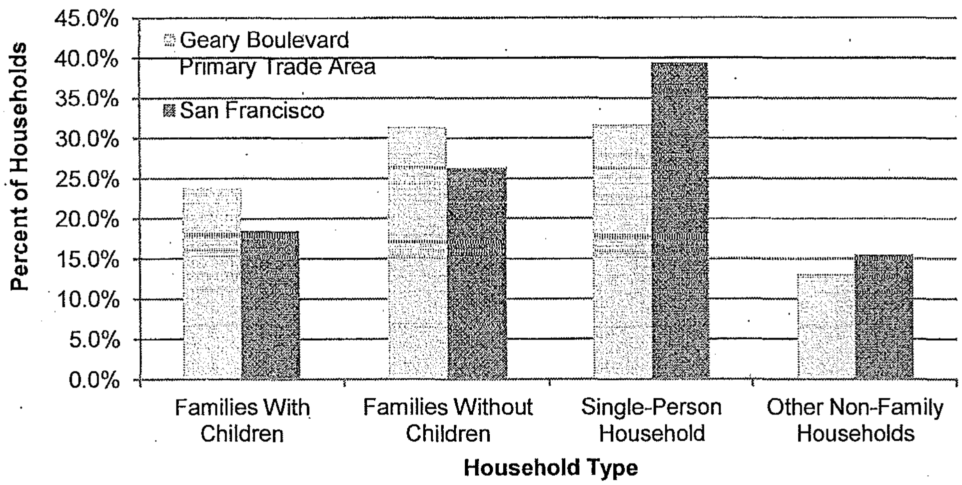
Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

Figure VIII-35. Households by Income Level: Geary Boulevard Primary Trade Area and San Francisco, 2012



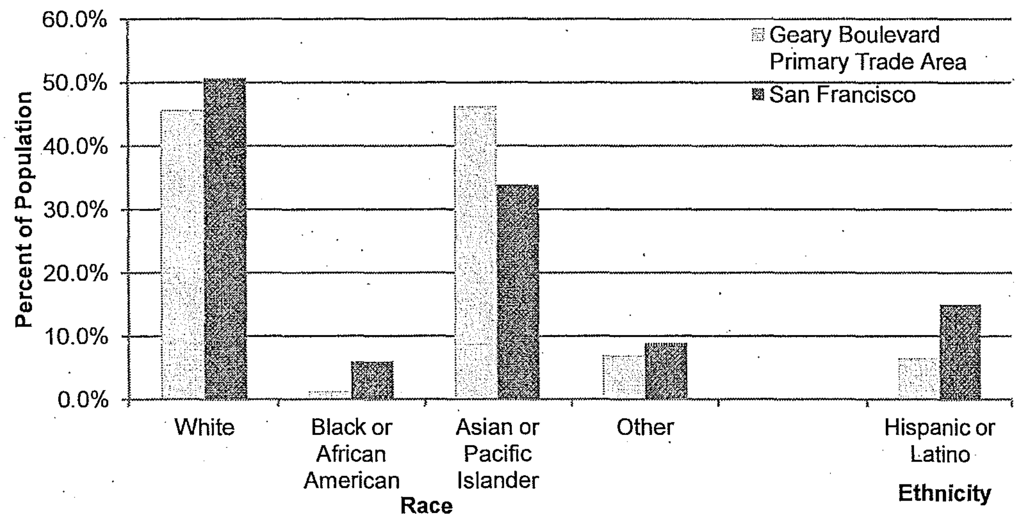
Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

Figure VIII-36. Households by Type: Geary Boulevard Primary Trade Area and San Francisco, 2012



Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

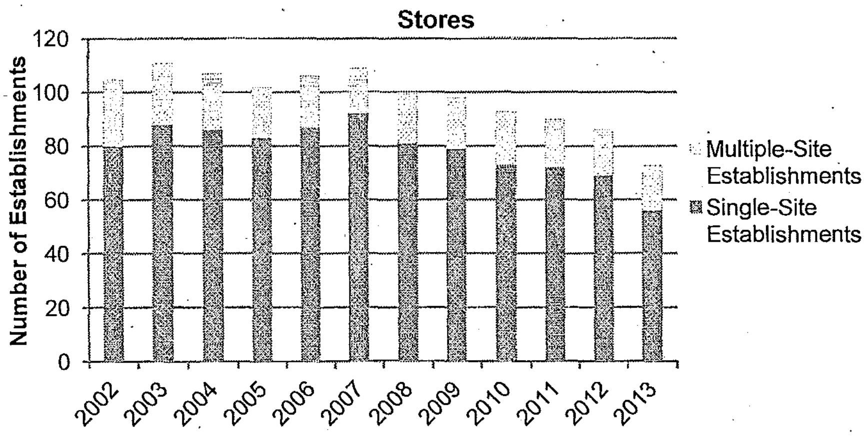
Figure VIII-37. Population by Race and Ethnicity: Geary Boulevard Primary Trade Area and San Francisco, 2012

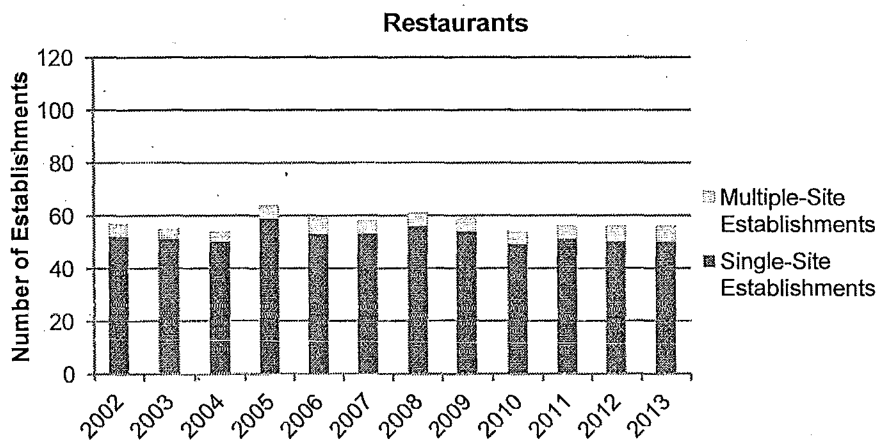


Sources: U.S. Census Bureau American Community Survey, 2008-2012; Strategic Economics, 2014.

The number of stores reporting sales tax has declined over time, while the number of restaurants has remained stable. As shown in Figure VIII-38, the number of stores (including both single-site and multiple-site establishments) has declined steadily since 2007. As on Ocean Avenue, this trend likely reflects the challenges that traditional brick-and-mortar retail stores are facing nationwide. Meanwhile, the number of restaurants has remained stable. For both stores and restaurants, single-site establishments accounted for approximately the same percentage of total establishments in 2013 as in 2002.

Figure VIII-38. Single- and Multiple-Site Stores and Restaurants Reporting Sales Tax in the Geary Boulevard Case Study Area, 2002-2013

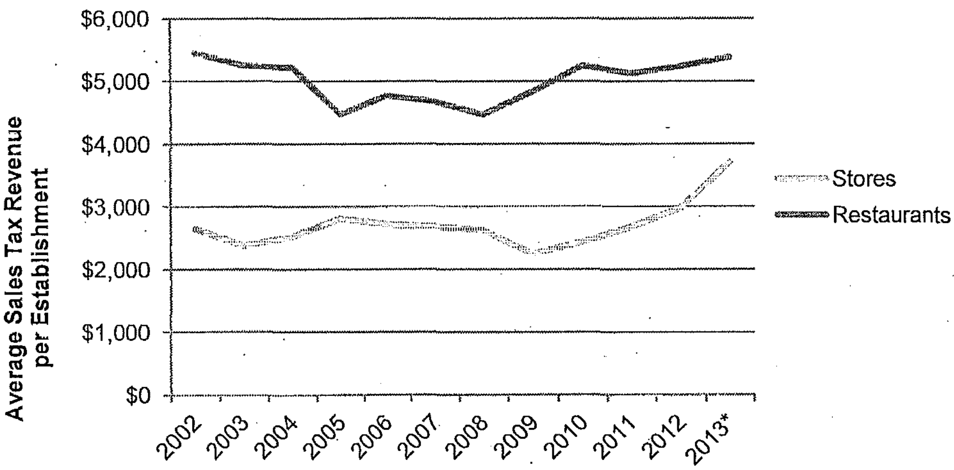




"Single-Site" establishments had one location in San Francisco; "multiple-site" establishments had more than one location in the city.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Since the recession, sales tax revenues from single-site establishments have recovered strongly. Figure VIII-39 shows average sales tax revenue per single-site establishment in the Geary Boulevard case study area. In 2013, stores in the case study area generated an average of $3,700 in sales tax revenues per establishment, slightly lower than average per-store revenues on Ocean Avenue ($4,600 per establishment) and significantly lower than in Upper Fillmore ($6,500). Restaurants on Geary Boulevard reported higher sales tax revenues (an average of $5,400 per establishment) than restaurants on Ocean Avenue ($3,700), but significantly lower revenues than restaurants in Upper Fillmore ($14,300).

Figure VIII-39. Average Sales Tax Revenue Per Single-Site Establishment: Geary Boulevard Case Study Area, 2002-2013 (Adjusted to 2013 Dollars)



"Single-Site" establishments had one location in San Francisco.
*Includes estimate of fourth-quarter sales tax revenues for 2013, based on average revenues in first three quarters of the year.
Sources: San Francisco Office of Economic Analysis, 2014; Strategic Economics, 2014.

Reflecting increasing sales volumes, rents in the district are reportedly rising while the vacancy rate has declined over the past year. Figure VIII-40 provides CoStar data on rents for the Geary Boulevard case study area and West of Van Ness commercial real estate submarket (defined by CoStar), and shows the quarter when formula retail conditional use applications were approved or withdrawn. According to CoStar, rents have risen slightly in the case study area since early 2011. Local merchants have also raised concerns about an upward pressure on rents.[116] Storefront inventories conducted by OEWD in February 2013 and December 2013 show the vacancy rate falling from eight percent to six percent over the course of the year.

Several large, long-vacant storefronts have proved challenging to fill with traditional retail uses. For example, a 5,000-square-foot former Walgreens site at 5411 Geary Boulevard (shown in Figure VIII-41) has been vacant for a number of years. As discussed above, Unleashed by PetCo submitted a formula retail CU application for the space in 2011, which was withdrawn amid significant controversy. An application for a Kelly Moore paint store in 2013 was also withdrawn. In early 2014, the space was leased by Hi-Five Sports, an indoor sports facility that will include a large basketball court for private events, classes, and practice.[117] As an athletic facility and the company's first brick-and-mortar location, Hi-Five Sports did not require a formula retail CU authorization.

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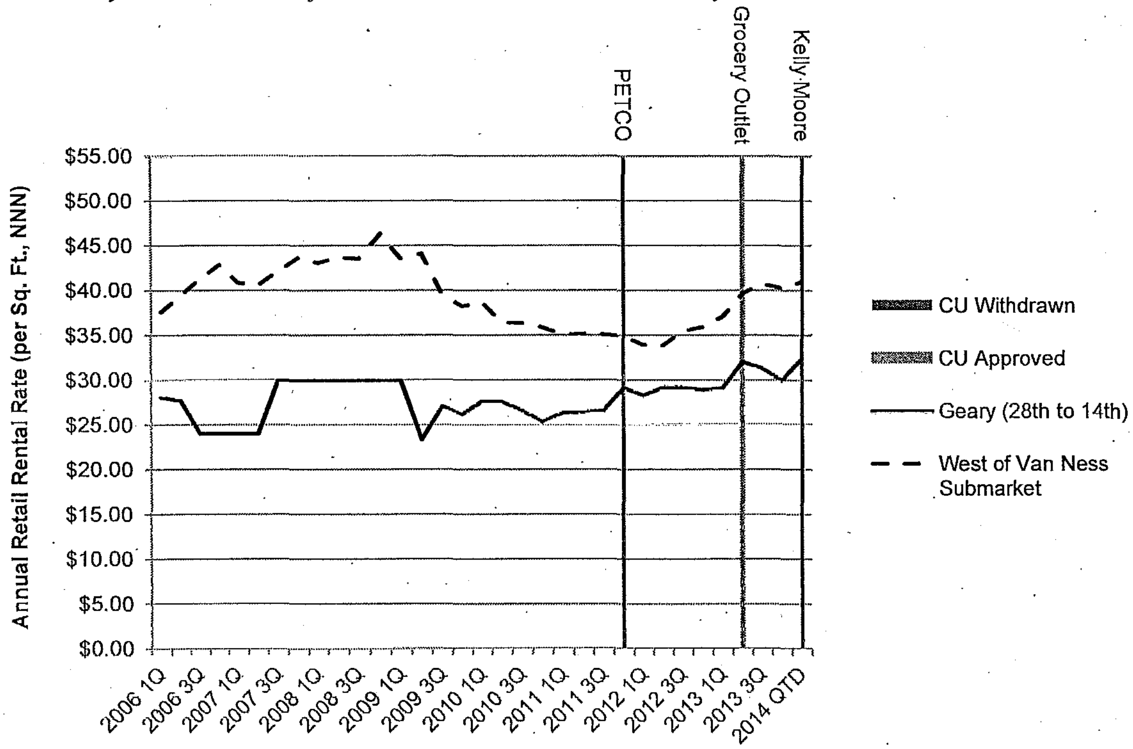
[116] Ibid.

[117] Thomas K. Pendergast, "Proposal for New Petco Store on Geary Draws Public Ire," *The Richmond Review*, February 2011, http://www.sfrichmondreview.com/archives/richmondreview/2011editions/Feb11/petco.html; Joshua Sabatini, "Petco Barred from San Francisco's Geary Street by Pet-Supply Chain Ban," *The San Francisco Examiner*, July 27, 2011, http://www.sfexaminer.com/sanfrancisco/petco-barred-from-san-franciscos-geary-street-by-pet-supply-chain-ban/Content?oid=2178777; "Hi-Five Sports Zone Moving into Former Walgreens Space near 18th & Geary," *Richmondsfblog.com*, March 6, 2014, http://richmondsfblog.com/2014/03/06/hi-five-sports-zone-moving-into-former-walgreens-space-near-18th-geary/.

Figure VIII-40. Rents and Formula Retail Conditional Use Application Activity in the Geary Boulevard Case Study Area and West of Van Ness Submarket, 2006-January 2014



The West of Van Ness Submarket stretches west from Van Ness and north of 16th Street to the shoreline.
Acronyms:
CU: Conditional use application; NNN: Triple net
Sources: CoStar, 2014; City and County of San Francisco, 2014; Strategic Economics, 2014.
Rents based on CoStar data that have not been independently verified.

Figure VIII-41. Long-Term Vacant Storefront in the Geary Boulevard Case Study Area (5411 Geary Boulevard)

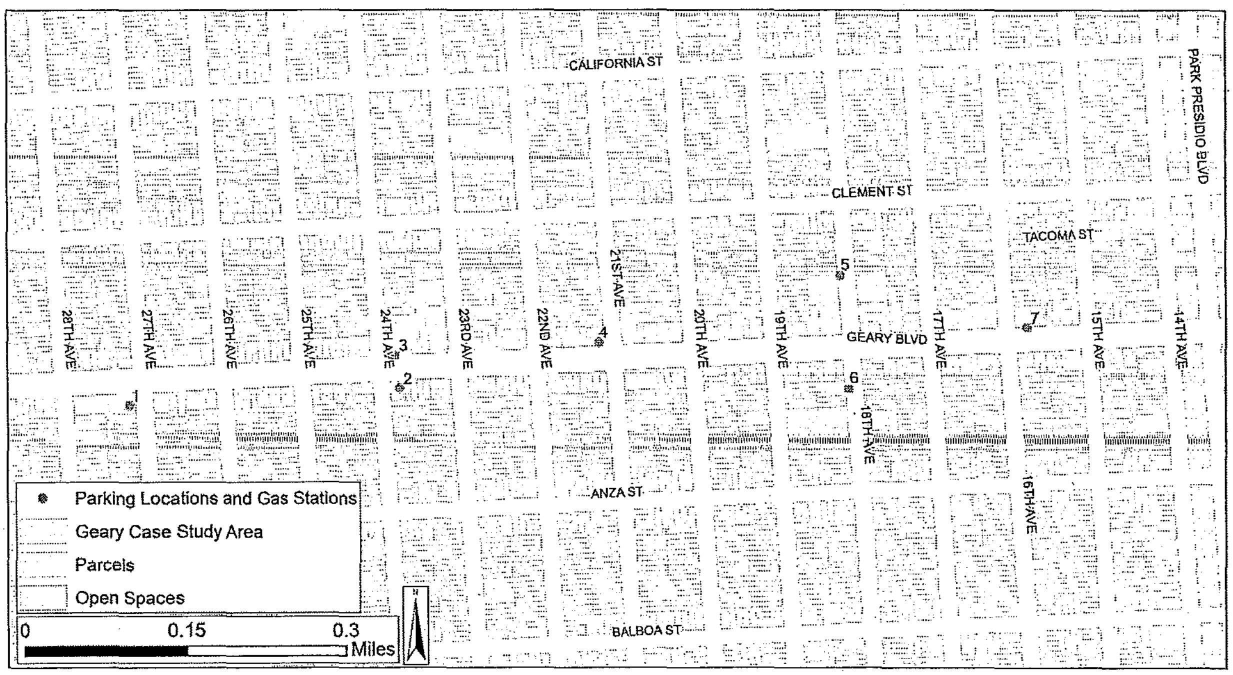
Source: Strategic Economics, 2014.

Neighborhood Character

The Geary Boulevard case study area faces physical challenges including poorly maintained sidewalks, buildings, and signage, as well as many long-term small businesses that could benefit from façade and other tenant improvements. Geary Boulevard itself is a major east-west arterial with fast-moving traffic. As a result of these physical conditions and the length and disparateness of the commercial district, the case study area struggles to present a distinct identity.

Most of the private parking facilities in the Geary Boulevard case study area serve formula retail uses. Figure VIII-42 shows the location of auto-oriented uses, including public and private parking lots and gas stations, in the case study area.[118] Formula retail uses – including Grocery Outlet, First Republic Bank, Walgreens, Ross, and Blockbuster – occupy three of the four parcels with private parking lots or garages. The fourth private parking lot serves a gas station.

Figure VIII-42. Auto-Oriented Uses (Parking Locations and Gas Stations): Geary Boulevard Case Study Area

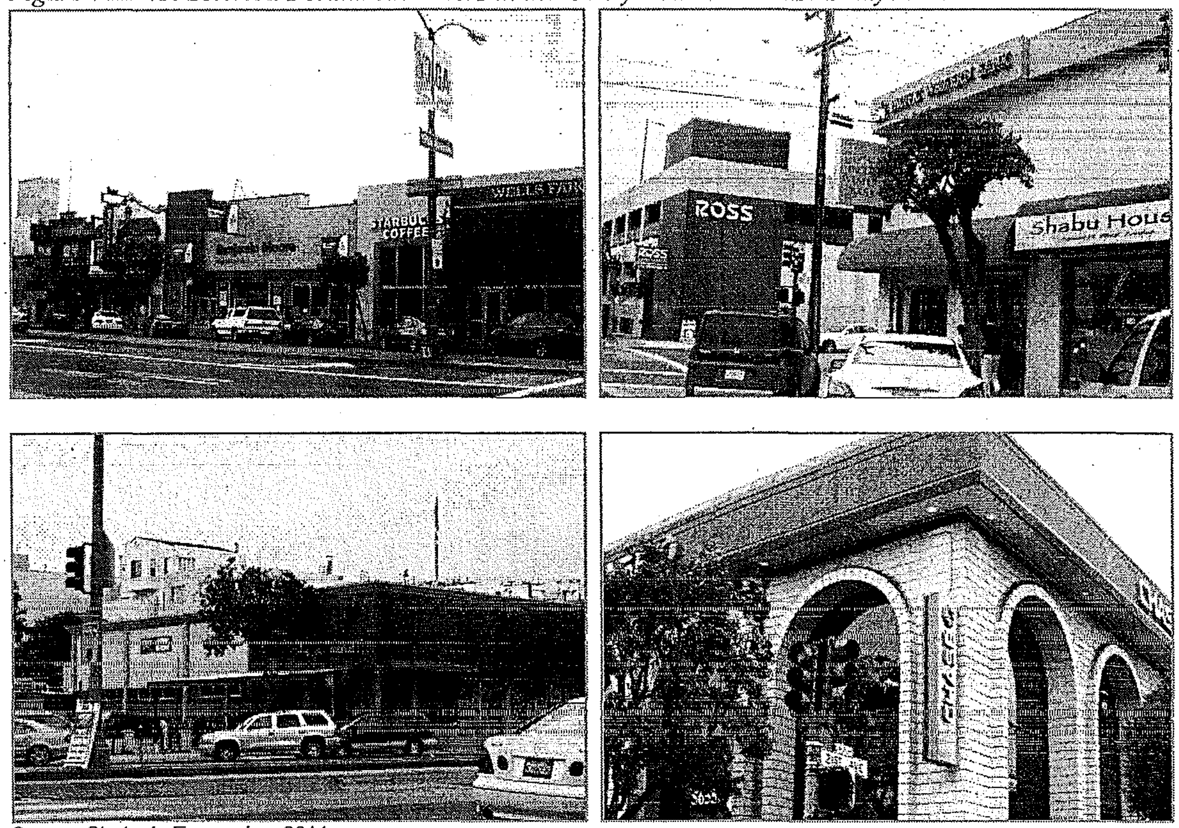


1. Private Parking Lot
   31 Spaces
   Store closed or no signage
2. **First Republic Bank**
   Private Lot
   Eight Spaces
3. Chevron Gas Station
   Private Lot
   15 Spaces
4. Public Parking Lot
   21 Spaces
5. Public Parking Lot
   52 Spaces
6. Public Parking Lot
   34 Spaces
7. **Walgreens/Ross/Blockbuster**
   Private Garage
   150 Spaces

Formula retail establishments are noted in bold.
Sources: SF Park, 2011; Strategic Economics, 2014.

[118] Note that data on the size of formula versus independent storefronts were not available for the Geary Boulevard case study area, because the Dun & Bradstreet data (which provide square footage information) were substantially modified and updated for this case study area.

Figure VIII-43. Selected Formula Retailers in the Geary Boulevard Case Study Area



Source: Strategic Economics, 2014.

Conclusions

Figure VIII-44 summarizes some of the characteristic features of the three neighborhood case study areas. Taken together, the case studies suggest the following conclusions.

Depending on their location, formula retail establishments can serve local daily needs or cater to regional shoppers. In Upper Fillmore, formula retailers are part of a cluster of high-end fashion boutiques that serves many shoppers from across the city and region as well as high-income residents. Meanwhile, community members have expressed concerns about a loss of independent daily needs-serving businesses, which tend to have lower profit margins and thus struggle to afford the district's high rents. On Geary Boulevard and Ocean Avenue, most formula and independent retail businesses tend to be in categories that serve residents' and workers' daily needs, such as grocery stores, drug stores, banks, and coffee shops. However, as a major arterial, Geary Boulevard has more comparison shopping – including formula and independent retailers – compared to Ocean Avenue.

The urban form of formula retail establishments in the case study areas varies significantly, depending on the characteristics of existing built space in the district and the type of function that the retailers serve. In Upper Fillmore, formula retail establishments tend to locate in Victorian buildings with limited parking, although on average formula retailers occupy larger storefronts than independent retailers. In contrast, formula retail establishments on Ocean Avenue and Geary Boulevard are more likely to locate in auto-oriented buildings with significant parking. This difference reflects the eras when the districts were developed and existing types of buildings in the case study areas – after all, most of the formula retail has located in existing buildings – as well as the different functions that formula retail plays in the different neighborhoods. Formula retail in Upper Fillmore generally caters to comparison shoppers who are likely to drive or take transit to the district and then walk from store to store. On the other hand, much of the formula retail on Ocean Avenue and Geary Boulevard sell groceries and personal goods that many shoppers buy in large quantities and prefer to transport in a car.

Figure VIII-44. Summary of Selected Case Study Area Characteristics

	Upper Fillmore	Ocean Avenue	Geary Boulevard (14th to 28th Avenues)
Retail Mix	--High-end apparel and beauty stores, home furnishings --Limited daily needs-serving stores --Restaurants	--Personal services, civic organizations, medical services --Many daily needs-serving stores --Restaurants	--Personal services, civic organizations, medical services --Mix of daily needs-serving stores and comparison shopping --Restaurants
Neighborhood Character	--Pedestrian-oriented shopping streets --Traditional Victorian mixed-use buildings --Limited off-street parking for formula and independent retail	--Pedestrian-oriented arterial --Mix of single-use retail buildings and mixed-use development --Several surface parking lots serving formula retailers	--Major arterial corridor --Mix of single-use retail buildings and mixed-use development --Several surface parking lots and garages serving formula retailers
Trade Area Demographics	--High household incomes --Small household sizes	--Moderate to high household incomes --Many families	--Moderate household incomes --Many families
Concentration of Formula Retail (Formula Retail as a % of Total Retail Establishments)	20% (does not include international chains and formula retail subsidiaries)	16%	16%
Formula Retail Conditional Use Applications Since 2007	Five; all approved	Six; one withdrawn, five approved	Three; two withdrawn, one approved
Average Sales Tax Revenues per Single-Site Establishments	\$6,500 (stores) \$14,300 (restaurants)	\$4,600 (stores) \$3,700 (restaurants)	\$3,700 (stores) \$5,400 (restaurants)
Retail Vacancy Rate (Late 2013/Early 2014)	Effectively zero	10%	6%

Source: Strategic Economics, 2014.

Personal, business, and medical services play an important role in filling vacant retail space in daily needs-serving districts like the Ocean Avenue and Geary Boulevard case study areas, reflecting national retail market trends. While Upper Fillmore's high sales volumes and reputation as a shopping destination continues to attract many retail stores and keep vacancies low, non-retail uses occupy a significant share of storefronts on Geary Boulevard and Ocean Avenue (40 percent and 56 percent, respectively). Moreover, the latter two case study areas both experienced decreases in the number of retail stores reporting sales tax revenues between 2002 and 2013. This trend reflects the challenge that cities across the country are facing in filling retail space with traditional retail activities as the industry has become increasingly consolidated, with chain stores dominating much of the retail landscape. More recently, brick-and-mortar retail stores have also been forced to compete with online sales. Increasingly, cities, landlords, and brokers rely on businesses that do not typically face competition from Internet-based retailers (e.g., restaurants, food stores, and personal services), or that offer specialized customer service or a unique shopping experience (e.g., high-end clothing stores). Given these trends, expanding formula retail controls to include personal, business, and medical services could potentially make it more difficult to maintain healthy vacancy rates (i.e., vacancy rates of no more than 10 percent) in some NCDs.

The City's formula retail controls may make some spaces more challenging to lease, especially larger buildings that are often best suited for formula retailers. Brokers report that the controls make leasing large (>3,000 square foot) spaces particularly challenging, because formula retailers can generally fill more floor space than independent retailers and can more often afford to make needed tenant improvements and pay the rents required to lease larger storefronts. On the other hand, formula retail controls are likely only one of many factors contributing to long-term vacancies. For example, the vacancy of the former Rite Aid space on Ocean Avenue is directly tied to corporate restructurings of national chains (the space became vacant when the Rite Aid was purchased by Walgreens; a Fresh & Easy that was approved for the site never opened, due to the company's larger financial problems). The storefront, which occupies the ground floor of a mixed-use building, also suffers from significant design challenges including structural issues that make it difficult to subdivide.

Formula retail establishments often have the resources to improve storefronts with challenging physical conditions and can serve as anchors in revitalizing neighborhoods, but can also be challenging to involve in merchant and community organizing and outreach. The Whole Foods on Ocean Avenue is an example of a formula retail business that has helped bring new customer traffic to a struggling corridor. On the other hand, community members note that it is challenging to establish ongoing relationships with many formula retailers because the managers rotate between stores or do not have the authority to make decisions.

The City's formula retail controls generally serve as a disincentive for formula retail establishments to locate in NCDs, but formula retailers' willingness to go through the formula retail conditional use application process depends on conditions in specific districts. The Upper Fillmore and Ocean Avenue case study areas have each attracted five to six formula retail CU applications since the controls went into effect in 2007, suggesting that at least some formula retail establishments have determined that demand for their goods and services is strong enough in these neighborhoods to outweigh the cost and uncertainty of the CU process. Indeed, all of the CU applications in Upper Fillmore and all but one on Ocean Avenue have been approved. On the other hand, the Geary Boulevard case study area has only attracted three formula retail CU applications, of which two have been withdrawn. The lower application rate on this part of Geary Boulevard likely reflects more challenging market conditions, as indicated by the lower average household incomes in the trade area and lower sales volume for retail stores compared to the other two case study areas. The significant community opposition that PetCo Unleashed encountered may also serve as a deterrent for new formula retail CU applicants.

Community reaction to formula retail conditional use applications appears to depend on the potential impact on competing businesses and whether prospective formula retail tenants are filling long-standing vacancies or meeting perceived community needs. In Upper Fillmore, for example, community members have raised concerns about large, established brands competing with independent retailers, the decline in businesses that serve daily needs, and the perception that formula retailers are less engaged with the community than independent businesses. Along Ocean Avenue, however, many formula retailers are seen as providing valuable neighborhood services, although it can be challenging to establish ongoing relationships with them. Along Geary Boulevard, the community has generally supported CU applications for formula retail that fills long-standing needs, but organized to oppose formula retail that competed with existing small businesses.

The City's formula retail CU application process allows the Planning Commission to exercise discretion and respond to case-by-case concerns raised by community members. When considering a request for a formula retail CU, the Planning Commission is required to consider criteria such as the existing concentration of formula retail uses, the availability of other similar retail uses, the existing retail vacancy rates, the existing mix of citywide- and neighborhood-serving uses, and the compatibility of the proposed project with the existing architectural and aesthetic character of the district.

APPENDIX A. DATA SOURCES AND METHODOLOGY: IDENTIFYING EXISTING FORMULA RETAIL

As summarized in Chapter III, Strategic Economics identified formula and independent retail establishments using a database of all businesses in San Francisco purchased in 2012 from Dun & Bradstreet (D&B). D&B is a commercial vendor that collects and sells data on businesses, assigning each establishment in its database a unique, location-specific Data Universal Numbering System (D-U-N-S®) Number. D&B also collects a wide range of data points on each individual establishment including business name, trade name, address, annual sales volume, number of employees, square feet of establishment, year opened, line of business, and corporate linkages, including categorizing each establishment by whether it is a single location, branch, headquarters, or subsidiary. The City and County of San Francisco geocoded each establishment based on the address provided by D&B.

The 2012 D&B database includes approximately 82,000 business establishments located in San Francisco. In order to identify formula and other retail establishments, Strategic Economics used the following methodology:

1. **Identifying retail:** Strategic Economics used the North American Industry Classification System (NAICS) codes[119] that D&B provides for each establishment in the dataset to identify types of businesses that would most likely be subject to the definition of formula retail in the San Francisco Planning Code.[120] Figure A-1 shows the NAICS codes considered to be "retail" under this definition, based on the Planning Code and discussions with Planning Department staff. Retail establishments were grouped into broad "use types" for the purposes of the analysis: stores; restaurants, bars, and cafes; retail services; banks, credit unions, and savings and loans.[121] Note that some uses that are often considered retail in other contexts – for example, hair salons, gyms, health care outlets, gas stations, home mortgage centers, tax service centers, and auto dealerships – are not currently subject to San Francisco's formula retail controls, and were therefore excluded from the definition of retail for the purposes of this analysis. Establishments located at San Francisco International Airport were also excluded from the analysis.
2. **Identifying formula retail:** Formula retailers were identified as retail establishments with 12 or more global corporate family members – i.e., branches and subsidiaries – as identified by D&B. D&B defines a branch as "a secondary location of a business. . . It will have the same legal business name as its headquarters, although branches frequently operate under a different trade [name]." A subsidiary is defined as "a corporation that is more than 50 percent owned by another corporation."[122]

[119] NAICS is the standard code system used by federal statistical agencies for classifying business establishments.
[120] As stated in Section 303(i)(2) of the Planning Code, the following uses (as defined in Article 7 and Article 8 of the Planning Code) are subject to the definition of formula retail: "Bar," "Drive-up Facility," "Eating and Drinking Use," "Liquor Store," "Sales and Service, Other Retail," "Restaurant," "Limited-Restaurant," "Take-Out Food," "Sales and Service, Retail," "Service, Financial," "Movie Theater," and "Amusement and Game Arcade." In addition, in the Taraval Street Neighborhood Commercial District (NCD), Noriega Street NCD, and Irving Street NCD, "Trade Shops" are also subject to the formula retail controls. Trade shops are defined in Section 790.124 as "a retail use which provides custom crafted goods and/or services for sale directly to the consumer, reserving some storefront space for display and retail service for the goods being produced on site..." including repair of personal apparel, accessories, household goods, appliances, and furniture; upholstery services; carpentry; building, electrical, painting, roofing, furnace or pest control contractors; printing of a minor processing nature; tailoring; and other artisan craft uses, including fine arts uses.
[121] Trade shops (in the Taraval, Noriega, and Irving Street NCDs), movie theaters, and arcades were also initially included in the definition of "retail," as these uses are subject to the definition of formula retail in the Planning Code. However, the analysis identified no trade shops (in the relevant NCDs) or arcades that could be considered formula retail, and the number of movie theaters in the database was too small (fewer than 20) to draw any meaningful conclusions. Therefore, these uses have been excluded from the analysis.
[122] Dun & Bradstreet, "Glossary of D&B Terms," https://www.dnb.com/product/birgloss.htm.

Businesses with fewer than 12 corporate family members, including businesses with a single location, were categorized as "independent" retail establishments.

3. **Limited data cleaning:** The dataset was too large to permit verification of all records. Strategic Economics conducted a limited assessment of the data, focusing on specific business types (movie theaters, coffee shops, pet stores, banks, grocery stores, pharmacies, and wholesale establishments[123]). This process involved searching for known formula and independent retail establishments, as identified using Internet store locators, Yelp, and other websites, in order to verify the NAICS code, number of branches, and locations of establishments. Following this assessment, Strategic Economics made limited corrections to the data, including changing inaccurate NAICS codes (for example, re-categorizing retail grocery stores with wholesale NAICS codes) and reclassifying businesses that were incorrectly identified as either formula or independent based on the number of corporate family members listed in the D&B database. In order to maintain consistency across the dataset, Strategic Economics did not add establishments that were missing from the data or remove closed establishments, businesses with incorrect addresses, or duplicate locations.

Interpreting the Analysis

In general, the analysis is limited by the information available in the D&B dataset and the quality of the data, which has not been independently verified. The data shown throughout this report have been aggregated in order to ensure that the results are robust.[124] Nevertheless, the results should be interpreted with the understanding that the analysis has some limitations, including the following:

- **The methodology used to identify formula retail does not exactly match the City's definition of formula retail.** Strategic Economics used the industry codes[125] that D&B provides for each establishment in the dataset to identify types of businesses that would most likely be subject to the definition of formula retail in the Planning Code. These codes approximate, but do not exactly correspond to, the specific retail uses subject to the definition of formula retail under the Planning Code. In addition, the analysis relied on the number of global corporate family members (including chains and subsidiaries) as a proxy for formula status, the only such indicator available. In contrast, the definition of formula retail in the Planning Code only includes establishments located in the United States and is based on standardized branding, signage, and other aesthetic factors, irrespective of ownership.

- **The data are static.** All results are from D&B's 2012 dataset. Although the City has purchased D&B data going back to 2004 for other purposes, the number of global corporate family members – the data field that served as the basis for identifying formula retail establishments – is not available in most previous years.

- **Data on individual businesses (including industry, number of employees, and square footage) are largely self-reported and/or modeled by D&B, and have not been independently verified.** In addition, some types of data (e.g., annual sales, year opened) are only available for a limited number of businesses in the dataset; this analysis only used variables for which data were available for most establishments.

- **Not all businesses are included in the dataset, and businesses that close or relocate may not be removed.** Although the D&B is commonly considered the best commercial source of business data, the dataset is missing some businesses and includes others that are closed or have relocated, as well as some duplicate locations.

[123] A number of retail establishments were miscategorized as Wholesale Trade (NAICS code 42).
[124] For example, findings based on fewer than 20 establishments were considered unreliable and are not shown.
[125] The North American Industry Classification System (NAICS) is the standard code system used by federal statistical agencies for classifying business establishments.

Figure A-1. North American Industry Classification System Codes Included in Definition of Retail, by Use Type

NAICS Code	Description	Use Type
441310	Automotive Parts & Accessories Stores	Stores
442110	Furniture Stores	Stores
442210	Floor Covering Stores	Stores
442291	Window Treatment Stores	Stores
442299	All Other Home Furnishings Stores	Stores
443111	Household Appliance Stores	Stores
443112	Radio, Television, & Other Electronics Stores	Stores
443120	Computer & Software Stores	Stores
443130	Camera & Photographic Supplies Stores	Stores
444110	Home Centers	Stores
444120	Paint & Wallpaper Stores	Stores
444130	Hardware Stores	Stores
444190	Other Building Material Dealers	Stores
444210	Outdoor Power Equipment Stores	Stores
444220	Nursery, Garden Center, & Farm Supply Stores	Stores
445110	Supermarkets & Other Grocery (except Convenience) Stores	Stores
445120	Convenience Stores	Stores
445210	Meat Markets	Stores
445220	Fish & Seafood Markets	Stores
445230	Fruit & Vegetable Markets	Stores
445291	Baked Goods Stores	Stores
445292	Confectionery & Nut Stores	Stores
445299	All Other Specialty Food Stores	Stores
445310	Beer, Wine, & Liquor Stores	Stores
446110	Pharmacies & Drug Stores	Stores
446120	Cosmetics, Beauty Supplies, & Perfume Stores	Stores
446130	Optical Goods Stores	Stores
446191	Food (Health) Supplement Stores	Stores
446199	All Other Health & Personal Care Stores	Stores
448110	Men's Clothing Stores	Stores
448120	Women's Clothing Stores	Stores
448130	Children's & Infants' Clothing Stores	Stores
448140	Family Clothing Stores	Stores
448150	Clothing Accessories Stores	Stores
448190	Other Clothing Stores	Stores
448210	Shoe Stores	Stores
448310	Jewelry Stores	Stores
448320	Luggage & Leather Goods Stores	Stores
451110	Sporting Goods Stores	Stores
451120	Hobby, Toy, & Game Stores	Stores
451130	Sewing, Needlework, & Piece Goods Stores	Stores
451140	Musical Instrument & Supplies Stores	Stores
451211	Book Stores	Stores
451212	News Dealers & Newsstands	Stores
451220	Prerecorded Tape, Compact Disc, & Record Stores	Stores
452111	Department Stores (except Discount Department Stores)	Stores
452112	Discount Department Stores	Stores
452910	Warehouse Clubs & Supercenters	Stores
452990	All Other General Merchandise Stores	Stores
453110	Florists	Stores
453210	Office Supplies & Stationery Stores	Stores
453220	Gift, Novelty, & Souvenir Stores	Stores
453310	Used Merchandise Stores	Stores
453910	Pet & Pet Supplies Stores	Stores
453920	Art Dealers	Stores

NAICS Code	Description	Use Type
453930	Manufactured (Mobile) Home Dealers	Stores
453991	Tobacco Stores	Stores
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	Stores
512131	Motion Picture Theaters (except Drive-Ins)	Movie Theaters and Arcades (a)
512132	Drive-In Motion Picture Theaters	Movie Theaters and Arcades (a)
722110	Full-Service Restaurants	Restaurants, Bars, Cafes
722211	Limited-Service Restaurants	Restaurants, Bars, Cafes
722212	Cafeterias	Restaurants, Bars, Cafes
722213	Snack & Nonalcoholic Beverage Bars	Restaurants, Bars, Cafes
722330	Mobile Food Services	Restaurants, Bars, Cafes
722410	Drinking Places (Alcoholic Beverages)	Restaurants, Bars, Cafes
323114	Quick Printing	Retail Services
812310	Coin-Operated Laundries & Drycleaners	Retail Services
812320	Drycleaning & Laundry Services (except Coin-Operated)	Retail Services
812910	Pet Care (except Veterinary) Services	Retail Services
812921	Photofinishing Laboratories (except One-Hour)	Retail Services
238350	Finish Carpentry Contractors	Trade Shops (a)
323110	Commercial Lithographic Printing	Trade Shops (a)
323111	Commercial Gravure Printing	Trade Shops (a)
323113	Commercial Screen Printing	Trade Shops (a)
323116	Manifold Business Forms Printing	Trade Shops (a)
323117	Books Printing	Trade Shops (a)
323118	Blankbook, Looseleaf Binders, & Devices Manufacturing	Trade Shops (a)
323119	Other Commercial Printing	Trade Shops (a)
323121	Tradebinding & Related Work	Trade Shops (a)
323122	Prepress Services	Trade Shops (a)
811411	Home & Garden Equipment Repair & Maintenance	Trade Shops (a)
811412	Appliance Repair & Maintenance	Trade Shops (a)
811420	Reupholstery & Furniture Repair	Trade Shops (a)
811430	Footwear & Leather Goods Repair	Trade Shops (a)
811490	Other Personal & Household Goods Repair & Maintenance	Trade Shops (a)
522110	Commercial Banking	Banks, Credit Unions, Savings & Loans
522120	Savings Institutions	Banks, Credit Unions, Savings & Loans
522130	Credit Unions	Banks, Credit Unions, Savings & Loans
713120	Amusement Arcades	Movie Theaters and Arcades (a)

(a) Trade shops (in the Taraval, Noriega, and Irving Street NCDs), movie theaters, and arcades were also initially included in the definition of "retail," as these uses are subject to the definition of formula retail in the Planning Code. However, the analysis identified no trade shops (in the relevant NCDs) or arcades that could be considered formula retail, and the number of movie theaters in the database was too small (fewer than 20) to draw any meaningful conclusions. Therefore, these uses have been excluded from the analysis.

Acronyms:

NAICS: North American Industry Classification System

Source: Strategic Economics, 2014.

APPENDIX B. SAN FRANCISCO'S USE SIZE CONTROLS

The following tables provide information on the use size limitations in San Francisco's neighborhood commercial districts (Figure B-1) and other commercial districts (Figure B-2), and on the City's conditional use requirements for large-scale retail (Figure B-3).

Figure B-1. Article 7 Zoning Districts – Use Size Limitations

Zoning District	Use Size Limit (a)
North Beach NCD	2,000 square feet Nonresidential uses over 4,000sqft not permitted, except for Movie Theater
Castro Street NCD	2,000 square feet Nonresidential uses over 4,000sqft not permitted, except certain Large Institutions as defined in Sec. 715.21.
Pacific Avenue NCD	2,000 square feet
Inner Clement Street NCD Inner Sunset NCD Outer Clement Street NCD Upper Fillmore Street NCD Haight Street NCD Polk Street NCD Sacramento Street NCD Union Street NCD 24th Street-Mission NCT 24th Street-Noe Valley NCD	2,500 square feet
West Portal Avenue NCD	2,500 square feet Nonresidential uses over 4,000sqft not permitted
NC-1, NCT-1 Broadway Hayes-Gough NCT Upper Market Street NCD Upper Market Street NCT Valencia Street NCD	3,000 square feet
NC-2, NCT-2 SoMa NCT Ocean Avenue NCT Glen Park NCT Folsom Street NCD Noriega Street NCD Taraval Street NCD Judah Street NCD Irving Street NCD	3,500 square feet
NC-3, NCT-3, Mission Street NC-S Excelsior-Outer Mission NCD	6,000 square feet

(a) Use size indicated is principally permitted. Use sizes greater than those indicated require a Conditional Use authorization from the Planning Commission unless otherwise prohibited.
Source: San Francisco Planning Code, Section 121.2.

Figure B-2. Article 8 Zoning Districts – Use Size

Zoning District (Planning Code Section)	Use Size Restrictions (Square Feet)
Chinatown Visitor Retail (811.1)	P up to 2500 C for 2501-5000 Restaurants up to 5000 P
Chinatown Residential NCD (812.1)	P up to 2500 C 2501 – 4000
RED (813)	No retail
South Park (814)	Retail up to 5000/lot C for 5000 bar or liquor store
SLR (816)	No use size limitations
SLI (817)	Financial services up to 4000 and other criteria
Rincon Hill Res MU (827)	P up to 25,000 C Above No individual ground floor tenant may occupy more than 75' of frontage for a depth of 25' on Folsom Street
South Beach Downtown Res (829)	P up to 25,000 C Above
MUG (840)	All Retail: P up to 25,000/lot; Above 25,000 permitted if the ratio of other permitted uses to retail is at least 3:1 Formula Retail: C subject to use size of retail
MUR (841)	Formula Retail permitted, no use size restrictions
MUO (842)	All Retail: P up to 25,000/lot
UMU (843)	All Retail: P up to 25,000/lot; above 25,000/lot permitted if ratio of other permitted uses to retail is at least 3:1. P up to 3999 per use, C over 4000 per use
WMUG (844)	P up to 10,000/lot; Above not permitted; C for Formula Retail
WMUO (845)	P up to 10,000/lot; C up to 25,000; above not permitted Formula Retail: C up to 25,000; not permitted above
SALI (846)	Retail: P up to 10,000/lot; C up to 25,000; above not permitted Formula Retail: C up to 25,000/lot; above not permitted
Red-MX (847)	Retail and Formula Retail not permitted – except with C in a Historic Building; Limited Restaurants and Restaurants are P up to 1250/lot area, C above and not permitted if in excess of 1 FAR;

Acronyms:
P = Principally Permitted
C = Conditional Use Authorization required
FAR = Floor Area Ratio
Source: San Francisco Planning Code, Article 8.

Figure B-3. Large Scale Retail Use Conditional Use Requirements

Single Retail Use Size	Conditional Use Requirements
Over 50,000 gsf	Requires Conditional Use authorization in all but the C-3 Zoning District
Over 90,000 gsf	Requires Conditional Use authorization in C-3 Zoning District, unless already prohibited
Over 120,000 gsf	Prohibited in all but the C-3 Zoning District
Over 120,000 gsf AND sells groceries, contains more than 20,000 Stockpiling Units (SKUs); and devotes more than 5% of its total sales floor area to the sale of non-taxable merchandise	Prohibited in all Zoning Districts

Acronyms:
Gsf = Gross Square Feet

Source: San Francisco Planning Code, Section 121.6.

APPENDIX C: DEFINITIONS OF LAND USES INCLUDED IN SUPERVISOR ERIC MAR'S PROPOSED LEGISLATION

An ordinance proposed by Supervisor Eric Mar would, among other changes, add the following land uses to the definition of formula retail in the San Francisco Planning Code.

Figure C-1. Land Uses Included in Supervisor Eric Mar's Proposed Legislation: Definitions

Land Use	Definition (Excerpted from San Francisco Planning Code)
Ambulance Service	A retail use which provides medically related transportation services.
Animal Hospital	A retail use which provides medical care and accessory boarding services for animals, not including a commercial kennel....
Automobile Parking	A use which provides temporary parking accommodations for private vehicles whether conducted within a garage or on an open lot, excluding accessory parking...and community residential parking....
Automobile Sale or Rental	A retail use which provides vehicle sales or rentals whether conducted within a building or on an open lot.
Automotive Gas Station	A retail automotive service use which provides motor fuels, lubricating oils, air, and water directly into motor vehicles and without providing automotive repair services, including self-service operations which sell motor fuel only.
Automotive Service Station and Automotive Repair	Service Station: A retail automotive service use which provides motor fuels and lubricating oils directly into motor vehicles and minor auto repairs; Repair: A retail automotive service use which provides any of the following automotive repair services when conducted within an enclosed building having no openings....
Automotive Wash	A retail automotive service use which provides cleaning and polishing of motor vehicles....
Entertainment, Adult	A retail use which includes the following: adult bookstore...adult theater...and encounter studio....
Entertainment, Other	A retail use, other than adult entertainment...which provides live entertainment, including dramatic and musical performances, and/or provides amplified taped music for dancing on the premises, including but not limited to Places of Entertainment and Limited Live Performance Locales, as defined in Section 1060 of the Police Code, and which is adequately soundproofed or insulated so as to confine incidental noise to the premises. Other entertainment also includes a bowling alley, billiard parlor, shooting gallery, skating rink and other commercial recreational activity, but it excludes amusement game arcades, as defined in Section 790.4 of [the Planning] Code and regulated in Section 1036 of the Police Code.
Gift Store Tourist Oriented	A retail use which involves the marketing of small art goods, gifts, souvenirs, curios, novelties to the public, particularly those who are visitors to San Francisco rather than local residents.
Hotel, Tourist	A retail use which provides tourist accommodations, including guest rooms or suites, which are intended or designed to be used, rented, or hired out to guests (transient visitors) intending to occupy the room for less than 32 consecutive days.
Jewelry Store	A retail use which primarily involves the sale of jewelry to the general public.
Large-Scale Urban Agriculture	The use of land for the production of food or horticultural crops to be harvested, sold, or donated that occur: (1) on a plot of land 1 acre or larger or (2) on smaller parcels that cannot meet the physical and operational standards for Neighborhood Agriculture.
Light Manufacturing, Wholesale Sales	Light Manufacturing: A nonretail use which provides for the fabrication or production of goods, by hand or machinery, for distribution to retailers or wholesalers for resale off the premises, primarily involving the assembly, packaging, repairing, or processing of previously prepared materials.... Wholesale Sales: A nonretail use which exclusively provides goods or commodities for resale or business use, including accessory storage....

Land Use	Definition (Excerpted from San Francisco Planning Code)
Neighborhood Agriculture	A use that occupies less than 1 acre for the production of food or horticultural crops to be harvested, sold, or donated and comply with the controls and standards herein. The use includes, but is not limited to, home, kitchen, and roof gardens. Farms that qualify as Neighborhood Agricultural use may include, but are not limited to, community gardens, community-supported agriculture, market gardens, and private farms.
Service Limited, Financial	A retail use which provides banking services, when not occupying more than 15 feet of linear frontage or 200 square feet of gross floor area.
Service, Personal and Massage Establishment	Personal Service: A retail use which provides grooming services to the individual, including salons, cosmetic services, tattoo parlors, and health spas, or instructional services not certified by the State Educational Agency, such as art, dance, exercise, martial arts, and music classes. Massage Establishment: Massage establishments are defined by Section 1900 of the San Francisco Health Code. The massage establishment shall first obtain a permit from the Department of Public Health pursuant to Section 1908 of the San Francisco Health Code. Massage establishments shall generally be subject to Conditional Use authorization.
Storage	A retail use which stores within an enclosed building household goods or goods and materials used by other businesses at other locations, but which does not store junk, waste, salvaged materials, automobiles, inflammable or highly combustible materials, or wholesale goods or commodities. It shall include self-storage facilities for household goods.
Tobacco Paraphernalia Establishments	Retail uses where Tobacco Paraphernalia is sold, distributed, delivered, furnished or marketed from one person to another.
Trade Shop	A retail use which provides custom crafted goods and/or services for sale directly to the consumer, reserving some storefront space for display and retail service for the goods being produced on site....

Source: San Francisco Planning Code, Sections 790 and 890, February 2014.

APPENDIX D. DEMOGRAPHIC AND ECONOMIC ANALYSIS

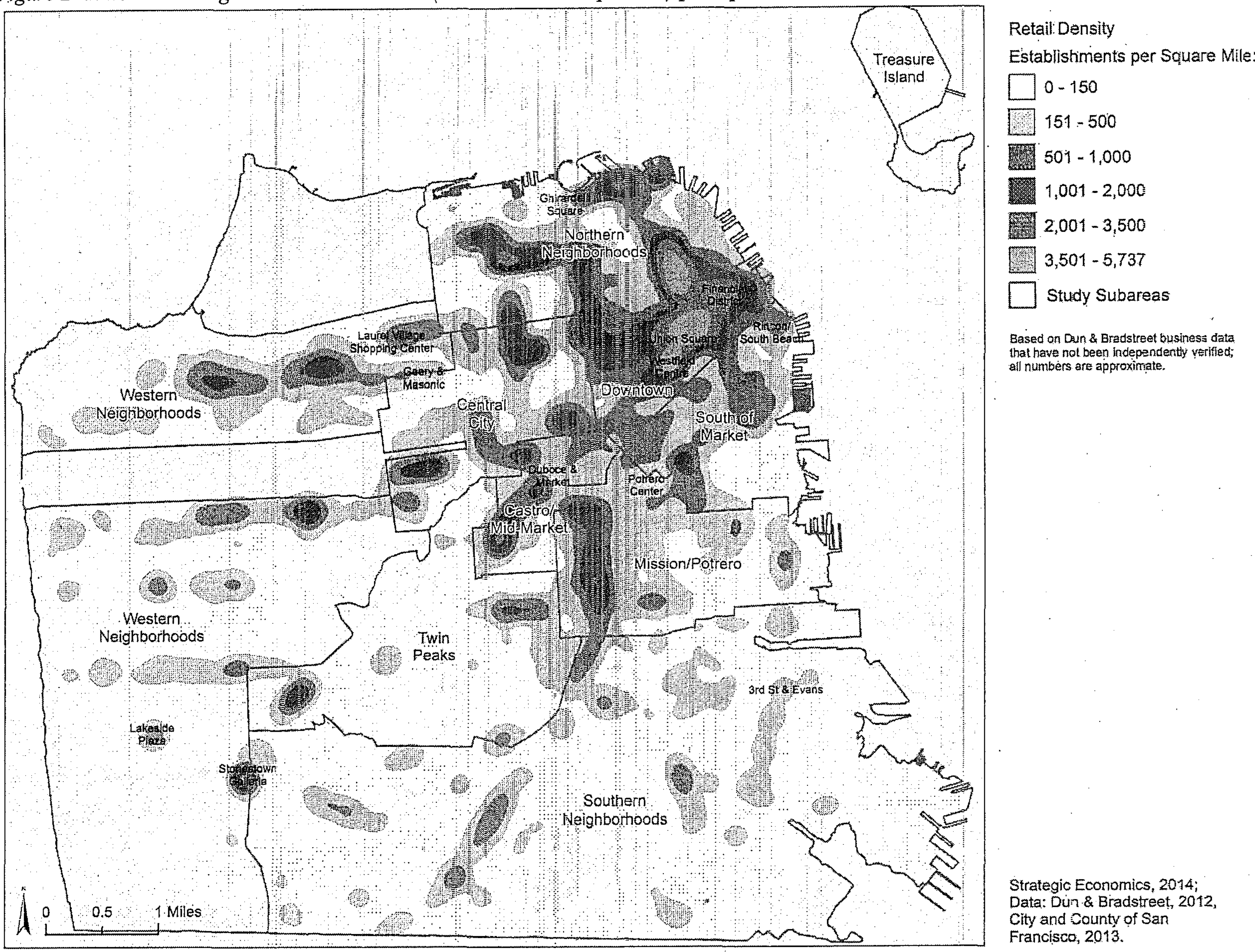
This appendix provides the following additional maps and tables created as part of the subarea analysis:

- Map of total existing retail establishments (formula and independent) per square mile (Figure D-1)
- Map of total existing formula retail establishments per square mile (Figure D-2)
- Map of population density by Census Tract (Figure D-3)
- Table summarizing population and household density by geographic subarea (Figure D-4)
- Map of employment density by Census Block (Figure D-5)
- Table summarizing employment density by geographic subarea (Figure D-6)
- Map of average household income by Census Tract (Figure D-7)[126]
- Map of households earning less than $20,000 a year by Census Tract (Figure D-8)
- Table summarizing household incomes by geographic subarea (Figure D-9)
- Hotels and motels by subarea (Figure D-10)

Note that in the map of average household income (Figure D-5), darker colors indicate higher-income areas; in the map of households earning less than $20,000 a year (Figure D-6), darker colors indicate higher concentrations of low-income households.

[126] Average (mean) household income rather than median household income was used for this analysis because the former indicator more closely represents residents' buying power.

Figure D-1. Total Existing Retail Establishments (Formula and Independent) per Square Mile, 2012



Strategic Economics, 2014;
Data: Dun & Bradstreet, 2012,
City and County of San
Francisco, 2013.

Figure D-2. Existing Formula Retail Establishments per Square Mile, 2012

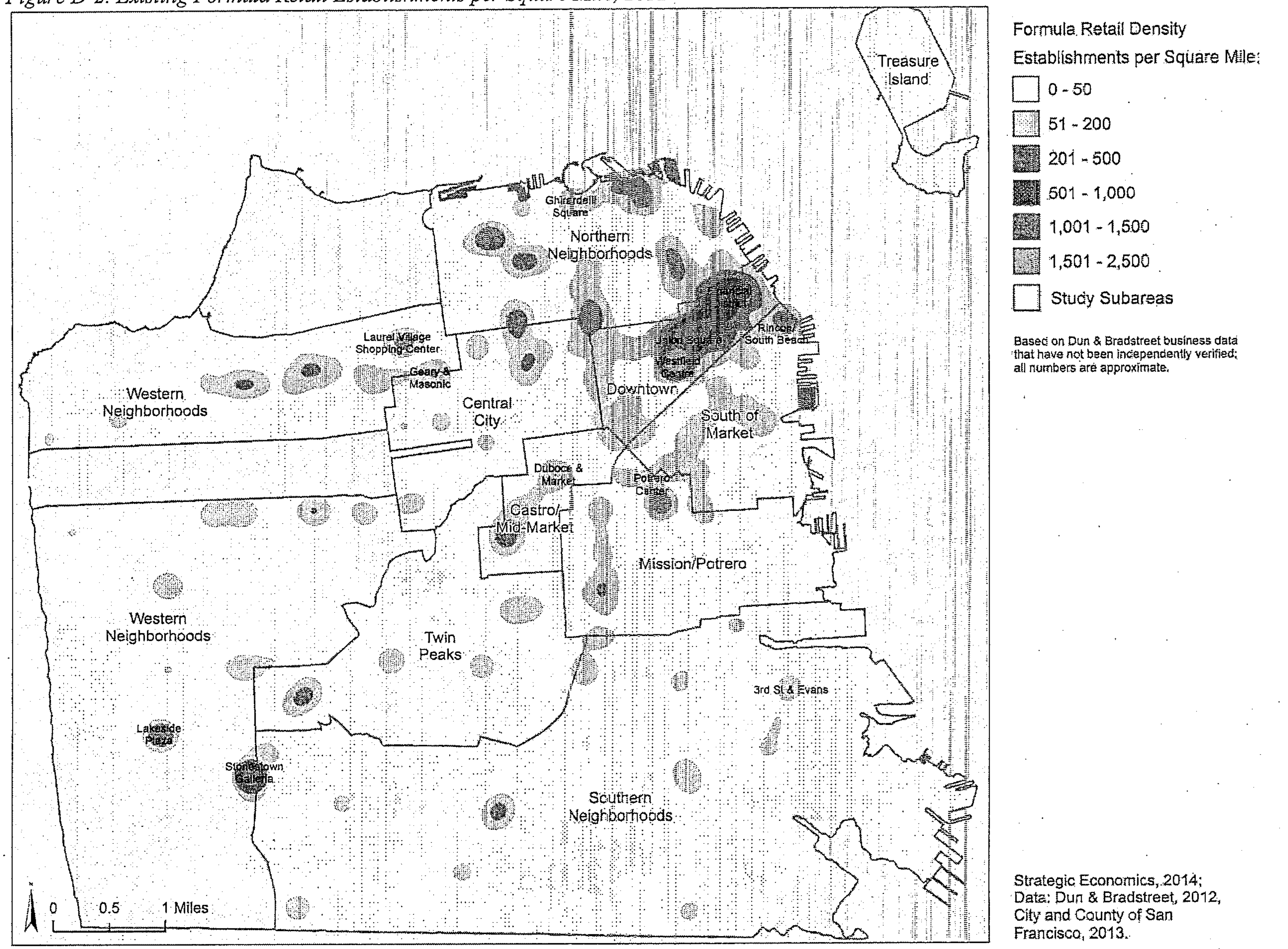
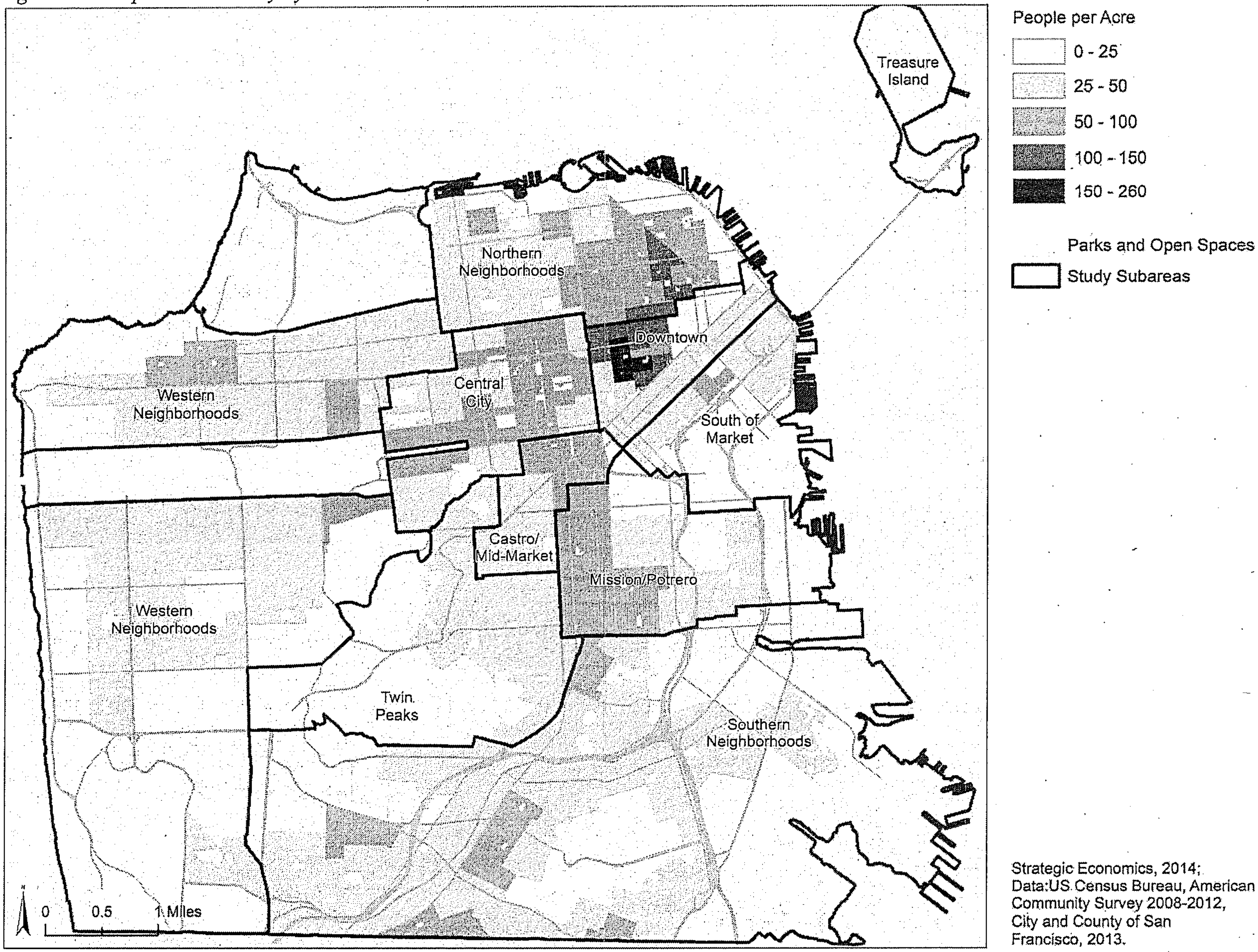


Figure D-3. Population Density by Census Tract, 2012



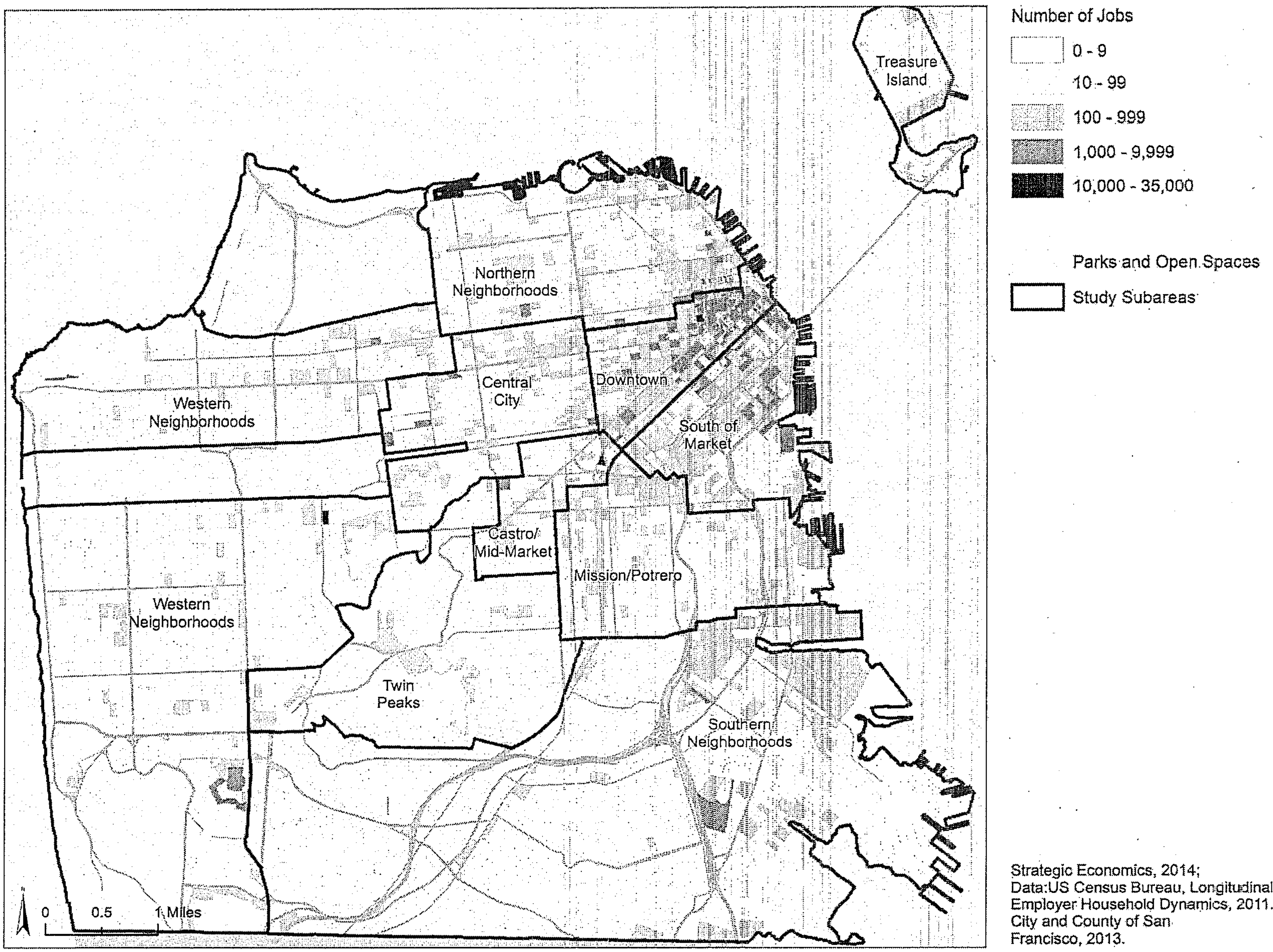
Strategic Economics, 2014;
Data: US Census Bureau, American Community Survey 2008-2012, City and County of San Francisco, 2013.

Figure D-4. Average Population and Household Density by Subarea, 2012

Subareas	Population	Percent of Total Population	Households	Percent of Total Households	Acres (a)	Population Density (Persons per Acre)	Household Density (Households per Acre)
Castro/Mid-Market	31,313	4%	15,975	5%	655	48	24
Central City	70,162	9%	34,983	10%	1,436	49	24
Downtown	41,009	5%	24,536	7%	606	68	40
Mission/Potrero	56,381	7%	22,583	7%	1,740	32	13
Northern Neighborhoods	106,816	13%	58,881	17%	2,185	49	27
South of Market	30,026	4%	15,579	5%	1,343	22	12
Southern Neighborhoods	199,097	25%	58,761	17%	8,055	25	7
Twin Peaks	58,680	7%	27,235	8%	2,465	24	11
Western Neighborhoods	184,950	23%	71,077	21%	5,543	33	13
Treasure Island (b)	22,692	3%	8,200	2%	1,475	15	6
Total	**801,126**	**100%**	**337,810**	**100%**	**25,504**	**31.4**	**13.2**

(a) Excluding major open spaces and parks.
(b) Not included in subarea analysis.
Source: U.S. Census Bureau, 2008-2012 American Community Survey; Strategic Economics, 2014.

Figure D-5. Employment Density by Census Block, 2012



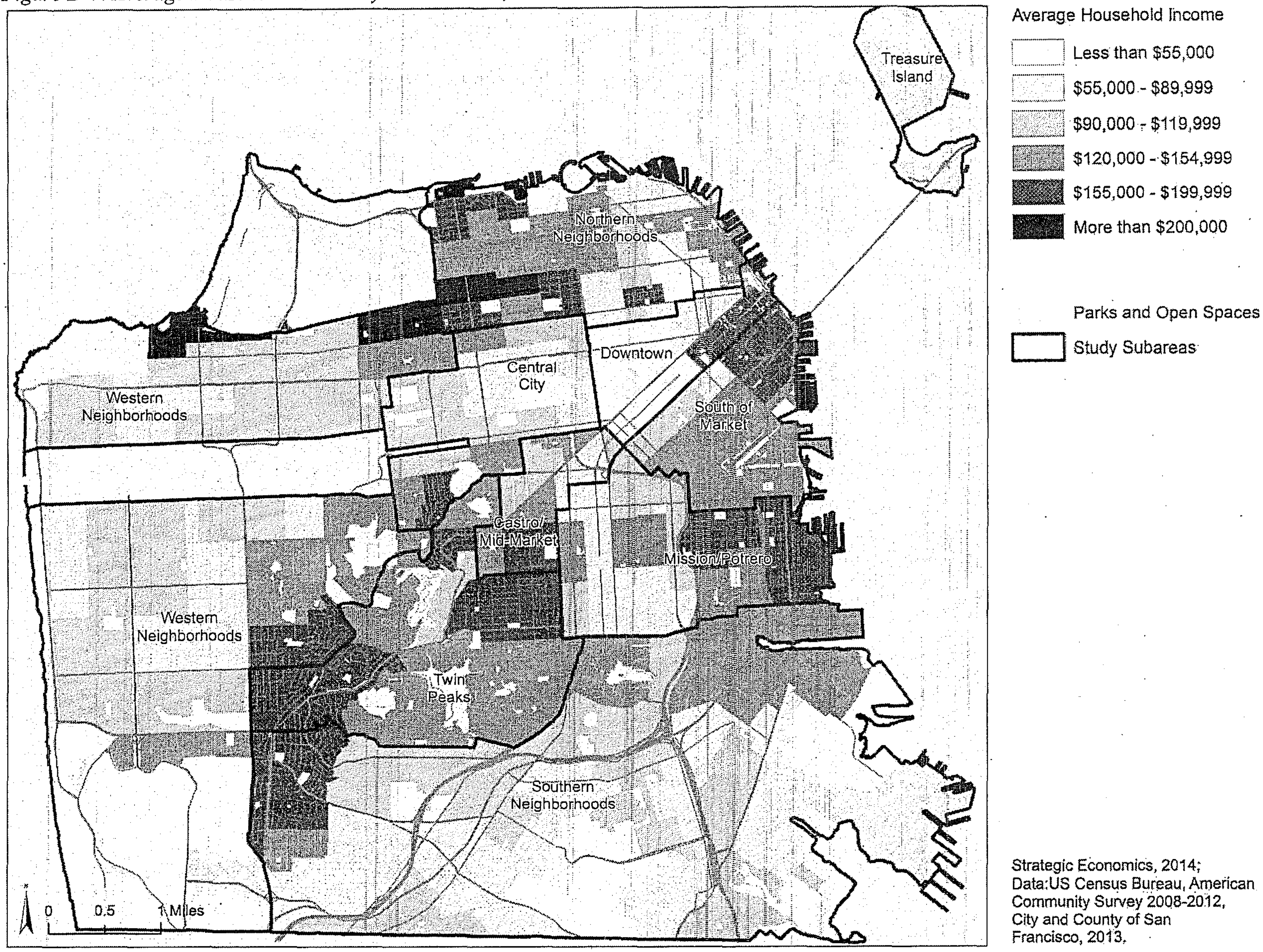
Strategic Economics, 2014;
Data:US Census Bureau, Longitudinal Employer Household Dynamics, 2011.
City and County of San Francisco, 2013.

Figure D-6. Employment Density by Subarea, 2012

Subarea	Jobs	% of Total Employment	Acres (a)	Employment Density (Jobs per Acre)
Castro/Mid-Market	44,669	8%	655	68
Central City	47,934	8%	1,436	33
Downtown	194,443	33%	606	321
Mission/Potrero	28,698	5%	1,740	16
Northern Neighborhoods	86,531	15%	2,185	40
South of Market	71,516	12%	1,343	53
Southern Neighborhoods	38,992	7%	8,055	5
Twin Peaks	6,591	1%	2,465	3
Western Neighborhoods	61,109	10%	5,543	11
Treasure Island (b)	5,346	1%	1,475	4
Total	**585,829**	**100%**	**25,504**	**23**

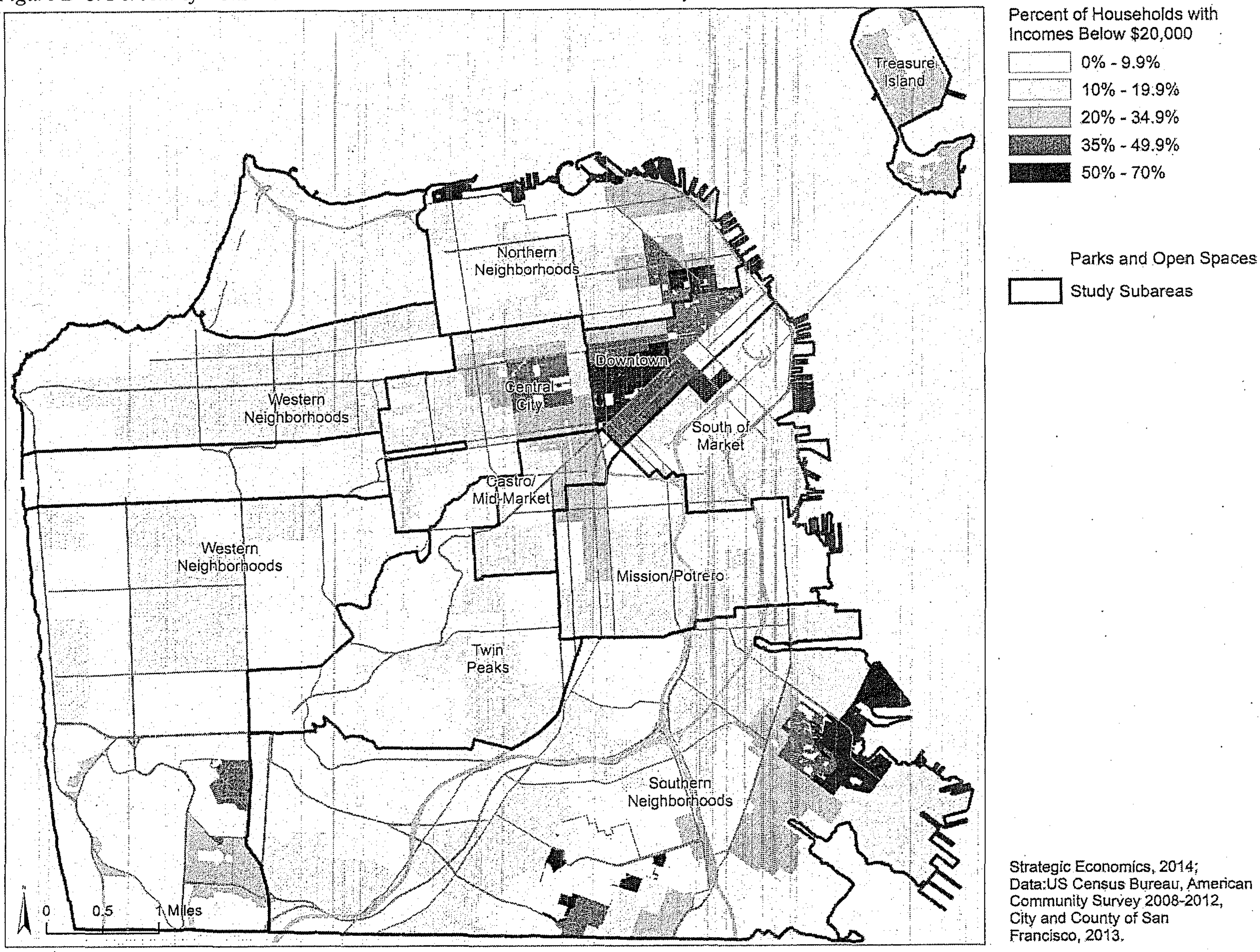
(a) Excluding major open spaces and parks.
(b) Not included in subarea analysis.
Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics Program, 2011; Strategic Economics, 2014.

Figure D-7. Average Household Income by Census Tract, 2012



Strategic Economics, 2014;
Data:US Census Bureau, American Community Survey 2008-2012, City and County of San Francisco, 2013.

Figure D-8. Percent of Households with Household Incomes Below $20,000 by Census Tract, 2012



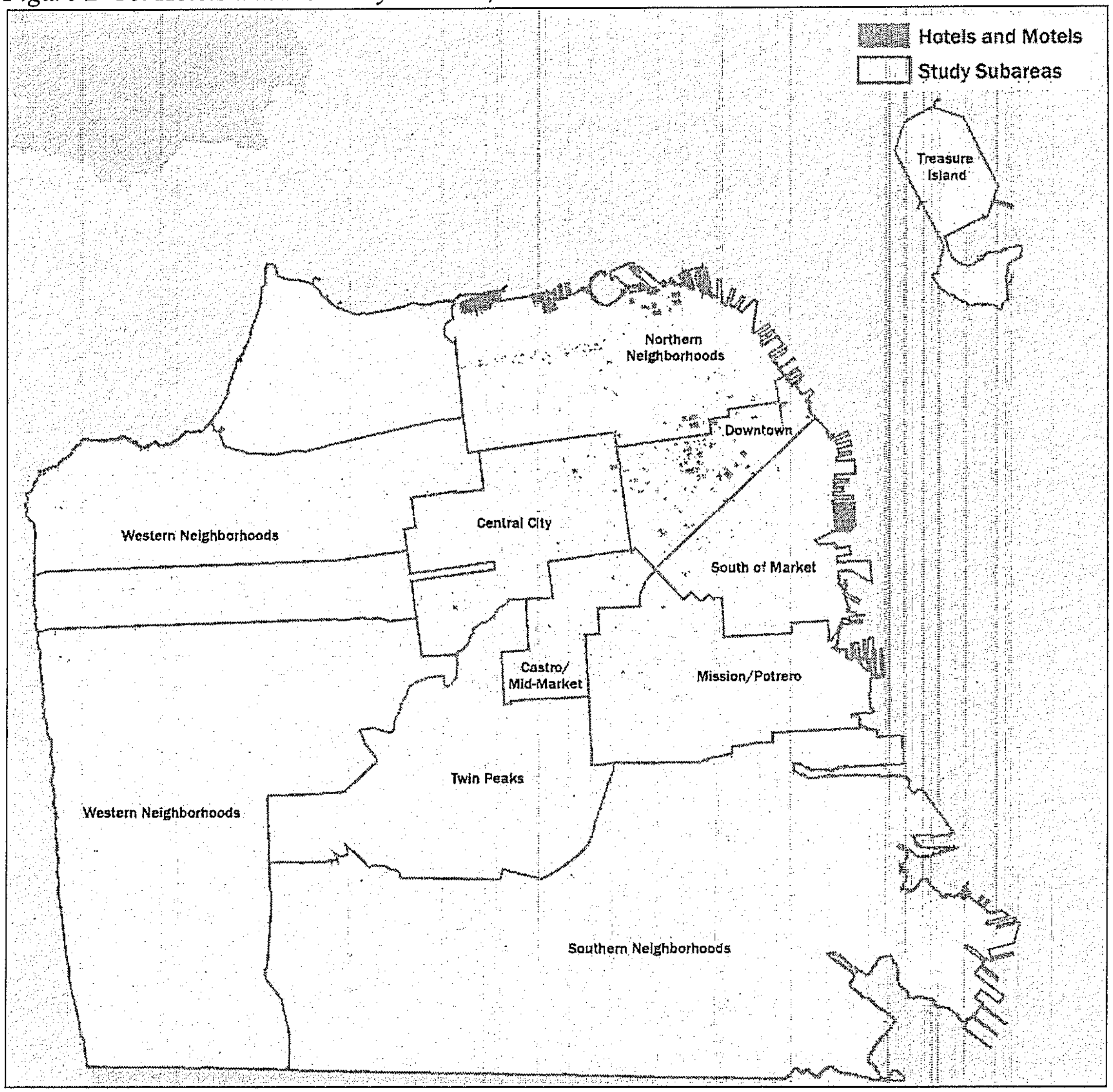
Strategic Economics, 2014;
Data:US Census Bureau, American Community Survey 2008-2012, City and County of San Francisco, 2013.

Figure D-9. Household Incomes by Subarea, 2012

Subarea	Total Households	Percent of Households in Income Bracket: Less than $20K	$20K - $39.9K	$40K - $59.9K	$60K - $99.9K	$100K - $199.9K	More than $200K	Average Household Income
Castro/Mid-Market	15,975	17%	14%	12%	18%	26%	14%	$110,208
Central City	34,983	20%	13%	12%	19%	25%	11%	$99,307
Downtown	24,536	46%	22%	11%	11%	8%	2%	$40,221
Mission/Potrero	22,583	11%	14%	13%	18%	27%	17%	$117,086
Northern Neighborhoods	58,881	18%	13%	10%	17%	26%	16%	$124,152
South of Market	15,579	18%	9%	10%	13%	28%	22%	$139,886
Southern Neighborhoods	58,761	13%	16%	14%	22%	26%	9%	$92,449
Twin Peaks	27,235	8%	9%	10%	18%	31%	25%	$145,412
Western Neighborhoods	71,077	13%	13%	13%	22%	27%	12%	$107,416
Treasure Island (a)	10,568	13%	17%	12%	22%	24%	13%	$114,167
Total	**340,178**	**17%**	**14%**	**12%**	**19%**	**25%**	**13%**	**$107,559**

(a) Not included in subarea analysis.
Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics Program, 2011; Strategic Economics, 2014.

Figure D-10. Hotels and Motels by Subarea, 2012



Source: City and County of San Francisco, 2014.

APPENDIX E. FOCUS GROUP PARTICIPANTS AND INTERVIEWEES

At key points throughout the study, the analysis was presented to focus groups of stakeholders. Strategic Economics also interviewed several local stakeholders to supplement the comments provided at the focus group meetings. Figures E-1 and E-2 list participants from the focus groups held in January and March 2014. Figure E-3 lists additional stakeholders who were interviewed for the analysis.

Figure E-1. January Focus Group Participants

Name	Affiliation
DeeDee Workman	SF Chamber
Ben Lazzareschi	CBRE (Commercial Realtors)
Margo Schaub	Gap
Amy Cohen	OEWD
Jordan Klein	OEWD
Nick Pagoulatos	Supervisor Mar's Office
Vinny Eng	Tartine Bakery
Evette Davis	CVS/BergDavis Public Affairs
Roy Chan	CCDC
Tracy Everwine	Central Market CBD
Hut Landon	SF LOMA
Christin Evans	Haight Ashbury Merchant Group
President Fong	Planning Commission
Commissioner Borden	Planning Commission
Commissioner Moore	Planning Commission
Regina Dick-Endrizzi	Small Business Commission Staff
Pamela Mendelsohn	Colliers
Debbie Kartiganer	Safeway
Tom Rocca	7 Hills Development
Lesley Lionhardt	Union Street Merchants
Danny Yadegar	DTNA
Commissioner Dooley	Small Business Commission
Paul Wermer	Paul Wermer
Christian Murdock	Small Business Commission Staff
Ilene Dick	BOMA

Figure E-2. March Focus Group Participants

Name	Affiliation
Stephen Cornell	Brownies Hardware
John Todgya	B andB Pet Supplies
Daniel Bergerac	Castro Merchants FKA MUMC
Lesley Lionhardt	Union Street Merchants
Steven Currier	Outer Mission Merchants
Larry Corrander	HVNA
Danny Yadegar	DTNA - Duboce Triangle
Paul Wermer	Upper Fillmore
Ron Case	Lower Polk Neighbors
Jaqueline Flin	Bayview CAC
Evette Davis	Pharmacies - Berg Davis
Miriam Zouzounis	Arab Grocers
Chris Wright	SF Committee on Jobs
Debbie Kartinganer	Safeway
Kim Winston	Starbucks
Lou Giraudo	Boudin Bakery
Ilene Dick	BOMA
Pam Mendolsohn	Colliers
Tom Rocco	7 Hills Development
Commissioner Dooley	Small Business Commissioner
Commissioner Borden	Planning Commissioner
Christian Murdock	Small Business Commission
Director Regina Dick-Endrizzi	Small Business Commission
Commissioner Monetta White	Small Business Commissioner
Jorge Rivas	MOEWD

Figure E-3. Additional Interviewees

Name	Affilitation
David Blatteis	Blatteis Realty Co., Inc.
David Fishbein	Runyon Group
David Heller	Greater Geary Merchants Association
Ben Lazzareschi	CBRE
Ross Portugeis	Colliers International
Thomas Reynolds	Fillmore Merchants Association
Julie Taylor	Cornish & Carey Commercial Newmark Knight Frank
Dan Weaver	Ocean Avenue Association
Chris Wright	Planning Association for the Richmond

EXHIBIT C

City and County of San Francisco

Expanding Formula Retail Controls: Economic Impact Report

Item #130788

Office of Economic Analysis

February 12, 2014

City and County of San Francisco

Main Conclusions

- This economic impact report was prepared in response to a proposed ordinance (item #130788), introduced by Supervisor Mar in the Summer of 2013, which would expand formula retail controls in San Francisco. Formula retail controls limit the growth of chain stores within San Francisco.
- The proposed legislation would both expand the definition of formula retail, and require the Planning Commission to consider an independent economic impact report detailing how a proposed chain store would affect existing businesses.
- Formula retail controls primarily affect the economy by changing the retail prices paid by consumers, the amount of local spending by retail businesses, commercial rents and vacancy rates, and perceptions of neighborhood quality.
- In general, chain stores charge lower prices, but may spend less within the local economy, and can be unpopular with some residents because they can be seen to diminish the character of the neighborhood. On the other hand, limiting chain stores can reduce commercial rents and raise vacancy rates.
- Research by the Office of Economic Analysis suggests that local retailers may spend up to 9.5% more within the local economy than chain stores, but charge prices that average 17% more. On balance, the economic benefits of greater local spending by non-formula retailers are outweighed by higher consumer prices.
- Accordingly, the report concludes that expanding the definition of formula retail in the city will not expand the local economy. Moreover, while the proposed independent report would document the impact of chain stores on existing businesses, a new store could benefit the economy without benefitting existing businesses, by offering lower prices to consumers, for example.
- The OEA therefore recommends that the report instead consider the relative prices and local spending by proposed chain stores and existing businesses. In addition, the report recommends the Planning Commission explicitly consider the views of residents, and whether a proposed store could prevent blight.

City and County of San Francisco

Introduction

- Formula retail controls are intended to limit the growth of chain stores within San Francisco. The City has adopted a number of formula retail controls, ranging from the prohibition of new formula retail, to requirements for a conditional use authorization.
- For example, Proposition G, in 2006, which requires a conditional use authorization for new formula retail use in a neighborhood commercial district.
- This economic impact report was prepared in response to a proposed ordinance, introduced by Supervisor Mar, which would expand formula retail controls.
- The Office of Economic Analysis (OEA) determined that the proposed legislation could have a material effect on San Francisco's economy.

Background

- Section 303(i) of the Planning Code defines a "formula retail use" as type of retail sales establishment with more than eleven other establishments in the United States, along with two or more of the following characteristics:
  - A standardized array of merchandise
  - A standardized facade
  - A standardized decor and color scheme
  - Uniform apparel
  - Standardized signage
  - A trademark or servicemark
- Most chain stores possess, at a minimum, a trademark or servicemark and sell standardized merchandise, regardless of the physical appearance of the store or its facade. Such stores would qualify as formula retail uses if there were eleven or more other stores in the United States.
- Other sections of the Planning Code impose land use controls on formula retail uses, which vary across neighborhoods in the city.
- The proposed legislation leaves these existing neighborhood controls intact, and only changes the underlying, city-wide definition of a "formula retail use".

City and County of San Francisco

Effects of the Legislation

The legislation has three major effects, which are described in the following pages:

1. Broadening the industries subject to formula retail controls
2. Extending the definition and geography of ownership
3. Modifying direction to the Planning Commission when considering a Conditional Use Application

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Effects of the Legislation: Broadening the Industries Subject to Formula Retail Controls

- At present, 12 industries (or commercial land uses) are covered by formula retail controls, such as retail sales and services, restaurants and bars, financial services, and movie theaters.
- The proposed legislation would extend the controls to an additional 27 types of business activity, including business and professional services, wholesaling and light industry, and administrative services.

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Effects of the Legislation: Extending the Definition and Geography of Ownership

- Formula retail controls currently only apply to the legal entity that owns the eleven establishments.
- In other words, a wholly-owned, but legally-distinct, subsidiary of a formula retail would not be subject to formula retail if it had less than eleven establishments of its own.
- The proposed legislation would change this. Any subsidiary, affiliate, or parent of a formula retail use would, itself, be considered a formula retail use.
- In addition, the current code requires a retailer to have eleven establishments within the United States to quality as a formula retail use.
- The proposed legislation would broaden this to the entire world, meaning international chain stores just opening in the United States would be covered by formula retail controls for the first time.

Effects of the Legislation: Modifying Direction to the Planning Commission Regarding Conditional Use Authorization

- A conditional use authorization from the Planning Commission is required for a formula retail use to open, in most of the city.
- The Planning Code currently directs the Commission to consider several things when evaluating such an application for a conditional use, including:
  - The existing concentration of formula retail uses in the neighborhood.
  - The availability of similar retail uses (to the applicant) already existing in the neighborhood.
  - Existing retail vacancy rates.
  - The existing mix of city-wide and neighborhood-serving retail uses in the neighborhood.
- The proposed legislation would make two additions:
  1. Directing the Commission to consider the percentage of formula retail uses within a 300-foot radius of the applicant's proposed address.
  2. Adding a requirement that the Planning Commission consider the impact of the proposed use on existing businesses in the area, as indicated by an independent economic impact report.

City and County of San Francisco

City and County of San Francisco

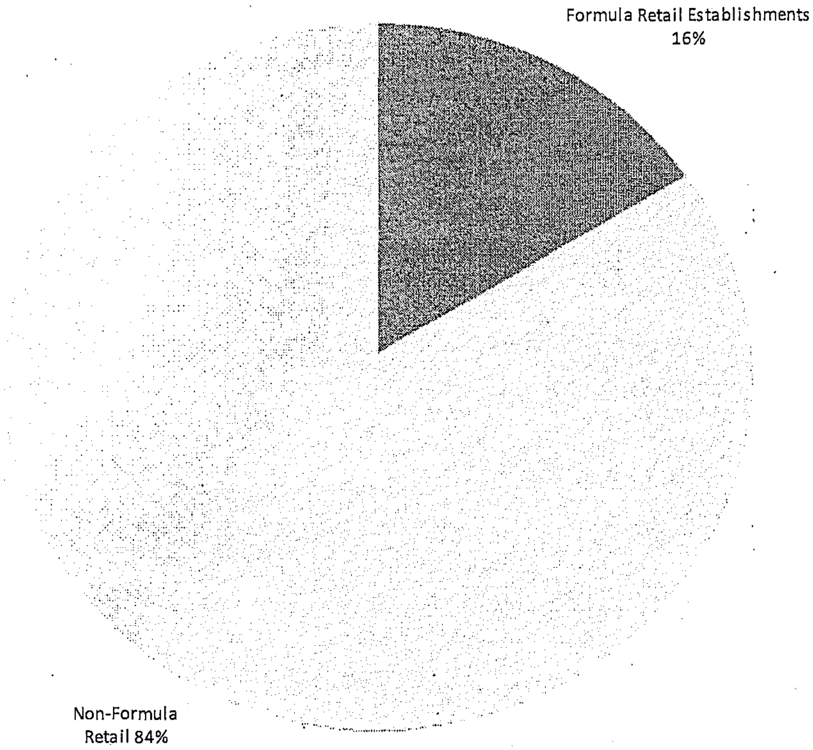
Understanding Formula Retail Trends in San Francisco

- Because the definition of formula retail is unique to San Francisco, no state or federal economic statistics are available for this economic category.
- However, the Controller's Office has access to individual sales tax payer information from the State Board of Equalization.
- This data allowed the OEA to identify businesses with over 11 establishments within California. These would qualify as formula retail under the City's rules.
- The data set also allowed us to identify businesses that have only one store in San Francisco. A examination of a random sample of 50 of these revealed 98% of were not formula retail.
- These two sets of businesses were therefore used to examine growth trends for both types of retail business in the city.
- However, only businesses subject to the Sales Tax are covered by these samples, which exclude other businesses that are subject to formula retail control, in particular, business and personal service providers.

City and County of San Francisco

Formula Retail – Percentage of Businesses

Formula Retail Percentage of All San Francisco Retail Establishments, 2012

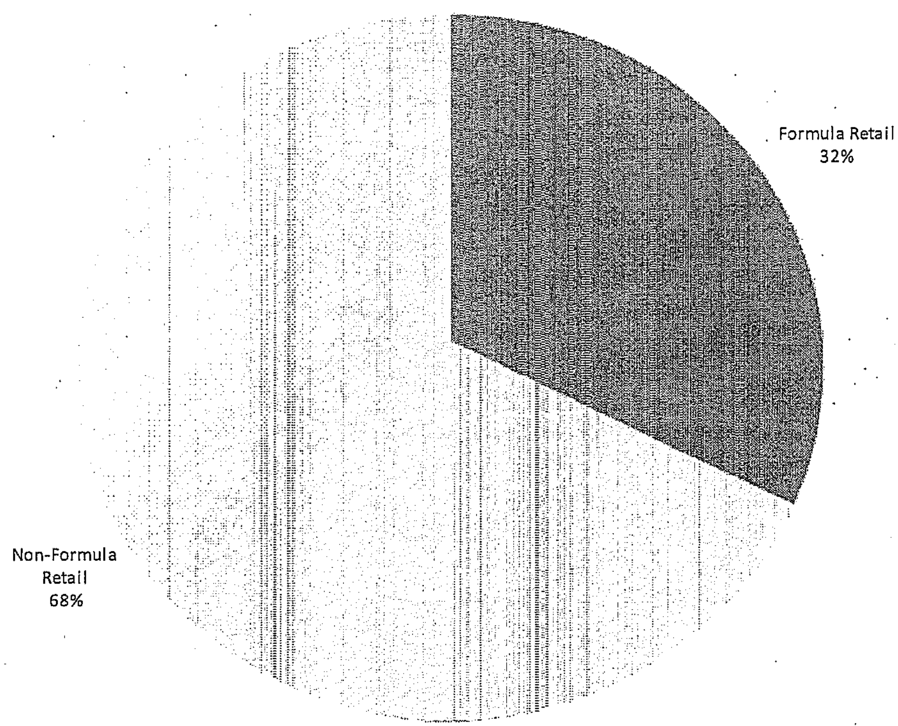


Formula retailers represent a fairly small share of San Francisco's 28,000 sales tax payers. In 2012 only 1 out of 6 retailers was potentially subject to the City's formula retail controls.

Source: Board of Equalization

Formula Retail – Percentage of Sales

Formula Retail Percentage of All San Francisco Retail Sales, 2012

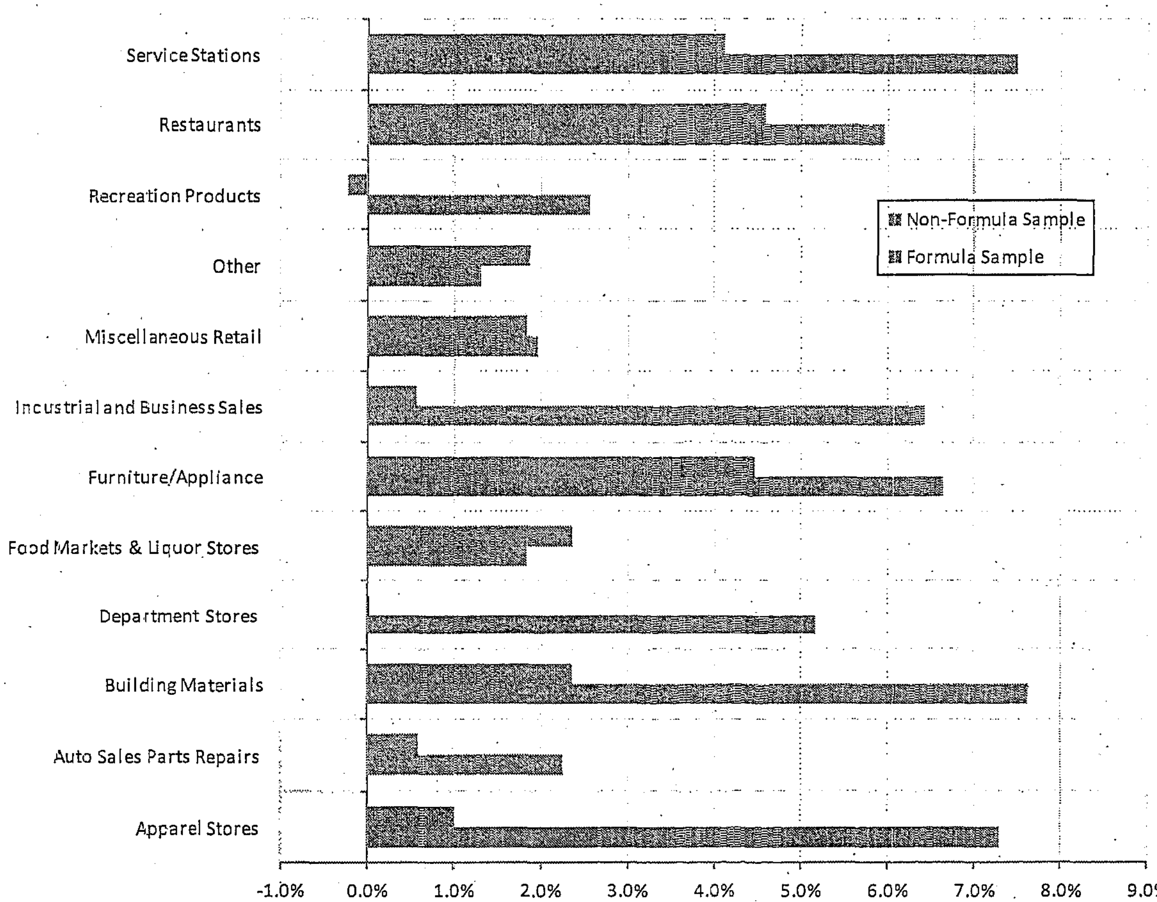


Formula retailers account for a larger share of taxable sales made in San Francisco. 32%, or $4.4 billion, of San Francisco's $13.8 billion in retail sales occur at stores that are potentially subject to formula retail controls.

Source: Board of Equalization

Growth Trends in Formula and Non-Formula Retail Sales

Average Annual Growth in San Francisco Retail Sales, 1993-2012: Formula and Non-Formula Retail Samples



In virtually every type of taxable retail activity in San Francisco, sales at formula retailers have grown more rapidly than non-formula retail, over the past twenty years.

The difference in growth rates is most pronounced for apparel stores, industrial and business sales, and building materials.

Food markets and liquor stores were the only retail category for which local sales have expanded more quickly than formula retail sales.

These categories derive from the Sales Tax database and do not align with the categories used in formula retail controls.

Source: Board of Equalization

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Economic Impact of Formula Retail Controls

- Formula and non-formula retailers are likely to have different effects on the local economy.
- Controls on formula retail uses could potentially affect the city's economy in the following five ways, discussed on the following pages:

1. Impacts on the cost of retail distribution, retail prices, and consumer spending
2. Impacts on spending by retail businesses in the local economy
3. Impact on employment
4. Impact on commercial vacancy rates and rents
5. Impacts on neighborhood quality

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Economic Impact Factors: Distribution Costs, Retail Prices, and Consumer Spending

- On average, the sample of non-formula retailers examined by the OEA were smaller than the formula retailers, as measured by sales per establishment within San Francisco.
- Smaller stores generally lack economies of scale, which can lead these stores to have higher costs than chain stores, per unit of item sold.
- Restricting chain stores will therefore likely increase the average cost of retail distribution in the city. Higher costs usually have two effects on markets: higher prices and reduced sales. Businesses pass their higher costs on to consumers in the form of higher prices, who react by spending less in the local economy.
- Higher prices harm consumers, and reductions in sales harm other businesses.

Economic Impact Factors: Business Spending

- Anecdotal evidence suggests that local, non-formula retailers are more likely to locally source their business services, such as accounting, advertising, and legal services.
- Formula retailers, it is often claimed, rely on their corporate offices for these services, and therefore have less reliance on local suppliers of these services.
- This higher spending by local, non-formula retailers, generates positive multiplier effects as it circulates throughout the local economy, expanding spending and employment.

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Trade-off Between Higher Prices and Higher Local Spending

- An economic trade-off exists between local spending and consumer prices.
- If consumer price differences between formula and non-formula retailers are sufficiently small, then formula retail controls could expand economic activity in the city by shifting spending to retailers with a higher local multiplier.
- If, on the other hand, there are wide differences in prices, then the negative economic harm of higher consumer prices could outweigh the economic benefit of greater local spending, and overall spending in the city would contract.

Economic Impact Factors: Commercial Vacancy Rates and Rents

- Current city policy recognizes that formula retail restrictions may increase commercial vacancy rates. The Planning Commission considers vacancy rates in the neighborhood when evaluating a conditional use application.
- Higher commercial vacancy rates, and/or lower rents, primarily harm commercial property owners, reducing the rate of return on their investment.
- Lower rates of return in real estate normally affect the broader economy by reducing the incentive to maintain existing and develop new commercial property. However, the legal ability to develop new commercial space in most San Francisco neighborhoods is already severely restricted by the Planning Code.
- In addition, growth in consumer spending is generally strong in San Francisco, reducing the incentive to leave existing property vacant or under-maintained.
- Therefore, the broader economic impact of higher vacancy rates and lower rents is generally quite limited in most San Francisco neighborhoods.
- However, neighborhoods at risk of commercial decline due to blight conditions would be an exception. In such neighborhoods, policies that discourage formula retail tenants could have negative consequences on the surrounding neighborhood and the city's economy.

Economic Impact Factors: Employment

- If smaller local businesses are generally less efficient, it is reasonable to expect them to employ more people to distribute the same amount of goods to consumers.
- In effect, local businesses may produce more jobs per dollar spent by consumers.
- Formula retail restrictions could then be seen as having an employment benefit. By protecting smaller businesses from competition from larger, more efficient retailers, the city would experience higher retail employment.

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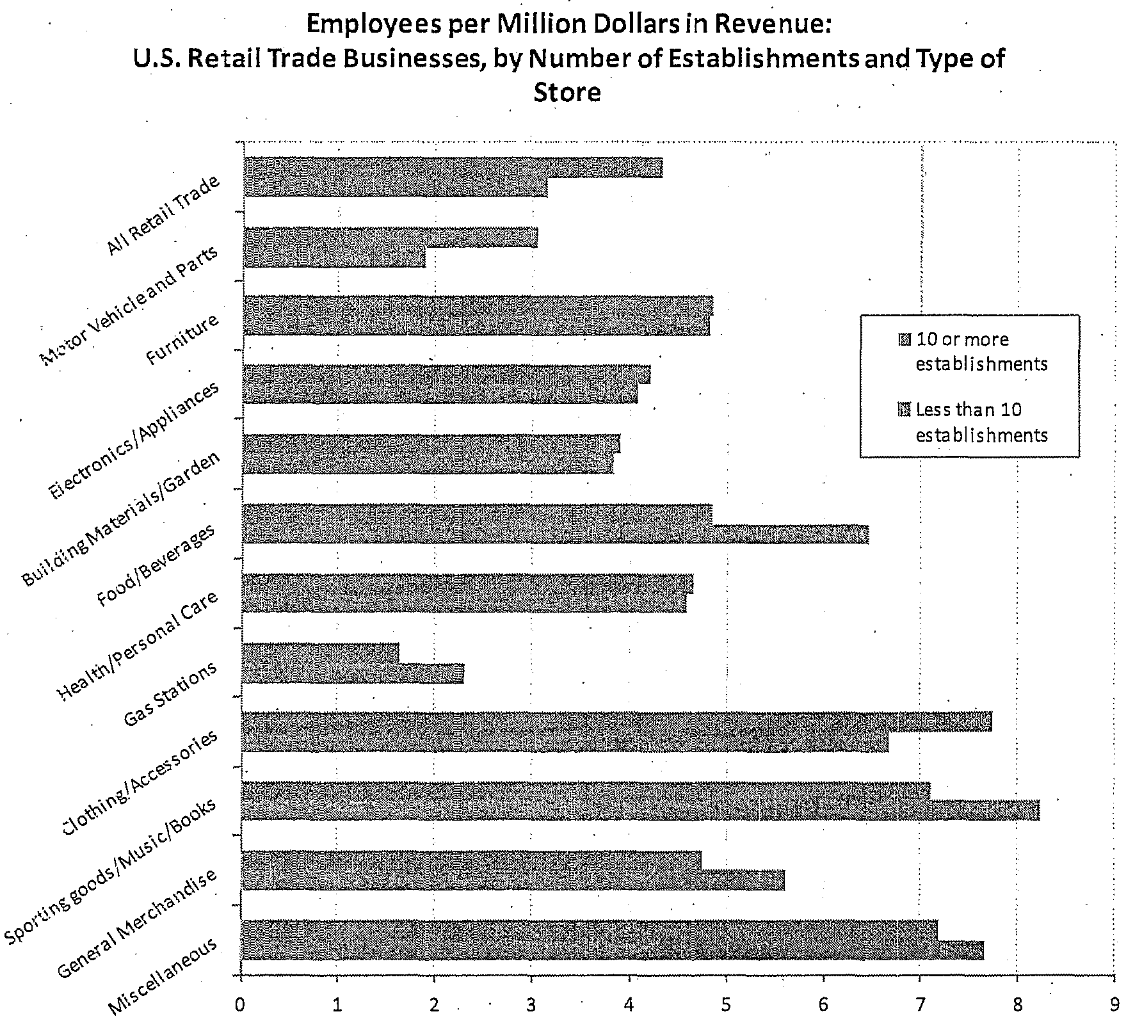
Employment and Sales at Small and Large Retailers



The available evidence, from the Census Bureau, suggests that employment per million dollars of sales is not higher at retail businesses with 10 or fewer establishments.

On the contrary, across all retail types, larger retail establishments employ 4.3 workers per million dollars in sales, while smaller retailers employed 3.2.

The pattern is different across different types of retail trade: smaller food stores do tend employ more people per million dollars in sales, for example.

However, across the breadth of business activities subject to the proposed ordinance, there appears to be no clear employment gain from promoting smaller retail at the expense of larger retail.

Source: U.S. Census Bureau, *2007 Economic Census*, "Retail Trade: Subject Series - Establishment and Firm Size: Summary Statistics for Single Unit and Multiunit Firms for the United States: 2007

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Economic Impact Factors: Perceived Impacts on Neighborhood Quality

- Formula retail controls may also have an effect on the city's economy, through their effect on the city's neighborhoods.
- Proposition G in 2006, which required a conditional use authorization for formula retail uses in most of the city, was passed by a wide majority. This can be read as evidence that many residents do not favor the unrestricted growth of formula retail in their neighborhoods.
- Neighborhood quality is priced into rents and housing prices. Analysis of the Bay Area housing market suggests that San Francisco residents do pay a premium to live in the city. At this point, the OEA is unable to quantify the impact of the presence of formula retailers on this neighborhood premium, if any.
- Consequently, we cannot estimate the relative importance of any effect of formula retail on rents and housing values within neighborhoods, or how it might compare with the impacts of prices and local business spending.
- However, there could be cases in which some neighborhood residents prefer to pay higher prices at local, non-formula retailers to the presence of formula retailers. A decision to limit formula retail in such a circumstance need not necessarily be harmful to the city's economy.

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Economic Impact Assessment

- The OEA is able to produce quantitative estimates of two of the economic impact factors just discussed:
  - Estimate of the difference in consumer prices at formula and non-formula retailers.
  - Estimate of the difference in local spending at formula and non-formula retailers.
- As discussed earlier, the available evidence does not suggest that formula retail controls can be expected to increase employment in the city's retail trade industry.
- At this time, the OEA is unable to estimate the impact of formula retailers on commercial or residential property values, or perceptions of neighborhood quality. Recommendations on how these issues may be weighed and considered are provided in the conclusion to this report.

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OEA Research on Price Differences at Formula and Non-Formula Retailers

- To assess the extent of price differences at formula and non-formula retailers, OEA economists surveyed prices for a standardized basket of commodities at a range of over 30 formula and non-formula retailers in San Francisco.
- Over 500 individual price points were created over 3 weeks of research.
- Prices of individual commodities were weighted according to how frequently they are purchased, following guidelines established by the Bureau of Labor Statistics when creating Consumer Price Indices.
- Because the research had to be focused on branded, common commodities that can be found in both formula and non-formula retail stores, the research did not consider major retail categories in the city, including restaurants, apparel stores, and industrial sales. Establishing price differences at restaurants, for example, would require adjusting for service and food quality, which is very difficult.
- The research concluded that, on average, prices were 17% higher at the non-formula retailers than at the formula retailers that were surveyed[1].

Notes at end of report.

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Estimating Differences in Local Spending by Formula and Non-Formula Retailers

- The table on the following page relies on U.S. Census to derive an estimate of the percentage of consumer dollars that are spent within the local economy by formula and non-formula retailers.
- On average, U.S. retailers spend 73% of every dollar on the goods they sell, with the remaining 27% going to labor costs, rent, purchased supplies, taxes, and net income.
- Some of these spending categories, such as labor and purchased supplies, generate local multiplier effects. Others, such as cost of goods, do not. Net income for non-formula retailers was presumed to benefit the local economy, while net income from formula retailers was presumed not to.
- The data suggest that, at maximum, non-formula retailer could spend 24% of every dollar received in ways that benefit the local economy, while an estimated 14.5% of formula retail revenue would.
- Accordingly, the estimated difference in spending between formula and non-formula revenue would be a maximum of 9.5%.

Operating Expenses and Local Economic Impacts for Formula and Non-Formula Retailers (as a percent of revenue)

Expense	Formula Retail	Non-Formula Retail	Local Economic Impact?
Cost of goods [2]	73%	73%	No
Labor [3]	9%	10%	Yes
Rent [4]	2%	2%	Yes
Purchased Services/Supplies – Local [5]	3.5%	7%	Yes
Purchased Services/Supplies – Non-Local [5]	6.5%	3%	No
State/Federal Taxes, other expenses[5]	2%	2%	No
Net Income[6]	6%	5%	Yes for Non-Formula
Local Spending	14.5%	24%	Maximum 9.5% difference

Notes at end of report.

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Net Economic Impact of Consumer Price and Local Spending Differences

- Based on Census data, the OEA's maximum estimate is that non-formula retailers could spend, on average, 9.5% more of their revenue on local goods and services than formula retailers.
- On the other hand, the OEA's research suggests that prices at non-formula retailers are 17% higher than they are at formula retailers.
- This price difference means that, even though policies that effectively divert spending to non-formula retailers do lead to higher levels of spending on local factors of production such as business suppliers, consumers that shift their purchases to non-formula retailers will have less to spend at other businesses.
- As the table on the next page illustrates, the economic cost of higher prices on local consumers outweighs the potential benefit of greater local spending by non-formula retailers, and the net local spending impact is somewhat negative.

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Net Spending Impact Illustration

	Formula Retail	Non-Formula Retail
Retail Price (as share of Formula Retail)[7]	$1.00	$1.17
a. Spending on local factors, per $ of formula retail spending [8]	$0.145	$0.29
b. Spending on non-local factors, per $ of formula retail spending[9]	$0.855	$0.88
c. Change in local consumer spending, relative to formula retail per $ of formula retail spending [10]	$0.00	-$0.17
Spending on local factors plus change in local consumer spending [11]	$0.145	$0.12

Higher prices reduce the local spending impact of non-formula retail

Conclusions and Recommendations

- Notwithstanding the fact that formula retail controls, in general, raise consumer prices and reduce the overall level of economic activity in the city, situations may arise in which limiting formula retail can be beneficial to the economy.
- This could happen when price differences between a proposed formula retailer and existing retailers are low, when local spending differences between them are high, and when residents believe the presence of the formula retailer, or the loss of an existing business, would have a negative impact on the quality of the neighborhood.
- Because individual circumstances are important, the case-by-case conditional use authorization may be the appropriate policy tool to deal with the issue.
- The proposed legislation changes both the definition of formula retail, and what the Planning Commission must consider in a conditional use application.
- The recommendations that follow from this analysis therefore address these proposed definitional and procedural changes.

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Conclusions and Recommendations

- As this analysis suggests that, in general, limiting formula retail in the city would not expand the local economy, expanding formula retail controls to cover non-U.S. establishments would also not expand the local economy.
- Similarly, there is no reason to believe that expanding the definition of formula retail to include companies that are owned by, or are affiliates of formula retailers, would expand spending in the city.
- The proposed economic impact report to the Planning Commission is required to consider the impact of the proposed formula retailer on existing businesses. However, a new formula retailer could be beneficial to the economy as a whole without benefitting existing businesses—by charging lower prices to consumers, for example.
- Requiring the report to consider the prices and local spending of the proposed and existing businesses would provide better information to the Planning Commission on the overall economic impact of the proposal.
- In addition, the impact of formula retailers on neighborhood quality can be weighed by directing the Commission to consider both the opinions of neighborhood residents, and whether a proposed store could prevent blight.

End Notes

1. In August, 2013, OEA staff priced 25 different commodities at 11 different formula retailers and 20 different non-formula retailers across San Francisco, gathering 366 prices in all. The establishments were chosen at random from the City's database of sales tax payers, and were geographically spread across the city. For each of the 25 commodities, each observed price was expressed as a percentage of the minimum price observed for that commodity at any store. This approach allowed prices to be standardized across commodities. The standardized prices were then weighted according to the weights used by the Bureau of Labor Statistics in calculating the Consumer Price Index, reflecting the fact that some commodities are purchased more frequently than others. Average weighted prices at formula and non-formula retailers were then compared. The weighted average price at non-formula retailers was found to be 17% higher. Based on the number of observations, the 90% confidence interval is a price premium for non-formula retail between 2% and 32%.
2. Source: U.S. Census, *2011 Annual Retail Trade Survey*, "Gross Margin as a Percentage of Sales (1993-2011)", http://www2.census.gov/retail/releases/current/arts/gmper.xls. Figure cited in the table is based on 2011 data. Gross margin is defined as is defined as sales less cost of goods sold, so cost of goods sold as a percentage of sales equals one minus the percentage shown the in table (27.1%). Detailed data on costs of good sold is not available by number of establishments within a firm. Since virtually none of the goods sold at retail in San Francisco are manufactured in the city, this is a business expense that leaks out of the city's economy and generates no local multiplier effect. The assumption that both formula and non-formula retailers spend 73% of every revenue dollar on goods sold is unrealistic. Formula retailers are often vertically-integrated or buy in bulk from wholesalers, and hence benefit from lower wholesale prices than non-formula. Our assumption therefore under-estimates the spending leakage associated with non-formula retail, leading to a generous estimate of their overall local spending impact.

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End Notes

3. Source: U.S. Census Bureau, *2007 Economic Census*, "Retail Trade: Subject Series - Establishment and Firm Size: Summary Statistics for Single Unit and Multiunit Firms for the United States: 2007" The Census reports payroll and sales data for retailers having differing numbers of establishments, allowing the comparison presented here between firms with fewer than ten U.S. establishments and those with ten or more. This closely approximates the City's formula retail definition. The data is for the U.S. as a whole.
4. Source: U.S. Census, *2009 Annual Retail Trade Survey*, "2007 Detailed Operating Expenses Table", http://www2.census.gov/retail/releases/historical/arts/2009_ARTS_detailed_operating_expenses.xls. Data is provided as a percentage of retail operating expenses, which on average is 21.6% of sales in the retail trade industry. (For this calculation, see "Sales 1992-2011" and "Total Operating Expenses 2006-11" in the same publication. Multiplying the figure from this source, 9.5%, by 21.6% yields the 2% figure in the table. Data is not available by number of establishments in the firm. Given that formula and non-formula retailers generally compete in the same market for the same spaces, this figure will probably be similar for both types.
5. The detailed operating expenses source cited in Note 4 was used to determine local and non-local expenses for formula and non-formula retailers. For formula retailers, local expenses (in addition to rent and payroll as already discussed) included labor fringe benefits, contract labor, repairs and maintenance to machinery, lease and rental payments for machinery and equipment, purchased electricity, purchased fuels (except motor fuels), water and sewer, and local taxes and license fees. In addition to this list, for non-formula retailers, local expenses were also assumed to include: expensed equipment; packaging materials and containers; purchases of other materials, parts, and supplies; data processing and other purchased computer services; commissions; purchased communication services; purchased transportation, shipping, and warehousing services; purchased advertising and promotional services; purchased professional and technical services. All other expenses were presumed to be non-local for both formula and non-formula retailers.

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End Notes

6. Net income here refers to the residual percentage of sales remaining after all of the above categories of expenses are deducted. Again, in an assumption that is extremely generous to the local spending impact of non-formula retailers, it is assumed that 0% of the net income earned by the formula retailer is spent within the city, while 100% of non-formula spending is spent within the city. The latter assumption is unrealistic because it assumes that all owners of the non-formula business either spend or invest all of the earnings only within San Francisco. If either assumption is violated, the local economic impact of these earnings will be less than what is assumed here.
7. This illustration is based on a hypothetical commodity with a price of $1.00 at a formula retail store. Based on the research presented earlier, that commodity would cost $1.17 at a non-formula retail store in the city.
8. If a consumer purchased the commodity at a formula retailer, 14.5 cents of that dollar would flow to local factors of production such as labor, rent, and local suppliers, based on the analysis on page 24. On the other hand, if the consumer purchased the commodity at a non-formula retailer, the cost would be $1.17 and 24% of that, or $0.29, would flow to local factors of production, again based on the page 24 analysis.
9. Whatever is not spent on local factors of production flows to non-local factors like manufacturers not based in the city. This equals 85.5 cents for a formula retailer, or 88 cents ($1.17 x 76%) for a non-formula retailer.
10. The purchase of the same commodity at a non-formula retailer entails a loss of consumer spending to the local economy of $0.17, relative to formula retail.
11. The net impact on local spending is the amount that flows to local factors of production plus the relative impact on consumer spending. This equals 14.5 cents for formula retail, and $0.29 - $0.17 or $0.12 for non-formula retail.

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EXHIBIT D

FORMULA RETAIL MAPPING PROJECT

Formula Retail – Mapping Project

In 2004, San Francisco passed anti-Formula Retail legislation. The legislation has been amended 16 times and 7 new restriction refinements are currently under consideration by the Board of Supervisors. The stated goal of these anti-chain ordinances is to preserve the existing character and one-of-a-kind style that is San Francisco.

A group of real estate brokers who specialize in leasing retail space share the goals of the anti-Formula Retail legislation along with a commitment to maintaining and promoting retail productivity in the City. A chain is currently defined as a retailer with 11 or more stores in the United States.

To take some of the guess work out of determining the appropriateness of additional legislation, an informal study inclusive of a series of retail maps was created by walking, driving, and researching existing retail businesses in San Francisco.

Nearly 4,500 retail locations were surveyed in more than 28 neighborhoods. Comparing the total number of retail spaces to existing vacancies yields a 4.8% vacancy factor in neighborhood commercial districts. There are 586 chain stores representing just over 13% of retail stores of which 36% were founded and/or based in San Francisco and/or the Greater Bay Area. Approximately 34.3% of retail space is devoted to food service (restaurants, specialty food shops other than grocery stores, beverage bars/stores). Just under 3% (130 branches) of retail space is occupied by banks, almost all of which are Formula Retail under San Francisco's definition.

Retail is a complicated business with many variables, however, successful retail includes the following characteristics:

- Massing: two stores on a residential street offer limited potential while two blocks of shops is a potential popular shopping destination;
- Tenant mix: the healthiest and most viable retail environments offer a mix of retailers who are big and small, conventional and cutting edge, established and new age;
- Co-tenancy: neighbors have a strong impact on shopper demographics and determine, to a large extent, the viability of cross shopping;
- Visibility: whether a particular store is on a corner, on the sunny side of the street, is visually blocked by trees, bus shelters, etc. impact whether shoppers will visit;
- Perceived Value: the point where cost, quality and service intersect must fit the consumer; and
- Intangibles: all the aspects of a retail establishment that determine whether customers return include cleanliness, friendliness, ambiance, and a host of items that impact the shopping experience.

Attempts to legislate what people can buy and where such purchases can be made is challenging for the simple reason that legislation *assumes* a more-or-less static world. In fact, the world we live in keeps changing, evolving, and otherwise providing surprises. By way of example, when horses were the primary mode of local transportation, parking cars was not an issue; when most women stayed home to clean house, care for children, and cook dinner, the restaurant industry was tangential to most people's lives; and it is an understatement to say that our needs and preferences have been impacted by personal computers, the internet and Federal Express.

Statistics and existing studies about retail are primarily applicable to shopping centers, rural and suburban neighborhoods where change is measurable, and circumstances that are too different from San Francisco to be applicable. In other words, the experience of a suburban neighborhood in the mid-west doesn't apply to the second most densely populated city in America. The fate of regional malls in towns with a single Main Street shopping area doesn't relate to San Francisco which boasts the most vibrant Downtown in America and more than 30 identifiable neighborhood commercial districts. Rents in small towns, vacancy rates in regional malls, and the experience of retailers who follow rather than lead their respective industries are not especially helpful in mapping programs which are likely to benefit San Francisco.

Rene Frojo in the San Francisco Business Times (January 3 – 9, 2014) summarizes http://www.bizjournals.com/sanfrancisco/print-edition/2014/01/03/chain-constraining-pain-or-gain.html summarizes the pending proposals as follows:

1. To expand the definition of formula retail to apply to businesses with 11 or more outlets worldwide.
2. To expand the definition of formula retail to apply to subsidiaries of those considered chain stores.
3. To require proposed formula retailers to conduct a study on the economic impact of other retailers.
4. To create a Third Street Restricted Use District, requiring chain stores to seek a conditional use permit.
5. To require the definition of chain-owned food trucks in the public right-of-way to be widened to include "affiliates" of formula retail restaurants.
6. To create a Fillmore and Divisadero neighborhood commercial district that would require chain stores to file for conditional use permits.
7. To expand controls to adult entertainment stores, tourist hotels and gas stations.

An excel summary of the 4,429 retail stores mapped by the study is attached showing the 28 neighborhoods and streets surveyed. The vacancy factor is less than 5% (4.8%). Approximately 13.2% (586 spaces) are Formula Retail of which over 1/3 (36%) were founded and/or are based in San Francisco or the Bay Area. We have identified 34.3% of the retail spaces as being used for Food Service inclusive of restaurants, bars, specialty food shops, prepared foods and small groceries (as opposed to supermarkets), produce markets, organic purveyors, bakeries, chocolate shops, etc. Just under 3% of retail space is occupied by banks.

Castro / Upper Market: *Castro Street* - Market Street to 19th Street; Sanchez Street to Market Street; Laguna to Sanchez;
211 Retail Spaces; 16 Vacancies; 60 Food Service; 9 Banks; 18 San Francisco-Bay Area Founded/Based Formula Retail; 18 Non-local Founded/Based Formula Retail
7.6% Vacancy; 28.4% food service; 4.2% banks; 17.1% Formula Retail; 50.0% locally founded/based Formula Retail

NOPA: *Divisadero Street* – California to McAllister; McAllister to Haight Street
144 Retail Spaces 0 vacancies 52 Food Service 1 Bank 0 San Francisco-Bay Area Founded/Based Formula Retail; 7 Non-local Founded/Based Formula Retail
0.0 % Vacancy; 36.1% Food Service; 0.7% Banks; 4.9% Formula Retail; 0% locally founded/based Formula Retail

Cow Hollow: *Union Street* - Franklin Street to Steiner Street
143 Retail Spaces 4 vacancies 38 Food Service 3 Banks 5 San Francisco-Bay Area Founded/Based Formula Retail; 19 Non-local Founded/Based Formula Retail
2.7% Vacancy; 26.6% Food Service; 2.1% Banks; 18.2% Formula Retail; 30.8% locally founded/based Formula Retail

MARINA: *Chestnut Street* – Fillmore to Steiner Street; Steiner Street to Scott; *Fillmore Street* – Chestnut to Union; *Steiner Street* – Chestnut to Lombard; *Pierce Street* – Chestnut to Lombard; *Scott Street* – Chestnut to Lombard Street
168 Retail Spaces 2 Vacancies 73 Food Service 6 Banks 15 San Francisco-Bay Area Founded/Based Formula Retail; 22 Non-local Founded/Based Formula Retail
3.6% Vacancy; 43.5% Food Service; 3.6% Banks; 22.0% Formula Retail; 40.5% locally founded/based Formula Retail

MISSION DISTRICT: *Mission Street* – 15th to 20th Street; 20th to 24th Street; *16th Street* – Mission to Guerrero Street; *18th Street* Mission to Noe Street; Noe Street to Diamond Street; *22nd Street* – Mission to Valencia; *24th Street* – Sanchez to Mission Street; Mission to Harrison
322 Retail Spaces 50 Vacancies 151 Food Service 9 Banks 12 San Francisco-Bay Area Founded/Based Formula Retail; 23 Non-local Founded/Based Formula Retail
15.5% Vacancy; 46.9% Food Service; 2.8% Banks; Formula Retail 10.9%; 34.3 locally founded/based Formula Retail

VALENCIA STREET – Mission District: *Valencia Street* - 15th Street to 19th Street; 16th to 21st Street; 21st Street to 24th Street
199 Retail Spaces 2 vacancies 75 Food Service 1 Bank 0 San Francisco-Bay Area Founded/Based Formula Retail; 4 Non-local Founded/Based Formula Retail
1.0% Vacancy; 37.7% Food Service; 0.5% Banks; 3.0% Formula Retail; 0.0% locally founded/based Formula Retail

FINANCIAL DISTRICT: *Market Street* – Steuart to New Montgomery; New Montgomery Street to 6th Street; *Sacramento Street* - Drumm to Grant Avenue
213 Retail Spaces 9 vacancies 68 Food Service 25 Banks 39 San Francisco-Bay Area Founded/Based Formula Retail; 47 Non-local Founded/Based Formula Retail
4.2% Vacancy; 31.9% Food Service; 11.7% Banks; 40.4% Formula Retail; 45.3% locally founded/based Formula Retail

MID-MARKET: *Market Street* – 6th Street to 9th Street; 9th Street to Laguna
148 Retail Spaces 24 vacancies 48 Food Service 3 Banks 3 San Francisco-Bay Area Founded/Based Formula Retail; 9 Non-local Founded/Based Formula Retail
16.2% Vacancy; 32.4% Food Service; 2.1% Banks 8.1%; Formula Retail; 25.0% locally founded/based Formula Retail

VAN NESS CORRIDOR *Van Ness Avenue* – Broadway to Sutter Street; Sutter to Market Street
92 Retail Spaces 3 Vacancies 27 Food Service 3 Banks 11 San Francisco-Bay Area Founded/Based Formula Retail; 24 Non-local Founded/Based Formula Retail
3.3% Vacancy; 29.3% Food Service; 3.3% Banks; 35.0% Formula Retail; 31.4% locally founded/based Formula Retail

POLK GULCH *Polk Street* – Clay Street to Sutter
55 Retail Spaces 0 vacancy 30 Food Service 1 Banks 0 San Francisco-Bay Area Founded/Based Formula Retail; 3 Non-local Founded/Based Formula Retail
0.0% Vacancy; 53.1% Food Service; 0.0% Banks 8.6%; Formula Retail; 28.6% locally founded/based Formula Retail

RUSSIAN HILL *Polk Street* - Union Street to Clay Street
81 Retail Spaces 1 vacancy 43 Food Service 0 Banks 2 San Francisco-Bay Area Founded/Based Formula Retail; 5 Non-local Founded/Based Formula Retail
1.2% Vacancy; 54.5% Food Service; 0.0% Banks 5.5%; Formula Retail; 0.0% locally founded/based Formula Retail

TENDERLOIN *Polk Street* - Sutter Street to O'Farrell Street
29 Retail Spaces 2 vacancies 9 Food Service 0 Banks 0 San Francisco-Bay Area Founded/Based Formula Retail; 4 Non-local Founded/Based Formula Retail
6.9% Vacancy; 31.0% Food Service; 0.0% Banks; 13.8% Formula Retail; 0.0% locally founded/based Formula Retail

PACIFIC HEIGHTS: *Fillmore Street* – Jackson to California Street; California to Post Street
144 Retail Spaces 0 vacancies 38 Food Service 3 Banks 10 San Francisco-Bay Area Founded/Based Formula Retail; 16 Non-local Founded/Based Formula Retail
0.0% Vacancy; 26.4% Food Service; 2.1% Banks; 18.1% Formula Retail; 38.5% locally founded/based Formula Retail

PRESIDIO HEIGHTS/LAUREL VILLAGE *Sacramento Street* – Laguna to Presidio; Presidio to Arguello; *California Street* – Laurel Street to Spruce; *Geary Boulevard* – Masonic Avenue to Spruce Street
195 Retail Spaces 1 Vacancy 24 Food Service 6 Banks 11 San Francisco-Bay Area Founded/Based Formula Retail; 18 Non-local Founded/Based Formula Retail
0.5% Vacancy; 12.3% Food Service; 3.1% Banks; 14.9% Formula Retail; 37.9% locally founded/based Formula Retail

SACRAMENTO STREET: *Grant Avenue* to Laguna Street (through Chinatown to Pacific Heights)
21 Retail Spaces 4 vacancies 2 Food Service 1 Banks 1 San Francisco-Bay Area Founded/Based Formula Retail; 1 Non-local Founded/Based Formula Retail
19.0% Vacancy; 9.5% Food Service; 4.8% Banks%; 9.5% Formula Retail; 50.0% locally founded/based Formula Retail

FISHERMAN'S WHARF: *Jefferson* - Stockton to Taylor; Taylor to Hyde; *Beach Street* - Stockton to Hyde; Hyde to Polk Street; *Bay Street* – Powell Street to Jones Street; *Leavenworth* - Jefferson to Beach; *Jones* Jefferson to Beach; *Columbus* - Beach to North Point; *North Point* - Powell to Jones
203 Retail Spaces 10 vacancies 71 Food Service 3 Banks 11 San Francisco-Bay Area Founded/Based Formula Retail; 45 Non-local Founded/Based Formula Retail
4.9% Vacancy; 35.0% Food Service; 1.5% Banks; 27.1% Formula Retail; 20.0% locally founded/based Formula Retail

NORTH BEACH *Columbus Avenue* – Washington to Vallejo Street; Vallejo to Greenwich Street; Greenwich to Bay Street; *Grant Avenue* – Greenwich Street to Columbus Avenue; *Green Street* – Grant Avenue to Stockton Street; *Stockton Street* – Filbert to Vallejo Street; *Union Street* – Grant Avenue to Powell Street; *Vallejo Street* – Grant Avenue to Stockton Street; *Broadway* – Montgomery Street to Columbus Avenue
299 Retail Spaces 7 Vacancies 149 Food Service 6 Banks 7 San Francisco-Bay Area Founded/Based Formula Retail; 3 Non-local Founded/Based Formula Retail
2.3% Vacancy; 49.8% Food Service; 2.3% Banks; 2.3% Formula Retail; 70.0% locally founded/based Formula Retail

NOE VALLEY: *24th Street* - Sanchez to Castro Street
72 Retail Spaces 3 vacancies 19 Food Service 3 Banks 3 San Francisco-Bay Area Founded/Based Formula Retail; 7 Non-local Founded/Based Formula Retail
4.1% Vacancy; 26.4% Food Service; 4.2% Banks; 12.5%; Formula Retail; 30.0% locally founded/based Formula Retail

24TH STREET - Harrison to Potrero (General Hospital)
76 Retail Spaces 4 vacancies 31 Food Service 0 Banks 0 San Francisco-Bay Area Founded/Based Formula Retail; 1 Non-local Founded/Based Formula Retail
5.3% Vacancy; 40.8% Food Service; 0.0% Banks 1.3%; Formula Retail; 0.0% locally founded/based Formula Retail

HAIGHT ASHBURY: *Haight* – Central to Clayton; Clayton to Stanyan
149 Retail Spaces 5 vacancies 30 Food Service 1 Bank 1 San Francisco-Bay Area Founded/Based Formula Retail; 9 Non-local Founded/Based Formula Retail
3.4% Vacancy; 20.1% Food Service; 0.7% Banks 7.4%; Formula Retail; 10.0% locally founded/based Formula Retail

LOWER HAIGHT: *Haight* – Fillmore to Scott Street
75 Retail Spaces 2 vacancies 36 Food Service 1 Bank 1 San Francisco-Bay Area Founded/Based Formula Retail; 1 Non-local Founded/Based Formula Retail
2.6% Vacancy; 48.0% Food Service; 1.3% Banks%; 8.0% Formula Retail; 16.7% locally founded/based Formula Retail

HAYES VALLEY: *Hayes* - Franklin to Laguna; Gough – Fulton to Market Street; Laguna – Fell to Hayes; Octavia – Grove to Fell Street
144 Retail Spaces 4 vacancies 54 Food Service 0 Banks 3 San Francisco-Bay Area Founded/Based Formula Retail; 1 Non-local Founded/Based Formula Retail
2.8% Vacancy; 37.5% Food Service; 0.0% Banks%; 2.8% Formula Retail; 75.0% locally founded/based Formula Retail

GLEN PARK: *Diamond Street* – Surrey Street to Monterey Boulevard
27 Retail Spaces 0 vacancies 12 Food Service 3 Banks 2 San Francisco-Bay Area Founded/Based Formula Retail; 1 Non-local Founded/Based Formula Retail
0% Vacancy; 44.4% Food Service; 11.1% Banks 11.1%; Formula Retail; 66.6% locally founded/based Formula Retail

INNER RICHMOND: *Geary Boulevard* – 4th Avenue to Funston Avenue; Funston to 19th Avenue; *Clement Street* – Arguello Blvd. to 5th Avenue; 5th Avenue to 9th Avenue; 9th Avenue to 12th
352 Retail Spaces 14 vacancies 123 Food Service 11 Banks 33 San Francisco-Bay Area Founded/Based Formula Retail; 25 Non-local Founded/Based Formula Retail
4.0% Vacancy; 34.9% Food Service; 0.0% Banks%; 16.5% Formula Retail; 43.1% locally founded/based Formula Retail

OUTER RICHMOND: *Geary Boulevard* – 19th Avenue to 25th Avenue; 25th Avenue to 43rd Avenue
146 Retail Spaces 4 vacancies 37 Food Service 3 Banks 6 San Francisco-Bay Area Founded/Based Formula Retail; 23 Non-local Founded/Based Formula Retail
2.7% Vacancy; 25.3% Food Service; 2.0% Banks%; 19.8% Formula Retail; 20.7% locally founded/based Formula Retail

INNER SUNSET: *9th Avenue* - Lincoln Way to Judah Street; *Irving Street* - 7th Avenue to 10th Avenue
120 Retail Spaces 4 vacancies 59 Food Service 5 Banks 7 San Francisco-Bay Area Founded/Based Formula Retail; 5 Non-local Founded/Based Formula Retail
3.3% Vacancy; 49.2% Food Service; 4.2% Banks%; 10.0% Formula Retail; 71.4% locally founded/based Formula Retail

OUTER SUNSET: *Irving Street* – 19th Avenue to 26th Avenue; *Taravel Street* – 12th Avenue to 18th Avenue; 18th Avenue to 22nd Avenue; 22nd Avenue to 27th Avenue; 27th Avenue to 32nd Avenue; 32nd Avenue to 40th Avenue; 40th Avenue to 47th Avenue; *Judah Street* – 43rd Avenue to La Playa Street
472 Retail Spaces 32 vacancies 129 Food Service 13 Banks 8 San Francisco-Bay Area Founded/Based Formula Retail; 26 Non-local Founded/Based Formula Retail
6.8% Vacancy; 27.3% Food Service; 2.8% Banks%; 7.2% Formula Retail; 23.5% locally founded/based Formula Retail

WEST PORTAL: *West Portal Avenue* – Ulloa to 14th Avenue; 14th Avenue to 15th Avenue
129 Retail Spaces 4 vacancies 30 Food Service 5 Banks 2 San Francisco-Bay Area Founded/Based Formula Retail; 5 Non-local Founded/Based Formula Retail
3.1% Vacancy; 23.3% Food Service; 3.9% Banks%; 5.4% Formula Retail; 28.6% locally founded/based Formula Retail

FORMULA RETAIL LEGEND

Vacancy

San Francisco / Bay Area Based Formula Retail

Non-Local Based Formula Retail

CASTRO STREET

MARKET STREET TO 19th STREET (Castro)

MARKET STREET

Vacant	400
Vacant	
Marcello's Pizza	420
Louie's Barber Shop	422
Rossi's Deli	426
Vacant	432
The Cove	434
440 Castro	440
Citibank	444
Body	450
Qbar	456
Osaka Sushi	460
Café Mystique	464
A. G. Ferrari Foods	468
Superstar Video	474
Walgreens	498

Twin Peaks Tavern
Hot Cookie
Castro Smoke House
RoCocoa Faerie Queene Chocolates
The Bead Store
Bare Necessities
The Castro Cheesery
The Castro Theatre
US Bank
Care Plus
Slider's Diner
Vacant
Outfit
Fork Café
Cliff's Variety
A Different Light Bookstore
Posh Bagel
La Tortilla
New Tenant Coming

CASTRO STREET

18TH STREET

Harvey's	500
Puff N Stuff	504
The Body Shop	506
Escape from NY Pizza	508
Phantom	516
Under One Roof	518
Rock Hard	518
Wasabi Bistro	524
Aranciat Amara	526
Dolma	530
Citizen	536
Cocomo's	538
The Dancing Pig SF BBQ	544
Whatever Store Inc.	548
L'Occitane	556
Castro Tarts	564
Hortica	566
Brand X Antiques	570
Swirl	572
P. O. Plus	584
Eye Gotcha	586
Buffalo Whole Food Co.	598

501	Bank of America
511	Sunglass Hut
517	The Sausage Factory
525	Levi's
531	The Patio
545	Best in Show
549	Vacant
555	Herth Real Estate
557	Wells Fargo Bank
565	Hand Job Nails and Spa
575	Human Rights Campaign Action Center
579	Anchor Oyster Bar
587	Clobba
595	Fidelity National Title
599	Thai House Express

19TH STREET

Totals for Castro Street - Market Street to 19th Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
72	5	28	3	4	5

MARKET STREET

LAGUNA STREET TO SANCHEZ STREET (Upper Market)

Vacant	1829
DLX Skate Boards	1831
Metamorphosis Salon	1841
Ranbo Nail Spa	1845
The Daily Method	1853
Empire Combined Realty	1859
GUERRERO STREET	
The Dog Barrel	1903
Chicago Title	
Market Sheet Metal Workers	1939
DUBOCE STREET	
FedEx Office	
H&R Block	
Pet Food Express	1975
DOLORES STREET	
Whole Foods Market	2001
Vacant	2029
Diva Nail	2057
Art Shade Shop	
14TH STREET	
Woodhouse Fish Co. Restaurant	
Ace Hardware	2075
Rikkers Liquor	
Apothecarium Medical Cannibus	2095
Vacant	2099
CHURCH STREET	
VEO Optical	2101
Vacant	2103
Good Feet	2109
Vacant	2111
Recycled Clothes	
Crossroads	2123
Vacant	
24 Hour Fitness	
Walgreens	
Van Meter, Williams, Pollack – Architechts	
New Apartment Construction	
M Spa	2187
Patelco ATM	
Tan Bella	
Male Image Barber	
Verizon Wireless	
SANCHEZ	

MARKET STREET

LAGUNA STREET	
	Orbit Room Pizza Bar
	Little Hollywood Cleaners
	Uptown Tailors
	SF Gold Rush Pawn Shop
1930	HP Services Center
1942	The Mint Bar
	Sushi Delight
	New Condos
	Linea Development
	Vacant
DUBOCE STREET	
	Buchaman
	Safeway Center
	Mike's Camera
	GNC
	Jamba Juice
	See's
	Wells Fargo
14TH STREET/CHURCH	
	Church Hill Bar
	Vacant
	Sterling Bank
2124	Blackbird Bar
	Maas & Stacks
	Lucky 13 Bar
2150	Joe's Barber Shop
	Twin Peaks Hotel
	Rolf Klotz Watch Repair
	Delicious Food Espresso Wine & Beer
	Café Du Nord
	Swedish American Hall
	Linea Sales
	Parking Lot
SANCHEZ / 15TH STREET	

Totals for Market Street – Laguna Street to Sanchez Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/Based Formula Retail
64	8	12	3	6	18

MARKET STREET

SANCHEZ STREET TO CASTRO STREET (Upper Market/Castro)

SANCHEZ		SANCHEZ / 15TH STREET	
Vacant			Chase
Fashion Exchange	2211		The Century
Bombay Indian Restaurant			New Construction
Pesce Restaurant & Bar			Vacant
Sui Generi's Illa Design Consignment			Beck's Motor Lodge
One Hour Cleaners			Sullivan's Funeral
Sweet Inspiration	2239		Wells Fargo
Fidelity National Title	2241	2264	Chakka Cats Hair
Hi-Tops Bar			Canela Bistro/Wine Bar
Barracuda Sushi	2251		CVS - Coming Soon
Urban Eyes	2253		Radio Shack
Peet's Coffee			Café Flore Restaurant & Bar
Mail Box			
Sui Generi's Illa			
Michael Bruno Accessories	2267		
Books Inc			
Hair Space	2275		
Alex Fitness			
Active Nutrition			
A&G Merch Home	2279		
Harvest Grocers			
Slider Bar			
		NOE	
Fitness SF			Max Muscle
Weavers Coffee			Lookout Upstairs
Kenneth Wingard SF Home			Check Cashing
D&H Jewelry			Super Duper Burger
Project Open Hand - Pop UP			Wells Fargo
1 x 1A Florist			Kohera Smoke Shop
Crystal Way			La Fajita Mexican Food
Vacant	2337		Upper Market
Face It Salon			French Cleaners
Aveda (Licensee)			Simply Brilliant Press
Espressamente Illy Coffee (Licensee)			John Brody Salon
Rolo			Beaux Bar & Lounge
Coldwell Banker Residential Real Estate			Street Light Records
Bisou French Bistro			Worn Out West
The Café			Custom Frames
Subway			Catch Restaurant & Bar
Chevron Gas Station			H&R Block
17TH STREET			Garret Madderra Dentist
Twin Peaks Bar			Mail Box/ Postal Service
Orphan Andy 24 Hour Diner			Queen Bee Nails
Wild Card			Pottery Barn
Sun Tan			
		CASTRO	

MARKET STREET

Totals for Market Street - Sanchez Street to Castro Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
75	3	21	3	8	5

DIVISADERO STREET

CALIFORNIA STREET TO McALLISTER STREET (NOPA)

DIVISADERO STREET

			CALIFORNIA STREET
Wild Hare			Chandler Properties
Atelier Yarns	1945		Law Office
Fresh Air Bicycles	1943		Evan Star Spa
My Ivy Thai	1901		H&R Block
			PINE STREET
Kindred Nursing and Rehabilitation		1862	Pizza
Complete Financial	1851	1858	Divisadero Nails
Yury's Lights and Beyond	1849	1854	Fishbowl Bar & Grill
Nest Maternity	1839	1836	Ocean Taqueria
Michael W. Perry & Co.	1837	1836	WC Liquor
Artsonian	1835	1818	Sunshine Cleaners
YogaWorks	1823	1812	El Burrito Express
Wee Scotty	1807	1802	Divisadero Florist
King of Falafel	1801	1800	Godzila Sushi
			BUSH STREET
F. Lofrano and Sons Auto Body		1750	Tortilla Heights
UCSF Medical Center Mount Zion		1750	Starbucks
		1734	State Farm
		1728	Belli Capelli
		1722	Utopia
		1716	Cheese Steak Shop
		1712	Round Medical Supply & Uniforms
			SUTTER STREET
Pete's Deli	1661	1600	UCSF Mount Zion
My Father's Kitchen	1655		
Home Care Assistance	1649		
ITC Medical	1635		
Bona Vita Café	1635		
			POST STREET
UCSF Osher Center	1545		UCSF Medical Center
Sinai Memorial Chapel	1501		
			GEARY STREET
			Residential
			O'FARRELL STREET
Walgreens	1363		
Capricorn Framing	1335		
KPOO FM Nonprofit Radio	1329		
			ELLIS STREET
Little Zion Baptist Church	1245	1234	Kids Academy
Laundry Daze	1233	1234	Hearing & Speech Center
Late Bloomers	1221		New Liberation Community Garden
Pearl Market	1201		
			EDDY STREET
Divisadero Heights Cleaner	1179		
			TURK STREET
		1064	Apollo Coffee
		1000	Chicago's Barber Salon
			GOLDEN GATE AVENUE
Sung's Automotive Service Center	999	906	Big Umbrella Studios
Sunshine's Hair Connection	921		Save More Market
Blue Jay Café	919		
Oasis Café	901		
			MCALLISTER STREET

Totals for Divisadero Street - California to McAllister Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
58	0	19	0	0	4

DIVISADERO STREET

McALLISTER STREET TO HAIGHT STREET (NOPA)

DIVISADERO STREET

			MCALLISTER STREET
Transfer Market	861	860	Green Earth Natural Foods
El Rancho Grande	855	846	Little Star Pizza
African Beauty Supply & salon	845	828	Topetcher Architecture
Minibar	837	808	Stellardoro Pizza
Orange	835	800	Eddie's Café
Our Victorian Schoolhouse	823		
Bar 821	821		
Everlasting Tattoo	813		
Café Abir			
			FULTON STREET
Le Trend Nail Salon	783	762	Fly Bar
97 Cent Plus	777	736	The Mill
Sunflower Nails	773	728	The Perish Trust
Helen's Wigs	773		
Precision Auto Repair	717		
4505 Meals			
			GROVE STREET
La Urbana	661	650	Alouis Auto Radiator
Bar Crudo	655	628	The Independent
Cara Glass	651	604	City Nails II
Your Scents	645	600	Rare Device
Mojo Bicycle Café	639		
PACT, INC	635		
Health Haven	621		
Beanbag Café	601		
			HAYES STREET
Popeye's	599	560	Nopa
Acme Burgerhaus	559	550	Bi-Rite
Jay's Cheesesteak	553	536	Budget Cleaners
Club Waziema	543	530	The Postal Chase
Population	537	528	Ziryab
Herbivore	531	518	Citi Beauty Skin Care
Wine Kitchen	507	512	SF Hardware
San Franpsycho	505	500	Madrone Art Bar
New Star El Liquor	501		
			FELL STREET
76 gas station			Arco
Chase Bank	401	444	Touchless Car Wash
			OAK STREET
Vinyl SF	359	364	Kelly Moore Paints
J. P. Kempt Barber & Social	351	350	Hybrid Training
Martini Cleaners	345	342	Black Nose Trading Company
Cookin'	339	330	SF Prosthetic Orthotic Service
Gamescape	333	324	JK Antiques
The Other Shop	327	312	Sa Beang Thai
Skin City	323	300	Madusalon
Yoga Loft	321		
Ragazza	311		
Comix Experience	305		
			PAGE STREET
Pit Stop		298	The Page
Onyx	289	292	Little Chihuahua
Ebenezer Missionary Baptist Church	275	286	Yoga Garden
		270	One Stop Copy
		262	Magpie & Rye
		260	Viper Vapor
		258	King Foot Subs
		256	Bus Stop Pizza
		252	KK Café
		250	Sam's Smoke Shop
			HAIGHT STREET

Totals for Divisadero Street - McAllister Street to Haight Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
86	0	33	1	0	3

UNION STREET

FRANKLIN STREET TO LAGUNA STREET (Cow Hollow)

FRANKLIN STREET

The Pad	1650	1606	Best Cleaners
	1690		
	1694		

GOUGH STREET

Chron Medica	1704		Public Park
Guzel Design	1714	1715	Pane Vino Trattoria
Union French Cleaners	1718	1725	Crunch Fitness
Canyon Beachwear	1728	1735	Brownie's Tanning
Mandy Scott Flowers	1738	1739A	T.C. Jewelers
		1739B	Bossa
			WN Nail Care
Moulin Pooch	1750	1747	Cow Hollow Shoe Repair
		1749	Chez Berlue
Stript Wax Bar	1764	1757	Salon Macion
Whipper Snapper Studio	1770		
Pink Bunny Lingerie	1772	1763	Marina Dental Care
Chic Nail Salon	1772	1771	Shining Star
Dantone	1772		
Lotus Within	1782	1775	Fillmore & 5th
		1785	Roam Burgers
	1784	1787	The Brick Yard
Lite Bite	1796	1799	Veo Optics

OCTAVIA STREET

Fatto a Mano	1800	1801	Fenzi (Men's Apparel)
The Red Chair Salon	1808	1803	B&A Estate Jewelry
Bare Waxing Boutique	1810		
	1810		
Cara Mia	1814		
Salon di Moda	1816	1809	Capannina Restaurant
Chloe Rose	1824	1815	Mingle
			BCBG
Sprout	1828	1823	Skin Medical Spa
Caffè Union	1830	1829	Blues Jean Bar
Silver Moon Jewelry	1832	1833	M.A.C. (Cosmetics)
Ottimista Enoteca Café	1838		
Itoya	1840	1833	Pavilion de Paris
Chronicle Books	1846	1837	Marmalade
Ambiance	1860	1849	Bistro Unique SF
Ambiance (Apparel)	1864	1851	Rooster Tail (Coming Soon)
		1861	Eurasian Interiors
LF Apparel	1870	1869	Jest Jewels
David Clay Jewelers	1872		
Lazer Away	1878	1875	Lightening Tavern
		1877	A. Valente & Sons
Susan Miller Art Gallery	1888	1887	Sunglass Hut
Papyrus	1888		
Aha Yoga	1892	1895	Enchanted Crystal
Stuart Moore Jewelry	1898	1899	Starbucks

UNION STREET

LAGUNA STREET

Totals for Union Street - Franklin Street to Laguna Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
71	0	13	0	2	5

Note: 1 of 7 retailers was not formula retail when they opened for business

UNION STREET

LAGUNA STREET TO BUCHANAN STREET (Cow Hollow)

LAGUNA STREET

UNION STREET

Wells Fargo	1900	1901	Bus Stop (Bar)
Vacant	1906	1909	Union Street Goldsmith
Parking Garage		1909	La Boulange
Newt	1934	1919	American Cupcake
		1931	La Bijouterie
Perry's Restaurant	1944	1933	Plum Berry Nail Spa
Private Residence		1943	Dreamy Angels
		1945	Puffins
		1947	Bella Boutique
Private Residence		1949	Mabel Chong Jewelry
		1951	White Label
Lashfully	1954		
Artisans Prints	1964		

ALLEY

Barone Picasso		1969	(New Tenant, Coming Soon)
Lucy Activewear	1980	1969	Dahlia
D Bar None	1980	1969	Golden Yaks
Thursday's Child		1969	High Society Woman
Extreme Pizza	1980	1977	Vie Vie (Women's Apparel)
Marengo	1994	1979	The Blue Light (Restaurant)
Cultive Frozen Yogurt	1998	1981	Lululemon
		1995	Bank of America

BUCHANAN STREET

Totals for Union Street - Laguna Street to Buchanan Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
32	1	10	2	4	2

Note: 2 of 6 retailers were not formula retail when they opened for business

UNION STREET

BUCHANAN STREET TO FILLMORE STREET (Cow Hollow)

BUCHANAN STREET

Cafe Des Amis	2000
Betelnut (Cal/Asian Restaurant)	2020
Marcello Watches	2030
Vasant	2030
New Restaurant Coming	2032
Images of the North Gallery	2040
Rosewater Skin Care	2040
Milvali	2040
Covet Boutique	2040
Private Residence	2060
Fog City Leather	
Le Marcel Bakery for Dogs	2066
Blue Bungelow	2068
UKO (Men's and Women's Apparel)	2070
Collectors Cave	2072
Bike Shop	2078
Nine West	2086
Lorna Jane	2090

2001	Comerica
2001	Shaw Shoes
2001	Firenze
2001	Hunan Empire Restaurant
2031	Vivie Beauty
2035	Union Street Plaza Public Parking
	Lama Boutique
2033	Osha Thai Restaurant
2055	Equinox Gym + Retail
2059	
2071	Nike
2083	Sephora
	Spa Bellevie
2095	Soul Cycle

WEBSTER STREET

SEE Eyewear	2100
	2102
Cocoa Bella	
Lush	2116
Dryansky	2120
Neja Salon	2118
Vivo	2124
Reids	2124
La Cucina	2136
The Brixton	2154
Van Galen Upholstery	2150
Z Gallerie	2140
Twig	2162
Leased	2162A
	2166
American Apparel	2174
Umami Burger	2184
Krimsa Rugs and Decor	2190
Michaels Wine & Spirits	2198

U N I O N   S T R E E T

	Gallery of Jewels
2101	Samsara
2103	Alex and Ani
2107	Hill & Company (Real Estate)
2115	Joy Joy Nail
2127	Begood
	Mimi's
2135	AT&T
	ATYS Eclectic Gifts
2147	Tampico
	Nail Today
2149	Lorenzini
2157	Paparazzi
2163	Seam 263
2165	La Belle Crepe
2167	BLO
	Old & New Estates
2181	Ipanema
2185	Nice Cuts
2187	
2189	Eyes in Disguise
	Union Street Roastery

FILLMORE STREET

Totals for Union Street - Buchanan Street to Fillmore Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
66	1	11	1	1	11

Note: 3 of 12 retailers were not formula retail when they opened for business

UNION STREET

FILLMORE STREET TO STEINER STREET (Cow Hollow)

FILLMORE STREET

Business	No.	UNION STREET	No.	Business
Better Homes and Gardens Real Estate	2200		2200	Pacific Puffs
The Bud Shop	2200			Gourmet Cigars
			2203	Images for Hair
			2205	Le Bouquet Flowers
1887 Capezio Dance Shop (Licensee)	2206			
			2213	Nails 2001
			2217	Sofa U Love
			2223	Gamine
Sur La Table	2224			
	2238		2229	Union Street Inn
Pilates Pro Works	2240			
Cheengo	2250			
Bella Bridesmaid	2250			
Stretch the Imagination				Vacant
New Tenant Coming			2271	Vacant
Market Modern Furniture	2266		2277	Meggie
Two Sisters Nail	2266		2285	My Boudoir
Danielle	2284			
Modica Home	2284			
Sun-Days Tanning (up)	2284			
Bamboo Spa	2284		2299	Marina Submarine (Sandwich Shop)
Rose's Cafè				

STEINER STREET

Totals for Union Street - Fillmore Street to Steiner Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
29	2	4	0	0	1

Note: 2 of 13 retailers were not formula retail when they opened for business

CHESTNUT STREET

FILLMORE STREET TO STEINER STREET (Marina)

		CHESTNUT STREET		
Y&I Clothing Boutique	2101		2138	Donahue's Marina Lounge
STEINER STREET			2132	Starbucks
All Star Donuts	2095		2128	Sunglass Hut
			2124	Two Skirts
Brandy Melville	2085		2120	Lucca Deli
			2110	Giggle
			2108	Janie and Jack
			2106	Laline
			2100	Pottery Barn
Noah's Bagels	2075		2086	Retail Therapy
			2084	Naked Fish
Paper Source	2061		2080	Peet's Coffee
			2078	Cheaters Too
			2076	Fleet Feet
			2072	Genray Hair Salon
			2068	Chadwick's of London
			2066	Le Marais Bakery
Wells Fargo Bank	2055		2060	G Star Raw
			2056	AT&T
Tacolicious	2031		2054	Deleuse Jewelers
			2050	The Humidor
			MALLORCA WAY	
Pacific Catch	2027		2040	Gap Body
			2034	Ashoka
Arlene's Cleaners	2017		2032	Zenbi Nails
			2030	Smash Shoes
			2026	Los Hermanos Mexican
Castonga	2015		2024	Horseshoe Tavern
			2016	T-Mobile
Circa Restaurant	2001		2000	Williams-Sonoma

Totals for Chestnut Street - Fillmore Street to Scott Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
40	0	14	1	8	7

Note: 5 of 15 retailers were not formula retail when they opened for business

CHESTNUT STREET

STEINER STREET TO SCOTT STREET (Marina)

CHESTNUT STREET

A16 Restaurant	2355		
Marina Supermarket	2323	2340	Presidio Theatre
Mamacita Restaurant	2317	2324	Crunch Fitness
Lucky Brand Jeans	2301	2300	Risto Bar
		SCOTT STREET	
Ciao Bella Nail Salon	2277	2298	Photograph and Frame
Papyrus	2275	2284	Savvy Hair Salon
The UPS Store	2269	2280	Enoshima Sushi Bar
		2276	David's Tea
Squat & Gobble Café	2263	2268	Judy's Café
Marina & Kebab	2257	2266	Walnut Cleaners
Norman Cleaners	2255	2260	Jack's on Chestnut
Books, Inc.	2247	2250	Vacant
The Campus	2241	AVILA STREET	
		2248	San Francisco Optical
The Tipsy Pig	2231	2240	Tuttimelon
		2234	Tartine
Benefit Cosmetics	2219	2230	De Novo Boutique
		2228	The Laundry Basket
Heaven Day Spa	2209	2224	Nice Cuts
		2220	Catnip and Bones
Super Duper Burgers	2201	2200	Bank of America
		PIERCE STREET	
First National Bank	2185	2198	Citibank
Delarosa	2175	2176	Heritage Row
Gap	2169	2172	GNC
Marina Theater	2149	2166	Chase Bank
Walgreens	2141	2156	Leased
Apple	[illegible]	2154	City Optix
Fireside Camera	2117	2150	Chilayo
California Wine Merchant	2113	2146	eCosway
Susie Cakes	2109	2144	Yogorino
Blue Barn	2105	2142	Dragon Well
Y&I Clothing Boutique	2101	2138	Donahue's Marina Lounge
STEINER STREET		2132	Starbucks

Totals for Chestnut Street - Steiner to Scott Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
58	1	21	4	6	10

Note: 5 of 16 retailers were not formula retail when they opened for business

FILLMORE STREET

CHESTNUT STREET TO UNION STREET (Marina)

	FILLMORE STREET	
		CHESTNUT STREET
★ Circa		Urban Outfitters
Yuzu Sushi		Patxi's Pizza
Bar Method		
Marina Pacific Heights Dental		
A Child's Delight		
		LOMBARD STREET
KFC / Taco Bell		
KT's		
		MOULTON STREET
Fed Ex		Fillmore Dental Spa
Chase Bank ATM		Habit
Plumpjack		Sabrosa
		GREENWICH STREET
Balboa Café		Eastside West Restaurant + Bar
Vacant		
Roosters		
Pizza Orgasmica		Matrix Fillmore
Clean Image Cleaners		Espresso Roma
		PIXLEY STREET
Cellar Door		
Atelier Crenn		Fawn
Tacko		Bubble
The Comet Club		Rapha Cycle Club
Café Dolci		
		FILBERT STREET
Warm Things		Real Food Company
The Postal Chase		Motion Wireless
Frederícksen's Hardware		My Roommate's Closet
Blue		Simply Chic
Spa Radiance		Liv Fashion
Mauna Loa		Under Construction
Mason McDuffie Real Estate		Mercer Street Salon
		UNION STREET

Totals for Fillmore Street - Chestnut Street to Union Street

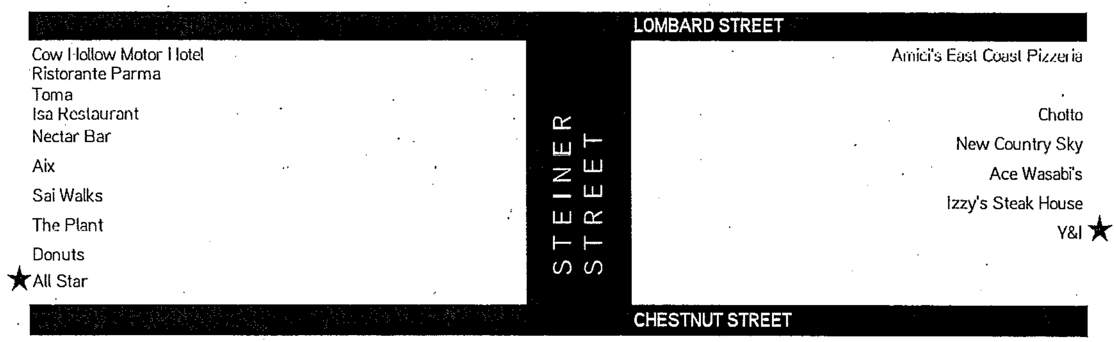
Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
44	1	19	1	1	5

★ Part of Stores Counted on Chestnut Street Map

Note: 1 of the 6 retailers were not formula retail when they opened for business

STEINER STREET

CHESTNUT STREET TO LOMBARD STREET (Marina)

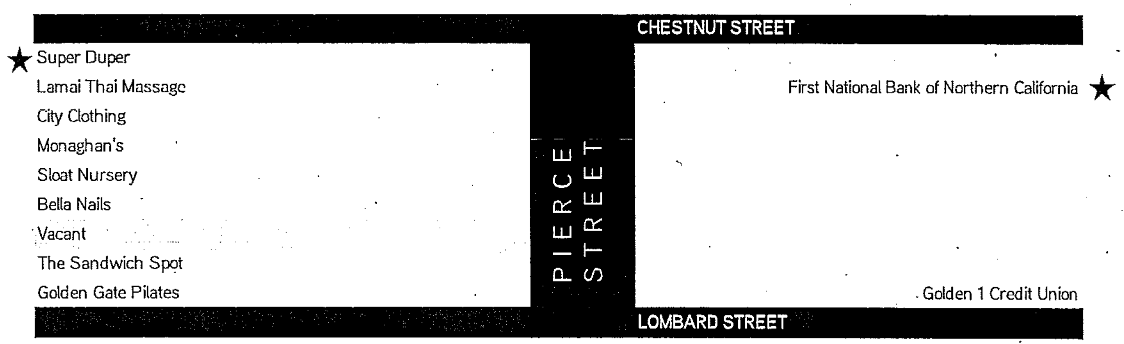


Totals for Steiner Street - Chestnut Street to Lombard Street.

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
13	0	11	0	0	0

PIERCE STREET

CHESTNUT STREET TO LOMBARD STREET (Marina)



Totals for Pierce Street - Chestnut Street to Lombard Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
9	1	2	1	0	0

★ Part of Stores Counted on Chestnut Street Map

SCOTT STREET

CHESTNUT STREET TO LOMBARD STREET (Marina)

CHESTNUT STREET

SCOTT STREET

★ Lucky Jeans	Marina Deli
Reed & Greenough	Pluto's
Kara's Cupcakes	Finishing Touch Nails
	SW Fitness
	Martial Arts
	Hole in Wall Pizza
	Vacant
	Greens & Co.
	Shoe Repair
	Bar 38
	Creature Walls
	Cable Car Portal
	Union Salon
Republic	Shoe N Feet

LOMBARD STREET

Totals for Scott Street - Chestnut to Lombard Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
17	1	7	0	0	0

MISSION STREET

15th STREET TO 20th STREET (Mission)

MISSION STREET

15TH STREET

	Butcher
Vacant	Fida Market and Deli
Hotel Mirabel	Vacant
Salon	Walgreens
H&R Block	World Boxing
	J&K Fitness
	BART

16TH STREET

BART	Mi Tierra Market
Taqueria Vallerta	Sandwich Place
Vacant	Vacant
Milan Pizza	Autumn Express
Maverick (Vacant due to fire)	Sprint

17TH STREET

Vacant	Fabric Outlet
Southpaw	Reaction
CLARION ALLEY	Weird Fish
Foot Locker	Vacant
The Sycamore	
Minaoko	

18TH STREET

Duc Loi	Vacant
Xodi	Gracias Madre
Commonwelalth	Peace Industry Felt Rugs
Mission Street Oyster Bar	Dark Room Theatre
	FFDG
	Vacant
	Beauty Bar

19TH STREET

	Vacant
Vacant	Specchio
Little Heaven Deli	Dr. Teeth & Electric Mayhem
Vacant	Cha Cha Cha
	Arabian Nights
	Vacant
Mission Yoga	Bruno's
	Carousel
	Flour + Water

20TH STREET

Totals for Mission Street - 15th Street to 20th Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
53	12	20	0	0	4

MISSION STREET

20th STREET TO 24th STREET (Mission)

MISSION STREET

20TH STREET

T Mobile	AT&T
Baycraft	Nombe
Vacant	Jimr Restaurant
Vacant	Blow Fish
Vacant	Vacant
Vacant	Vacant
Jim's	La Taza
Mission Ink	Limon Rotisserie

21ST STREET

Chase	Vanguard Properties
Lolinda	Evergreen Market
Vacant	Balancoire
Foreign Cinema	Busboys and Poets
El Techo de Lolinda	Vacant
Vacant	Rock Climbing Gym
Mision Dental	Wells Fargo

22ND STREET

Skechers	US Bank
Vacant	Shiekh Shoes
Anna's Linens	GameStop
Verizon Wireless	Vacant
Payless	Elite Sports
	Tech Mission
	Lucky Pork Store
	Grand Coffee
Factory 2 U	Mission Bar

23RD STREET

Radioshack	Red Balloon
Boost Mobile	Artillery
Sterling Trust	Vacant
Vacant	
	BART
	Dynamo Donuts

24TH STREET

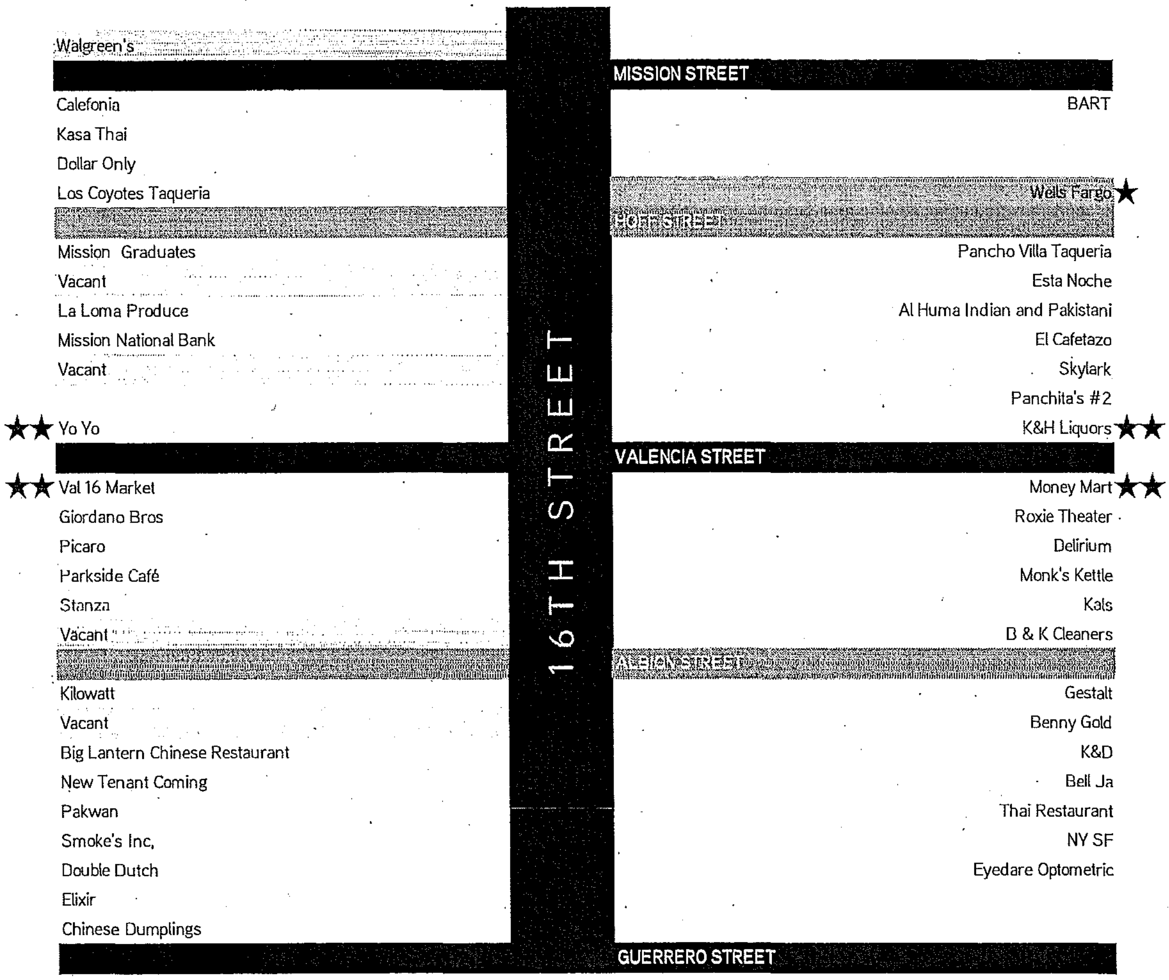
BART	Foot Locker
Mission Cultural Center	Mission Pie
Metro PC	Savana Jazz

Totals for Mission Street - 20th Street to 24th Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
58	13	15	3	3	11

16TH STREET

MISSION STREET TO GUERRERO STREET (Mission)



Totals for 16th Street - Mission Street to Guerrero Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
42	4	20	2	1	1

★ Part of Stores Counted on Mission Street Map

★★ Part of Stores Counted on Valencia Street Map

VALENCIA STREET

15th STREET TO 19th STREET (Mission)

15th STREET

Little Star Pizzeria	400
Munroe Motors	412
Time Frame	418
Apollo Hotel	422
Plaza Del Sol	460
Intersection for the Arts	446
LaRaza Community Resource Center	474
Trader Sam's Coins & Stamps	498
Val 16 Market	

375	Four Barrel Coffee
401	Pica Pica
405	Royan Hotel
	Samovar Tea
435	Ferguson Bath & Kitchen
445	Venya Café
447	Hotel Sunrise
455	Samasource
461	ArtZone
473	Clothes Contact
475	Vintage Clothes Contact
	Yo Yo Restaurant

16th STREET

Money Mart	500
	504
Mariachi's	508
Five & Diamond	510
Gallery	518
Limon	522
Thai House	534
We Be Sushi	538
Blondies	542
Puerto Alegre	546
West of Pecos	548
Blue Dot	560
Monument Showroom	572
Charles Phan (New Tenant Coming)	590
Frijtz	590
El Toro Taqueria	598

501	K & H Liquors
511	Arinell Pizza
513	Cyclops Tattoo
515	La Cumbre Taqueria
521	Muddy
525	Maharaja Indian Restaurant
527	Casanova Lounge
535	Nizario's Pizza
539	Multi Kulti
541	Therapy
557	Locanda
561	Bar Tartine
563	Hideo Wakamatsu
569	Weston Wear
573	Monument
577	Thanh Tam II Restaurant
579	Little Chihuahua
593	Density
599	Harringtons - Public Bike

17th STREET

San Francisco Patrol Special Police	630
Amber Dhara	680
Luna Park	694
F.S.C. Barber & Men's Clothing	696

601	T-Mobile
603	Good Vibrations
623	Community Thrift Store
647	Elbo Room
657	
659	
663	Pizzeria
	MAU
675	Live Fit Gym
699	Taqueria El Buen Sabor

18th STREET

Farina	700
Self Edge	714
Mission Pet Hospital	720
Thread Lounge	724
Mission Cheese	740
Dandelion Chocolate	740
Abbot's Cellar	742
Craftsman and Wolves	746
Grub	758
Cha-Ya Vegetarian Japanese	762
Mission Bike	766
Paxton's Gate For Kids	766
Betabrand	780
Vacant	788

711	Parking
715	
727	Cherin's Appliances
741	Tacolicious
	Future Development Site
777	Preservation Music Hall
	The Chapel
789	Laundromat
791	Schauplatz Clothing
795	Ecetera Wine Bar
799	Ali Baba's Cave

VALENCIA STREET

19th STREET

Totals for Valencia Street - 15th Street to 19th Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
90	1	41	0	0	2

VALENCIA STREET

19th STREET TO 21st STREET (Mission)

VALENCIA STREET

19th STREET

Rhea's Deli	800
Chase ATM	
Aggregate Supply	
Gingko Furniture	820
Dijital Fix	824
Paxton Gate	826
Pirate Store	828
City Art	
Range	842
Park	
Borderlands Books	866
Café Ethiopia	870
Fine Arts Optical	888
Aldea Home	890
Golden Eagle Market	896

801	Valencia Pizza and Pasta
803	Serendipity
807	Burger Joint
811	Phoenix Irish Bar
819	Osha Thai
825	Santora Bldg. Supply
849	Scholar Match
853	Amnesia Bar
855	Curiosity Shoppe
861	William Scott Ellsworth Architect
877	Shoe Biz
	Development Site/Parking

20th STREET

Dog Eared Books	900
	904
Leased	908
Leased	910
Free Wheel	914
Javalencia Café	920
Futon Shop	924
Back to the Picture	934
Dolores Street Community Services	938
LEASED	956
Chrome	
Mission Creek Café and Zen	968
Lolo	974
Saffron Imports	980
After Life	988
Blue Fig	992
Artists Television Access	992
Viracocha	998

901	
907	La Rondalla
911	Currents
923	Consumer Auto Body
951	Xanath Ice Cream
963	Illuminata Skin Care
973	The Detox Market
977	Angelica's Hair Salon
983	Herbivore the Earthly Grill
985	The Wash Quarters
995	Dosa
999	Valencia Whole Foods

21st STREET

Totals for Valencia Street - 19th Street to 21st Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
59	0	16	1	0	1

VALENCIA STREET

21st STREET to 24th STREET (Mission)

VALENCIA STREET

21st STREET

West side	No.	No.	East side
Optometry		1001	Degamere Market
Gold Key Real Estate	1000	1007	Udupi Palace
Jungmans Appliance	1018	1009	Ibbarra Bros. Printing
Ritual Coffee	1026	1017	Aldea Ninos
Lost Weekend Video	1034	1021	Subaru Servicing
Dema	1038	1031	Janet Muyer Landscaping
Harvey Real Estate	1048	1037	Aslams Rasbi
		1043	Burn Fitness
		1051	Casa Bonampak
		1055	Aquarius Records
Sugoi Sushi	1058	1065	Valencia Cyclery
Marsh Theater	1062	1071	We Be Sushi
		1077	Valencia Cyclery
		1085	Lotus Center
US Social Security Administration	1098	1089	Laku
			Boogaloos

22nd STREET

West side	No.	No.	East side
Lucca's Ravioli Co.	1100	1101	Garçon French Restaurant
		1109	Radio Habana
		1125	CCSF Mission Campus
The Crepe House	1132		
Zaytoon Mediterranean Wraps	1136		
El Majahual	1136		
U-Save Plumbing & Hardware	1146	1153	El Valenciano
		1155	All Cities Real Estate
The Westwood Restaurant	1152	1169	Love Lux
Salvation Army	1156		
Valencial Printing	1176	1173	Scarlet Sage Herb Co.
		1193	Photo Booth
New Development		1199	Beretta

23rd STREET

West side	No.	No.	East side
Thanasis Deli	1200		
Buffalo Exchange	1210		
Cut Loose	1218		
Tenpo de la Fe Church			
Yoga Tree	1234		
			Horace Mann Middle School
Mercado Brazil	1252		
Biltmore French Laundry	1264		
Gypsy Honeymoon	1266		
Arizmendi Bakery	1268		
St. Vincent Restaurant	1270		
		1299	Valencia Farmer's Market

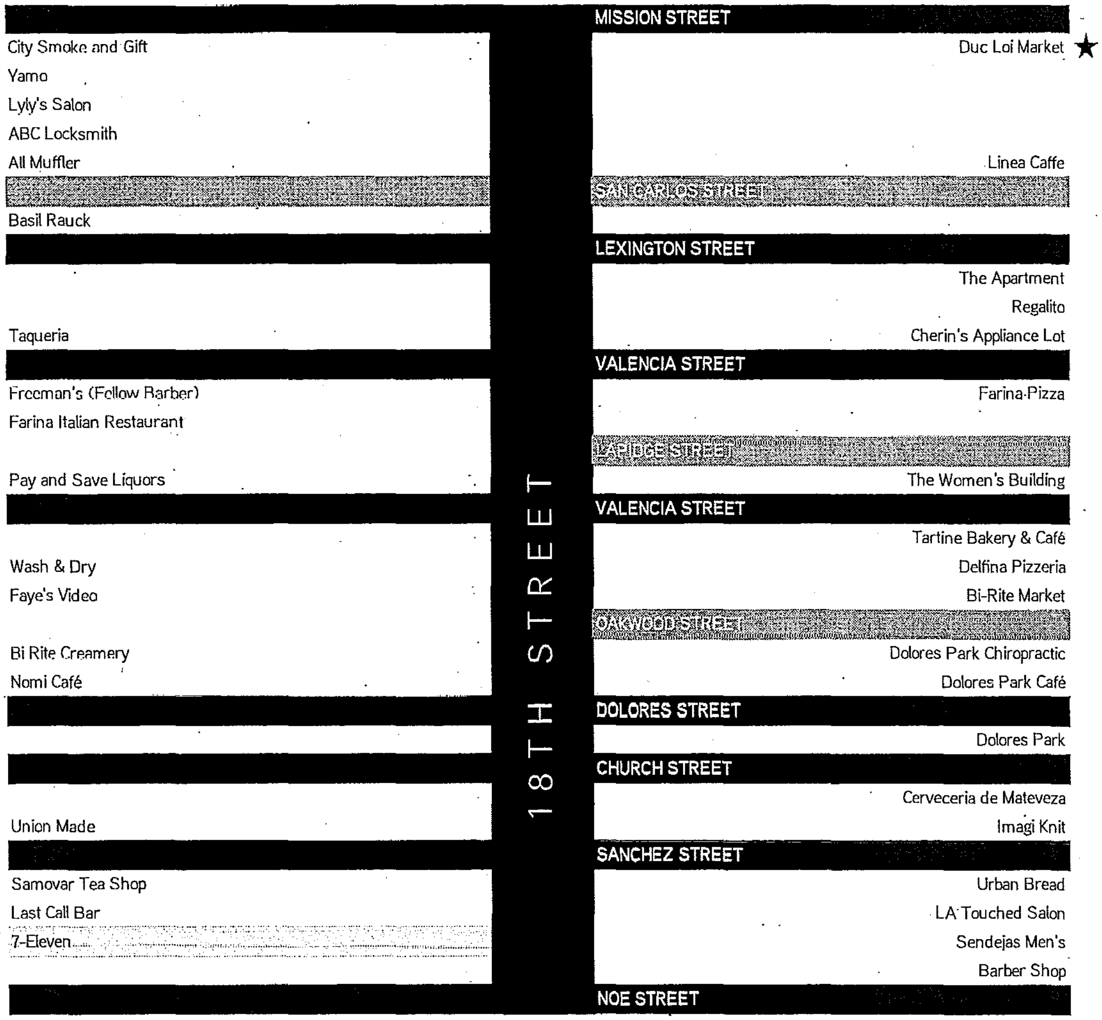
24th STREET

Totals for Valencia Street - 21st Street to 24th Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
53	0	18	0	0	1

18TH STREET

MISSION STREET TO NOE STREET (Mission)



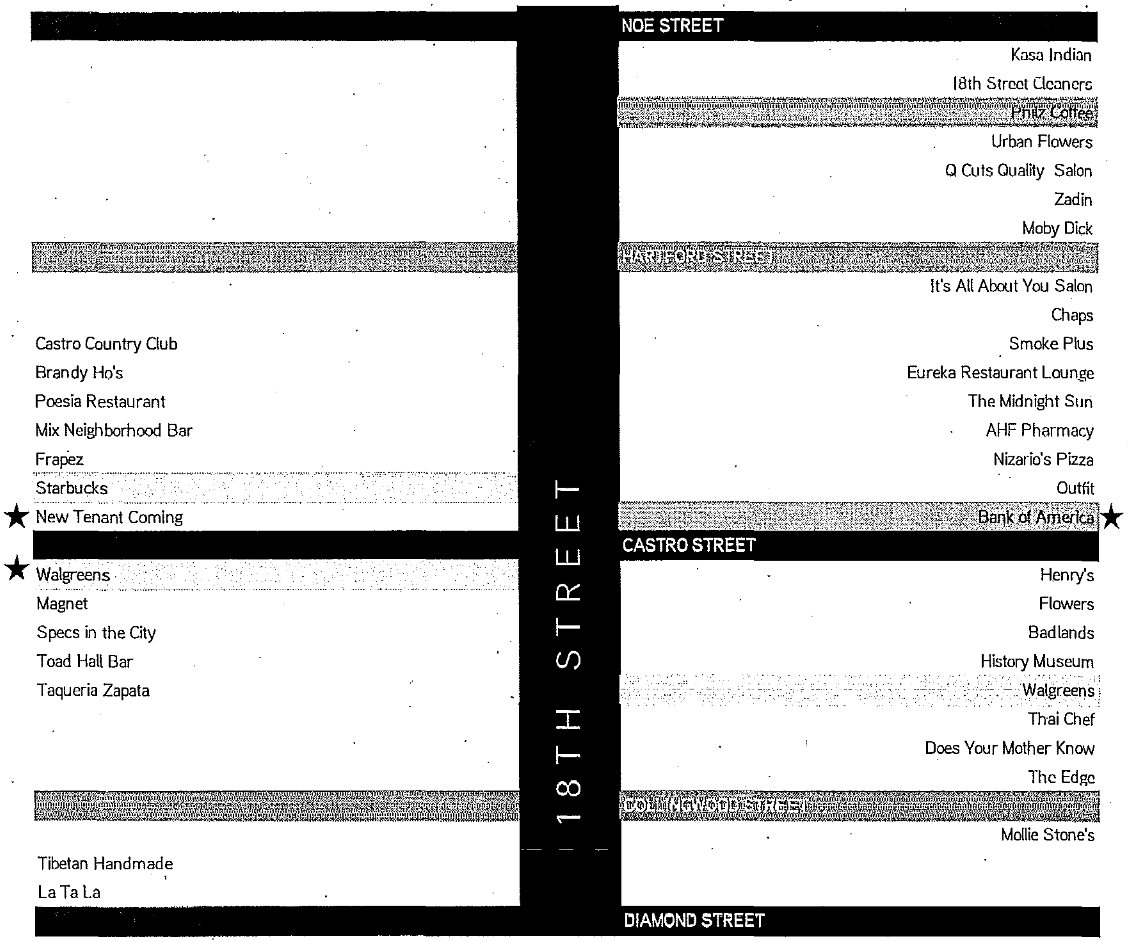
Totals for 18th Street - Mission to Noe Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
34	0	17	0	0	1

★ Part of stores counted on Mission Street Map

18TH STREET

NOE STREET TO DIAMOND STREET (Mission)

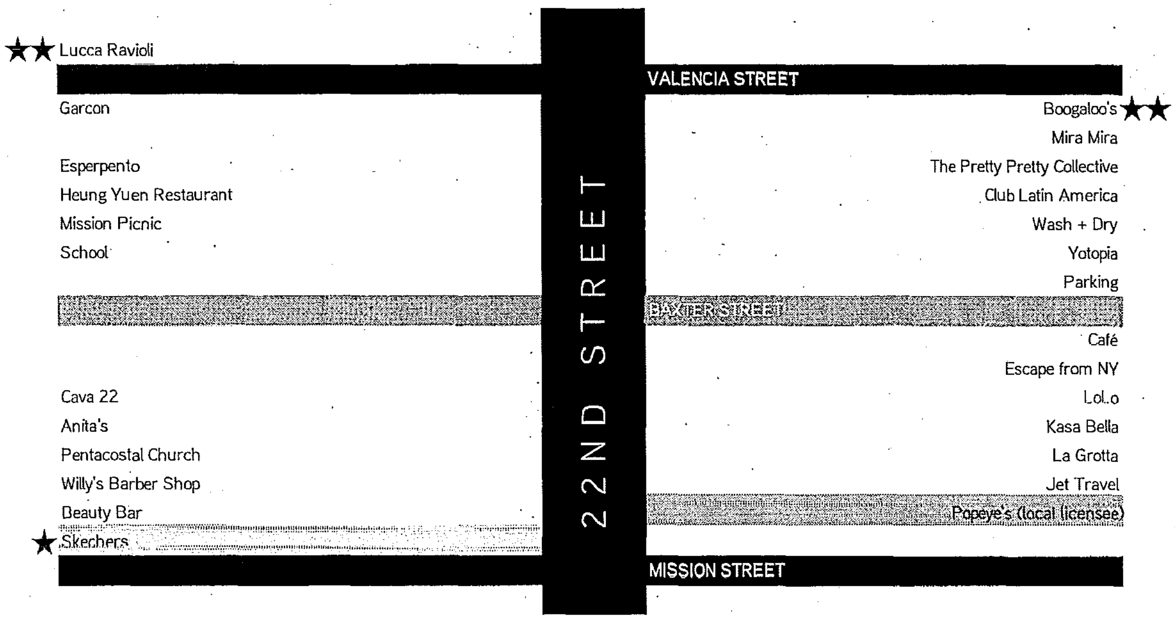


Totals for 18th Street - Mission Street to Diamond Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
36	0	16	0	2	3

★ Part of stores counted on Castro Street Map

22ND STREET
MISSION STREET TO VALENCIA STREET (Mission)



Totals for 22nd Street - Mission Street to Valencia Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
23	0	13	0	1	1

★ Part of Stores Counted on Mission Street Map

★★ Part of Stores Counted on Valencia Street Map

24TH STREET

MISSION STREET TO SANCHEZ STREET (Mission)

		24TH STREET		
		SANCHEZ		
Hill & Co. Realty	3899		3898	La Boulange
24th St. Cheese Co.	3893		3892	Hood Chiropractic & PT
One Medical	3885		3872	Holey Bagel
Haystack Pizza	3881		3870	David's Tea
Pete's Cleaners	3859		3868	Martha & Bros. Coffee
			3862A	O Eyewear
			3856	Saru Sushi Bar
Caskhouse	3853		3850	Alain Pinel Realtors
		VICKSBURG		
Ark Toys	3845		3848	Cradle of the Sun
			3838	The Dubliner
Noe Valley Wine Merchants	3821		3836	Bubbles & Shampoo
Vacant				
Shufat Market & Deli	3807		3800	Fit-Lite
Happy Donuts	3801		3800	Sterling Bank & Trust
		CHURCH		
(Black Belt Academy - 1201 Church)				(Noe's Bar - 1199 Church)
boutique	3789			
Dry Cleaner				
Nomad Rugs	3775		3782	Basso's
ECHO Furniture	3769			
Mill Mercantile	3751			
			3700	Noe Valley Pediatrics
		DOLORES		
		GUERRERO		
Fiore	3599			
Bubbles & Beans (Laundromat)	3524			
		SAN JOSE		
		POPLAR		
Papalote Mexican Grill	3409			
(Valencia Grocery & Deli - 1300 Valencia)				(Phillips 76 - 1298 Valencia)
		VALENCIA		
(Bethel Christian Church - 1325 Valencia)				(Valencia Farmers Market - 1299 Valencia)
			3392	Big Mouth Burgers
			3388	Phat Philly
			3378	Bright Salon
			3376	Alfa Travel
		BARTLETT		
Bartlett Liquors	3347		3344	Campfire Gallery
Rustic Pizza	3331		3338	Crème Brulee
La Mejor Bakery	3329		3340	The Attic Bar
Herrera Escobar Tax Services	3327		3330	Candlelight Religious
Vacant	3321		3324	Paprika
			3316	Café La Boheme
			3316	Dance Mission Theater
BART				Chinese Food and Donuts
		MISSION		

Totals for 24th Street - Mission Street to Sanchez Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
67	2	24	1	3	2

24TH STREET

HARRISON STREET TO POTRERO STREET (Mission)

			HARRISON
Bellmar Meat Market	2993	2990	Usulutan Pupuseria
Precita Eyes Gallery	2981	2970	Vacant
J&W Laundromat	2977	2964	Notary Money Send
Tortas Los Picudos	2965	2962	Pie and Pie Records
El Chico Produce	2959	2958	Accion Latina
Dominguez Bakery	2951	2956	Sweetheart Bakery
		2950	Taqueria El Farolito
			ALABAMA
La Victoria Bakery	2937	2948	GGP Market
Gemini's Barber	2933	2934	Casa Lucas Market
Texis Joyeria	2933	2918	Low Cost Carniceria
Wonderland	2929	2916	La Espiga de Oro
Modern Times Bookstore	2919	2904	El Mate Taqueria
GG Tukuy	2915	2900	AA Meeting Room
Liberia San Pedro Bookstore	2913		
St. Peter's Church	2901		
			FLORIDA
Laundromat	2899	2840	La Palma Tortilleria
International Hair Design	2899b	2878	Months Restaurant
Community Acupuncture Works	2889	2872	Tio Chilos Grill
L's Café	2871	2870	Ana's Dream Salon
Arkay Workshop	2869	2862	Sugar Lump Coffee
House of Color paint	2863	2860	Manuel's Clothing Store
Galleria de la Raza	2857	2838	Laura's Beauty
Corner Office Use	2855	2850	House of Color Paint Benjamin Moore
			BRYANT
Sammy's Liquors	2847	2840	Punjab Chinese Restaurant
Vacant	2839	2830	World Pioneer Video (vacant?)
La Torta Gorda	2833	2824	Five Markets
Roosevelt Tamale Parlor	2817	2812	Salon
Army Check Cashing	2813	2806	La Mexicana Bakery
Sushi Bistro	2809	2802	Pops Bar
Candy Kitchen	2807	2794	Taqueria San Francisco
St. Francis Ice Cream	2801	2790	Ricci's Liquors
	YORK	2782	The Outlet Clothing Store
Coin Op Laundry	2799	2780	Casa Sanchez
Brava Theater	2781	2760	Dynamo Coffee
Tony Market	2777		Church
		2752	Dirty Little Secret Laundromat
			HAMPSHIRE
		2736	Dagwood and Scoops Ice Cream
		2732	Manivahn Thai
		2726	AT Beauty Salon
		2718-20	Dentist
		2708	Stephany Barber Shop
		2706	Vacant
		2704	Vacant
		2702	N and V Liquor
		2700	Wok and Go
		2690	Walgreens
			POTRERO

24TH STREET

Totals for 24th Street - Potrero Ave to Harrison Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
76	4	31	0	0	1

24TH STREET

MISSION STREET TO HARRISON STREET (Mission)

Business	No.	Cross Street	No.	Business
		MISSION		
McDonald's				BART
			3278	Silver Stone Coffee
			3270	Taco Loco
		LILAC	3266	Angel's Boutique
			3262	Morenas Fashion
			3250	La Argentina
		CAPP		
Latinos Liquor and Grocery	3249			
Aiju Jewelry and Gallery	3247			
Perfumes Paris	3245			
Galu Realty	3243			
George's BBQ	3231		3226	Vacant
Monserrat's Gold Jewelry and Loa	3205		3216	Giromex Money Send
La Casa de la Salud	3203		3214	JJ Jewelers
Mixcoati Jewelry	3201		3204	The Napped Candy Irish Bar
		SOUTH VAN NESS		
House of Brakes	3191		3200	Jelly Donut
Rinconcito	3161		3196	Mystical Collections
Anna for Hair	3151		3184	Teresita Nails
			3184	Chairez Barber Shop
			3182	Luz de Luna
			3176	Boost mobile dealer
			3174	Explorist International
			3166	Chili Cha Cha Thai
			3164	Botanica
			3160	Salon
			3156	Asterisk San Francisco Gallery
			3150	Wise Sons Deli
		SHOTWELL		
Geroge's Market and Liquor	3149		3146	Taqueria Guadalajara
Vacant Lot	3137		3130	Adobe Books Cooperative
Under Renovation	3135		3126	Sunrise Restaurant
Gateway Rooster	3119		3122	La Reyna bakery
Knead Patisserie	3111		3112	Rose Beauty Salon
Vacant Lot	3105		3106	Press Books
Philz Coffee	3101		3100	Sidewalk Juice
		FOLSOM		
La Parilla Grill			3098	W-K Liquors
Jasmine Day Spa	3085		3088	Zoe's Bar
Dental Office	3085		3086	Haus Coffee
		LUCKY	3078	Laundromat
			3076	Famous Hair
Fruitlandia	3077		3070	Mex Express Money Send
Gallery	3067		3068	La Movida Wine Bar
Nail Salon	3065		3064	Bass Seafood Express Market
Mission Education Projects	3049-3055		3056	De Todo un Poco General Store
			3054	Sol y Luna Barber and Beauty
			3050	Bar
		TREAT		
Praxis Art and Clothing	3047		3046	Maurice's Corner Liquors
Mission Skateboards	3045		3040	Gallery
Minxy	3043		3036	Alley Cats Libros
Will Brown	3041		3032	Vacant
Taqueria Vallarta	3035		3026	Libery Tax Service
		BALMY	3010	Church
			3008	Center Nails
Mission Girls Center	3031		3004	Metro PCS Dealer
			3000	Bella Coffee and Tea
		HARRISON		

Totals for 24th Street - Mission to Harrison Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
79	4	26	3	2	1

MARKET STREET

STEUART STREET TO NEW MONTGOMERY STREET (Financial District)

MARKET STREET

Subway	
5 Embarcadero	
Noah's New York Bagels	
Hyatt Regency	
DRUMM STREET	
Wells Fargo	
Peet's Coffee and Tea	298
DAVIS STREET	
Vacant	
Miss Tomato	388
Subway	388
Soup Junkie	388
Jack's Shoe Repair	388
First Republic Bank	388
Starbucks	388
FRONT STREET	
Bank of the West	
University of Phoenix	
Specialty's	
Peet's Coffee and Tea	
BATTERY STREET	
E Trade	532
SANSOME STREET	
See's Candles	542
Earth Class Mail	548
Portico	550
Sutter Station	554
Patrick & Co.	560
Vacant	564
7 Eleven	562
Daiso	570
Creative Marketing Showroom	576
GNC	576
Spicely	578

STEUART STREET	
1	One Market Restaurant
1	Diva International Salon
	The Landmark of One Market
1	Blush School of Makeup
1	The Studio of San Francisco
1	Bank of America
SPEAR STREET	
101	Federal Reserve Building
	BART
MAIN STREET	
245	Citibank
245	Dr. Veda Szeto Optometry
245	Vacant
245	Fitness
BEALE STREET	
333	American Greetings
333	Starbucks
FREMONT STREET	
425	AT&T
425	Bank of America
455	Starbucks
455	Fog City News
	American Express Travel Services
FIRST STREET	
525	Ameritrade
525	U Sushi
525	Andersen Bread
525	Chipotle
555	Bank of the West
575	Vacant
575	McDonald's
581	CVS
595	Future Uno Dos Tacos
595	Peet's Coffee and Tea
595	Chase Bank
SECOND STREET	
601	Jos A. Bank
609	McDonald's
609	Lee's Deli
619	Boudin Bakery
	Bank of America
NEW MONTGOMERY STREET	

Totals for Market Street - Steuart Street to New Montgomery Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
63	4	25	9	14	18

MARKET STREET

NEW MONTGOMERY STREET TO 6TH STREET (Financial District/Downtown)

MARKET STREET

Spicely	578
Citibank	580
Fidelity Bank	
MONTGOMERY STREET	
One Post Plaza	
Specialty's and Peet's Coffee	
Zog's Dogs	
Minamoto Kitchoan	648
Future Bun Mee	650
Radioshack	652
Future Ramla Sushi Restaurant	660
The Ritz Carlton Residences	690
Sprint	690
KEARNY STREET	
Chase Bank	700
Vacant	720
GNC	722
Fedex Kinko's	726
Walgreens	730
Café Dolci	740
Wells Fargo	746
GRANT AVENUE	
Marshall's	750
Orogold	758
Aerosoles	764
Chocolatier Blue	768
Verizon	760
Walgreens	776
Starbucks	780
Wells Fargo	788
XXI Forever	
STOCKTON STREET	
Diesel	800
GameStop	800
Converse	838
Oakley	842
Aldo	844
Solstice	846
Puma	856
Anthropologie	870
GAP	890
POWELL STREET	
Payless Shoes	934
Radioshack	938
Subway	940
Midtown Jewelry and Loan	948
MASON STREET	
Metro PCS	954
Beauty Supply and Hair Salon	956
Sunglasses	958
Entertainment Exchange	960
Moonstone Shirts	962
Money Mart	964
Crazy Horse	980
Warfield Theatre	982
TAYLOR STREET	

NEW MONTGOMERY STREET	
643	Ghirardelli
643	The Rafaels
645	Manika
651	SEE
	The Palace Hotel
653	Vacant
	Pied Piper Bar & Grill
ANNIE STREET	
685	Jeffey's Toy Store
685	La Boulange
685	Lenscrafters
695	Local Edition
695	T-Mobile
THIRD STREET	
701	AT&T
711	7-Eleven
711	Vacant
721	Super Duper Burger
731	CVS Pharmacy
735	Golfsmith
737	The Sports Club LA
757	Four Seasons Hotel
757	St. John
767	Vacant
	YERBA BUENA LANE
	Bluestem Brasserie & Amber India
773	Coffee Bean and Tea Leaf
785	Men's Wearhouse
799	Ross
FOURTH STREET	
801	Old Navy
815	Levi's
825	Walgreens
845	Timberland
845	Juicy Couture
845	Tourneau
865	Adidas
865	Melvita
865	American Eagle Outfitters
865	Godiva
	Westfield SF Centre
865	Abercrombie and Fitch
FIFTH STREET	
901	Future Nordstrom Rack
929	Shiekh
	Future Market Street Place
979	Blick
991	Oxford Street
	Donut World
SIXTH STREET	

Totals for Market Street – Steuart Street to New Montgomery Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
84	4	22	9	11	36 *

*Does not include 7 San Francisco Center Formual Retail Storefronts

SACRAMENTO STREET

DRUMM STREET TO GRANT AVENUE (Financial District - Downtown)

SACRAMENTO STREET

Subway	Ann Taylor
Orale Mexican Food	
Focaccia Market & Bakery	GAP

DAVIS STREET

Federal Express Office	Banana Republic
Ahmots Bakery	
24 hr Fitness	Christmas Treasures
Walgreens	L'Occitane en Provence

FRONT STREET

Royal Exchange	The Melt
Organic Coffee & Tea	
Heath Diagnostic	
Oliver Peoples	
Wells Fargo	Comerica Bank

BATTERY STREET

SF Soup	Office Bldg.
B of A	Office Bldg.
Il Canto Café	Office Bldg.
Sapphire Bar Lounge	Office Bldg.
Subway	Office Bldg.
Planet Fitness	Office Bldg.
Fed Ex	Office Bldg.

SANSOME STREET

Mechanics Bank	Irish Times
On Trac	Wild Flower Café
Manhattan Hub	
Leidesdorff Alley	Leidesdorff Alley
Wells Fargo	Wayfare Tavern
First Bank	Wexlers

MONTGOMERY STREET

Citi Bank	Bank of the West
Vacant	Palio Asti
Office Bldg. rest of block	Lisa's Cleaners
Office Bldg. rest of block	Tokoyo Express
Office Bldg. rest of block	Vanda Siam
Office Bldg. rest of block	Henry's Hunan
Office Bldg. rest of block	The Chinese Times
Office Bldg. rest of block	Du Croix
Office Bldg. rest of block	Sushi Taka

KEARNY STREET

Charles Schwab	Young Café
Red Hawk Casino Travel	KY Cleaners
Nam Kue Chinese School	LC Tailor
Kee Photo	Chinese Chamber of Commerece
Dental Group	Chase Int'l Trading Co.
Fong Bros. Printing	Dr. Alfred & Michael Lee Optometrist
Victor Realty	John's Photo
	Han's Carvings
	State Farm
	Starlight Travel Service
	Leader Printing
	Bay Relazation Center
	Lucky Foot Massage

GRANT AVENUE

Totals for Sacramento Street - Drumm Street to Grant Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
66	1	21	7	9	10

MARKET STREET

SIXTH STREET TO NINTH STREET (Mid-Market)

MARKET STREET

6TH STREET

Happy Donuts	
TuLan	
Bar	
Dottics	
Pearls Deluxe Burger	1001
Cancun Taqueria	1003
Layne's Jewlers	1005
Vacant	
Fits Fashion	
Hidden Treasure	1015
Vacant	
Iama Shop	
International Art Museum of Amer	1025
SF Aids Foundation	1035
Vacant	
Marinello School of Beauty	
3 Potato 4	1049
Midtown Rags Smokeshop	1053
Kaplans Sporting Goods	
Homegoods & Electronic Discount	
Vacant	
Asian Restaurant	1063
Huckleberry Bicycles	1067
Metro PCS	
Market Street Cinema Strip Club	
Market Chinese Food	
Boost Mobile	1083B
Pizza	1093A
Aida Hotel	
Vacant	1095

Mr. Smiths	
Federal Building	
Mission A Restaurant	
CVS	1101
Odd Fellows Building	
Bargain Bee	
Act Costume Shop	
Act Theatre	
Dollar Store	
Smoke Shop	
Budget Inn	1139
Trinity Office Tower	
Trinity Place	1190

Chase Bank	
Hotel Whitcomb	1231
Starbucks	
Market Street Grill	
Dolby Building	1275
Vacant	

9TH STREET

TAYLOR/GOLDEN GATE

	Golden Gate Theatre
	WeWork
	Warfield
1020	Show Dogs
1024	Machine
1010	Badega
	Vacant
	Piper Jewelers
	New Shorenstein Development
1072A	Liquor Store
1072B	Smokeshop
1080	Records and DJ Equipment
	Cameras
1098B	Check Cashing

JONES

	Parking Lot
	Vacant
	Renoir Hotel
1108	Vacant
1114	Donut World
	Charlies J Brenham, Attorney

7TH

	Carl's Jr.
	California Bakery @ McAlister
	United Nations Plaza
	The Art Institute of California
	The Art Institute of California
1182	Orpheum Theatre

HYDE STREET

	Burger King
1210	What's Up Dog
1218	Check 'n Go
1220	Sam's Diner
1230	Mail Box Rental
	Civic Center Fitness
1242	Market Limited Group
1240	Vacant
1254	Munch Haven Breakfast Diner
1254	Subway
1266	Wells Fargo
1272	Donnely Hotel
	Dollar Store
1278	Chase Hotel
	Western Dental
1292	Civic Center Market Liquor
	Ananda Fuala Veggie

LARKIN/HAYES STREET

Totals for Market Street - Sixth Street to Ninth Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
75	10	23	2	2	6

MARKET STREET

NINTH STREET TO LAGUNA STREET (Mid-Market)

MARKET STREET

9TH STREET	
AVA	
Walgreens	1355
Market Square (Twitter)	
Restaurant	
Grocery Local	
10TH STREET	
Nema Suvir Saran New Restaurar	1401
	1455
Happy Donut	
Vacant	
Vacant	
11TH STREET	
Bank of America	
SOUTH VAN NESS STREET	
Honda	
12TH STREET	
Hotel Civic Center	
Vacant	
Parking Lot	
City Park	
Union Building	
Vacant	
Vacant	1633
Christopher Albanese Antiquario	1645
BRADY STREET	
Vacant	
Buck Tavern	
Vacant	
Ascot Hotel	
Liquor/Market	
Red Cross	1663
National Holistic Institute	1667
GOUGH STREET	
Mc Roskey Air Flex Mattress	
Allen Hotel	
De Lessio Market Bakery	1695
Flax	1699
VALENCIA STREET	
Travel Lodge	
Martuni's	
Vacant	1745
Nomad Piercing	1755
OCTAVIA STREET	
Groves Record	1797
It's Tops Coffee Shop/Diner	
Gallery Fouladi Poroject	1803
Destino Peruvian Cuisine	1815
Pisco Lounge	1817
Roku Napalese Restaurant	
PEARL STREET	

LARKIN/HAYES STREET	
1390	Fox Plaza
1390	5 spaces Fox Plaza (Essex)
	Post Office
	Starbucks
	Redwood Credit Union
	Anderson Bread
POLK/FELL STREET	
	Agenta Condo
	Beer Hall
1412	Little Griddle
	Marvelous Coffee/Wine Bar
	Hot Spot Bar
1420	Alta CA Restaurant
	Little Johns
1438	Dolan Law
	Walgreens
VAN NESS AVENUE	
	All Star Café
1540	Vacant
	Deli Liquor
	Market Street Gallery
1504	Market Furniture
	Fit Light Fitness
	Market Street Cycles
	Artisan Bakery
FRANKLIN/ PAGE STREET	
1600	Vacant
	Vacant
	EC Rose
	Zuni
	Edwardian Hotel
	Bedroom & More
	The Green Arcade
	Espetus Churrascaria
GOUGH STREET	
	Cardio Barre
	Vacant
	Fast Frame
	Another Time Art Deco
	Union Music
	7+ Artists
	Metro Mint
	David Rio SF
	Proposition Chicken
1760	Rebel Restaurant/ Bar
	8 Octavia - New Condos
1800	SF Center
	The Charles M. Holmes Campus
1844	Vacant
1876	Sessions Training Center
	Vacant
1892	Savvy Green Cleaners

Totals for Market Street - Laguna Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
73	14	25	1	1	3

VAN NESS AVENUE

BROADWAY TO SUTTER STREET (VAN NESS CORRIDOR)

	VAN NESS AVENUE	
Inn on Broadway Motel		
	BROADWAY STREET	
St. Brigid Church		Sign Shop SF
Laundry		
Nail Salon		
Happy Donut		Harris Steak House
	PACIFIC AVENUE	
Dry Cleaners		Million Thai
Sterling Bank		Jiffy Lube
CVS		Medical Arts Building
Vacant		
Subway Sandwich		
First Republic Bank		Metropolitan Bank
	JACKSON STREET	
		Utrecht Art Supplies
Saxe Real Estate		House of Prime Rib
Van Ness Physical Therapy		Jennifer
	WASHINGTON STREET	
Academy of Art University		
		Grocery Liquor
Citibank		Vacant
	CLAY STREET	
Relax the Back		St Luke's Church and Day Care
H&R Block		Buddhist Center
Toyota		Staples
	SACRAMENTO STREET	
		Old First Church
Guitar Center		Bank of America
Ruth Chris' Steak House		Sleep Train
	CALIFORNIA STREET	
Ford & Lincoln		Wells Fargo
Electronics Store		
Gas Station		Holiday Inn
	PINE STREET	
Café		T Mobile
San Francisco Tower		Mancini Sleep World
Mattress Discounters		Vitamin Shoppe
Sushi Bar		Miami Ad School
Italian Wine Shop		
Starbucks		Peet's Coffee
	BUSH STREET	
		Sammy's Gourmet Deli
Infiniti		Leftovers
		Family Dentistry
Bev Mo		Regency Center
	SUTTER STREET	

Totals for Van Ness Avenue - Broadway to Sutter Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
53	2	12	6	6	16

VAN NESS AVENUE

SUTTER STREET TO MARKET STREET (VAN NESS CORRIDOR)

SUTTER STREET	Restaurant Chiropractor	CPMC Hospital
GEARY STREET	Tommy's Joynt The Avenue KRON TV	Mel's Drive In Opal Hotel
O'FARRELL STREET	Bentley Motors British Motor Cars	Sprint Metro PCS
ELLIS STREET	Burger King Round Table Pizza	Design USA Artani Sushi Hana
EDDY STREET	Mini Cooper Showroom Copy Mill East West Bank	Walgreens Philz Coffee Music Exchange
TURK STREET	Peet's Coffee Books Inc. Opera Plaza Max's Diner	San Francisco Cooking School Child Development Center McDonald's
GOLDEN GATE AVENUE	CA Department of General Services	Vacant US Bank Thai Bistro Chase Bank
MCALLISTER STREET	Herbst Theatre War Memorial Performing Arts Center	San Francisco City Hall
GROVE STREET	Davies Symphony Hall	Church of Christ Law Office Light House for the Blind
HAYES STREET	San Francisco Unified School District	
FELL STREET	UPS Store Subway Government Building	Optometrist Boston Café Walgreens
OAK STREET	All Star Café	
MARKET STREET		

VAN NESS AVENUE

Totals for Van Ness Avenue - Sutter to Market Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
39	1	15	3	5	10

POLK STREET

UNION STREET TO CLAY STREET (Russian Hill)

UNION STREET

		2360	Tonic
		2356	Loving Cup
Polk Street Cleaners	2341	2354	Capulet
Aux Delices Vietnamese Restaurant	2327	2348	Lemongrass Thai
Beauty Company	2325	2330	Crunch
Bank of America ATM		2316	La Folie Lounge
Flipp	1400	2300	La Boulange

GREEN STREET

New Tenant Coming		2254	Cole Hardware (licensee)
William Cross Wine Merchants	2253	2240	Gioia Pizzeria
Greens Sports Bar	2239	2234	Russian Hill Bookstore
Blue Barn Gourmet	2237	2226	Polkers Gourmet Burgers
Optical Works Eyewear	2217	2222	Polk & Green Produce Market
Royal Oak	2211	2216	Royal Ground Coffee
Bullitt Bar	2209	2206	New Tenant Coming
		2200	Les Cent Culottes

VALLEJO STREET

Starbucks	2165		
The Buccaneer	2155		
Street Restaurant	2141	2164	Crave
Peet's Coffee & Tea	2139	2162	PUSH Athletics
Batter	2127	2140	Real Food Company
Square Meals	2127	2134	Backstage Salon
Yoppi Yogurt	2125	2120	Walgreens
David's Tea	2123		
Escape From New York Pizza	2109		
Nick's Crispy Tacos	1500		
Rouge Nightclub	1500		

BROADWAY STREET

T2J	2065		
Harry's Hair Studio	2059	2064	Shanghai Kelly's
Eclipse Salon	2047	2056	Cris
Tai Chi Restaurant	2031	2044	Molte Cose
Velvet Da Vinci	2015	2036	Belle Cose
Cheese Plus	2001	2032	Black Sheep

PACIFIC STREET

			Belcampo
Union Nails	1601	1920	Frame-O-Rama
Lombardi Sports	1600	1924	Bird School of Music
		1900	The Bell Tower

JACKSON STREET

Radioshack	1841	1850	Town School Clothes Closet
High Trails Cyclery	1825	1840	Wags
Lush Gelato	1817	1830	California Yoga Company
Vacant	1815	1808	Picnic
Maneframe	1813	1800	It's a Grind Coffee House

WASHINGTON STREET

		1760	1760 Restaurant
		1754	Amelie
The Crepe House	1755	1738	Douglas Brett Modern Life Designs
Tootsie Toes	1741	1732	Le Petit Marchet
Miller's East Coast Deli	1725	1730	Thai Spice
The Cinch	1723	1722	KT Nails
		1720	Lotta's Bakery
		1710	Hahn's Hibachi

CLAY STREET

POLK STREET

Totals for Polk Street - Union Street to Clay Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
81	1	43	0	2	5

POLK STREET

CLAY STREET TO SUTTER STREET (Polk Gulch)

POLK STREET

West side	No.	No.	East side
CLAY STREET			
Red Devil Lounge	1695	1650	New Tenant Coming
Co Nam	1653	1630	New Tenant Coming
Anjalee Thai Massage	1617	1622	City Beauty
Dunya	1609	1620	Good Vibrations
Moka Coffee	1605	1608	Sushi Rock
Toast Eatery	1601		
SACRAMENTO STREET			
Brownie's Hardware	1563	1552	Blue Fog Market
Donuts & Things	1549	1548	Kozy Kar
H&M Nail Spa	1545	1538	Delightful Foot Massage
Swan Oyster Depot	1517	1524	Walgreens
Nara Sushi	1515	1500	Chase Bank
Ti Piacera	1507		
CALIFORNIA STREET			
Crustacean	1475	1498	Out of the Closet
Golden Veggie Market	1475	1446	Fashion Exchange
Hi Lo Club	1423	1436	Polk Street Boxing Gym
Victor's Pizza	1411	1426	New Village Cafe
Shalimar	1409	1406	Pho Vietnam
PINE STREET			
Playland	1351	1356	Kasa Indian Eatery
Vapor City	1347	1348	Picadilly Fish and Chips
Chai-Yo	1331	1346	Max Muscle
The Pour House	1327	1336	Funky Door Yoga
Aicha Moroccan Cuisine	1303	1334	Polk Street Produce
La Biang Thai Massage	1301	1330	H20 Cafe
BUSH STREET			
People's Barber	1259	1288	Utsuwa Floral Design
Modern Thai	1247	1234	Quetzal Internet Cafe
McTeague's Saloon	1237	1224	International College of Cosmetology
Mayes Oyster House	1233	1210	Footrace
Lush Lounge	1221	1200	El Super Burrito
GNC	1217		
SUTTER STREET			

Totals for Polk Street - Clay Street to Sutter Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
55	0	30	1	0	3

POLK STREET
SUTTER STREET TO O'FARRELL STREET (Tenderloin)

POLK STREET

SUTTER STREET

Café Zitouna	Upcider
Vacant	Vertigo
Vacant	Wing Lam
Hemlock	???? Nails
Blur	Metro PCS
New India Bazaar	Smoking Aces
Eleven O One	Western Union
	Mark's Bar

POST STREET

Art Sign	J&D's Liquors
Napoli's Pizza	Western Union
Polk Puff and Stuff	Frenchy's Adult Megastore
Community Services	Keys & IDS Smoke Shop
	Apartments

CEDAR STREET

GEARY STREET

Auto Shop	Jebena
	California Market
AMC	Bread + Butter

O'FARRELL STREET

Totals for Polk Street - Sutter Street to O'Farrell Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
29	2	9	0	0	4

FILLMORE STREET

JACKSON STREET TO CALIFORNIA STREET (Pacific Heights)

FILLMORE STREET

JACKSON STREET

West side	No.	No.	East side
Tully's	2455	2498	Market
Newsstand (International)		2450	AESOP
Mailboxes Etc.		2444	Posh (Shoe Repair)
Nail Salon			Drycleaner
Dry Cleaner			Repeat Performance Symphony Resale
Residential		2426	Heidi Says (Women's Apparel)
Chouquet's (French Brasserie)		2420	Eric Trambert Goldsmith
		2418	Salon
		2416	Heidi Says
		2408	Leased
		2400	Margaret O'Leary (Women's Apparel)

WASHINGTON STREET

West side	No.	No.	East side
Pets Unlimited	2343	2360	Curve
Residential		2358	Gimme Shoes
Residential		2326	Cottage Industry
Mehfil Indian Restaurant	2301	2318	Peruvian Connection
		2310	Bank of America
		2306	Super Cuts
		2304	Aneu Salon
		2300	Nest)(Eclectic Home Accessories

CLAY STREET

West side	No.	No.	East side
Alice & Olivia	2259	2298	Palmer's Tavern
Clay Theater	2261	2252	Seconds to Go
The Kooples	2241	2244	Via Veneto Restaurant
Di Pietro Todd (Hair Salon)	2239	2240	LE LABO
LIMU (women's apparel)	2237	2238	Jewelry
Ten-Ichi Sushi Restaurant	2235		Next-to-New
Cielo (European Designer Ready to Wear)	2225	2226	Athleta
Black Fleece	2223	2222	Starbucks
Noah's Bagels	2213	2216	Eileen Fisher
L'Occitane	2207	2210	Café La Mediteranne
Evolution Juice	2201	2208	Yoppi Yogurt
	2512	2200	D&M Liquors

SACRAMENTO STREET

West side	No.	No.	East side
Peet's	2197	2142	Marc by Marc Jacobs
Browser Books	2195	2138	Jurlique (Beauty)
Mudpie	2185	2132	In Water Flowers
Jonathan Adler	2133	2130	OSKA
Troya	2125	2124	Leased
Jane	2123	2122	Walking Shoes
Jigsaw	2121	2116	Joie
Ruti	2119	2114	Fresca (Peruvian Restaurant)
BeneFit Cosmetics	2117	2100	Wells Fargo Bank
Gallery of Jewels (Local Jeweler)	2115		
Papyrus (Cards and Paper)	2109		
Heidi Says Shoes	2105		
Dino's Pizza	2101		

CALIFORNIA STREET

Totals for Fillmore Street - Jackson Street to California Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
72	0	17	2	6	6

Note: 6 of 12 retailers were not formula retail when they opened for business

FILLMORE STREET

CALIFORNIA STREET TO POST STREET (Pacific Heights)

CALIFORNIA STREET

Taco Bar		2066	New Tenant Coming
Roberta Freymann	2053	2060	New Tenant Coming
Elite Café (New Orleans Style Restaurant)	2049	2056	Elizabeth Charles
Vitamin Express		2050	NARS
La Boulange	2043	2044	International Orange Spa/Yoga Lounge
Mio (Women's Apparel)	2035	2040	Polo Ralph Lauren
Sandro	2033	2028	James Perse
Scotch & Soda	2031	2020	Harry's Bar
Lilith	2029	2016	The Grove (Café)
Walter Adams (Custom Framing)	2019	2000	Paolo
Teresa Lam Optometry	2017		
Bun Mee	2015		
MAC Cosmetics	2011		
Thai Stick (Restaurant)	2001		

PINE STREET

Kiehl's	1971	1946	The Glaze
Paper Source	1925	1942	Alexis Bittar
Roam Burger	1923	1932	The Shade Store
Steven Alan	1919	1930	Cotelac
Florio (Brasserie)	1915	1928	PrAna
Ella Moss	1913	1914	Woodhouse Fish Restaurant
SPQR (Restaurant)	1911	1910	Fraiche
Perfect Cleaners (Dry Cleaning)	1909	1908	Drybar
Invision (Optical)	1907	1906	Cassandra Blackmore
	1905	1904	HiHo Silver
Zinc Details (Modern Home Furnishings)	1903	1902A	Narumi Japanese Antiques
Crossroads	1901	1902B	Beads & Shells Gift Store
		1900	Sterling Bank

BUSH STREET

Walgreens	1899	1890	Patisserie Delanghe
Dentist	1847	1880	SF Flower Shop
Pacific Heights Optical	1833	1870	Wine Bar
Sunhee Moon	1833	1860	Assembly Hall
Duxiana	1803	1850	Neja
Keynote Properties	1801	1848	JT Nails
		1840	Barry for Pets
		1820	Muse Ten
		1800	Pizza Inferno

SUTTER STREET

Pride of Mediterrean	1761	1758	Friend's Liquor
		1752	Dr. Chan - Optometrist
		1740	India Palace
		1730	Extreme Pizza
		1724	Citrine
		1718	Aqua Forest Aquarium
		1712	Dosa Indian Restaurant
Burger King	1701		

FILLMORE STREET

Totals for Fillmore Street - California Street to Post Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
72	0	21	1	4	10

Note: 6 of 11 retailers were not formula retail when they opened for business

SACRAMENTO STREET

LAGUNA STREET TO PRESIDIO AVENUE (Presidio Heights)

	LAGUNA STREET	
7 Residential		5 Residential
	BUCHANAN STREET	
3 Residential		Pacific Hospital Campus Entire Block
California Pacific Medical		Pacific Hospital Campus Entire Block
1 Residential		Pacific Hospital Campus Entire Block
Health & Science Library		Pacific Hospital Campus Entire Block
	WEBSTER STREET	
2 Residential		UOP
Holistic Health the Root & The Branch		Elite Fine Jewelry
JFK Towers		To Jours
★ Marc by Marc Jacobs		By Subs Deli
		D & M Liquors ★
	FILLMORE STREET	
★ Peet's Coffee		Evolution Fresh ★
Moeler Architecture		George/KG
9 Residential		Kookla
		8 Residential
	STEINER STREET	
12 Residential		Renaissance Hair Salon
		14 Residential
	PIERCE STREET	
9 Residential		7 Residential
Saint Thomas Church		
On Cue Pilates		
	SCOTT STREET	
8 Residential		Property Management One
Bar Lyon Pub		13 Residential
	DIVISADERO STREET	
London Market		10 Residential
Parsnips Hair Salon		
12 Residential		
Christa Wonderful Market		
	BRODERICK STREET	
Silver Tux Cleaners		12 Residential
Sue Fisher King		
11 Residential		
M March		
Future Perfect		
Henry Beguelin		
Rachel Ashwell Shabby Chic		
	BAKER STREET	
SF Waldorf School		2 Residential
8 Residential		Presidio Public Library
		The New Star Cleaners
		1 Residential
	LYON STREET	
Aedicule Frames		Sacto Wash & Dry
Pet Camp Cat Safari		SF University High School
Prep Salon		Nico Restaurant
Rendez Vous Nail Salon		Vintage ala Mode
Tree Balm Skin Care		Mare Ohong Jewelry
Fleurt Flowers		Wisteria Anthem
Wilky Wine & Liquor		Vogue Theater
Osteria Restaurant		Citi Bank
	PRESIDIO AVENUE	

SACRAMENTO STREET

Totals for Sacramento Street - Laguna Street to Presidio Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
38	0	4	1	1	2

★ Part of Stores Counted on Fillmore Map

SACRAMENTO STREET

PRESIDIO AVENUE TO ARGUELLO BOULEVARD (Presidio Heights)

SACRAMENTO STREET

PRESIDIO STREET

Shoes For Kids	Veterns Delux Cleaners
Brooks Shoes For Kids	Shoe Keepers
Café Luna	Golden Gate Needlepoint
Nail Pretty	Asanos Barber Shop
Beautiful Orchids	Mio
The Ark	Hareware Unlimited
Twiga	Eunices Café
Menorah Park	Hudson Grace
Laurel Cleaners	Lily Beauty Salon
Maternity Wear	Taboni Group
Moser Cabinet Makers	Good Company Wedding Studio
	Josephine Fisher
	Paul Mahder Gallery

WALNUT STREET

La Tavola Fine Linen Rental	Water Lillies
Button Down	Post & Parcel Store
Kendall Wilkson Design	Anyon
Golden Gate Music Together	Goodbye's
Right Start	Presidio Heights Salon
Poetica	Monique Arnon Antiques
Goodbye's	Roses Gift Gallerys
SF Gallery	Cathrine Jane
Boga Rugs	

LAUREL STREET

Laurel Heights Nail Salon	Goldberry Jewlery
Designer Consignor	Maryweather Jewlery
Snippety Crickets	Bottas Auto Body Shop
Runners Mind	Cynergy Fittnes Group Studio
Story Boxes	Stroller Spa
Locust Cleaners	Rims Googles
Wood Chuck Antiques	
T. Reggiardo Antiques	

LOCUST STREET

Hutten Jewlery	XOXO Brides & Maides
Dolce & Salato Bar Italiano	Accuity Salon
Luna	Estila
The Grocery Store	Spruce
Patrick Richards	Mighty Pilates
Sociale	Andrews Skinman Architectures
Color Gift Store	HH Designs
The Magic Flute	Dottie Doolittle
Borres Gallery	
Susan of Burlingame	
The Ribbonaire	

SPRUCE STREET

LPH Shipping	11 Residential
Penniou Cleaners	
9 Residential	

MAPLE STREET

California Pacific Medical Building Entiere Block	9 Residential

CHERRY STREET

California Pacific Medical Building	6 Residential
Liner Clinic	Claire Lilienthal Madison Campus
Laural Height Dental Care	6 Residential
13 Residential	

ARGUELLO STREET

Totals for Sacramento Street - Presidio Avenue to Grant Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
79	0	6	0	0	1

CALIFORNIA STREET

LAUREL STREET TO SPRUCE STREET (Laurel Village)

Pomodoro
Walgreens

SPRUCE STREET

Starbucks

Cal-Mart

Bank of America
Stride Rite
Standard Five & Dime
Peninsula Beauty
Terrestra Gifts
First Republic
Papyrus
Noah's Bagels
Books, Inc.

LOCUST STREET

W's Emily Lee
Chico's
Gap Kids
Union Bank
Café Rigolo

Wine Impressions

Bryan's Market

Wells Fargo
Peet's Coffee
Café Artisano
Gymboree
Beautifull Food

LAUREL STREET

UCSF

CALIFORNIA STREET

Totals for California Street - Laurel Street to Spruce Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
26	0	8	4	10	4

GEARY BOULEVARD

MASONIC AVENUE TO SPRUCE STREET (Jordan Park)

GEARY BOULEVARD

Fifty Fifty	3156
Geary Salon	3151
The UPS Store	3145
Macintosh	3139
Cha's Television	3137
Mariya Nail Gallery	3129
Yvonne's Hair Salon	3123
Touch Thai Massage	3121
Fashion Cuts	3103
Royal Ground Café	3101
Shell Gas Station	3035
Active Care	3019
Sushi Kishiage	3015
Rainbow Cleaners & Sunny Market	3001
Lock World	2955
Super Cuts	2947
Emerald Auto Repair	2943
Bedroom Outlet	2925
Assab Mediterranean Cuisine	2845
Bank of America	2835
Family Billiards	2807
Pig & Whistle	2801
Nani's Coffee	2739
Great Cuts	2733
Wally's Auto Shop	2707
The Corner Store	5 Masonic Ave
Target	2675
Best Buy	2675
Office Depot	2675

SPRUCE STREET
Lumber Liquidators
S&L Realty
Grand Pacific
Sierra Electric
Sleep Train
COOK STREET
Big O Tires
Perfect Alterations
Vacant
Geary Print Shop
BLAKE STREET
Mancini Sleepworld
Advanced Wellness
Abby Carpet
COLLINS STREET
Covered California
Mays Cleaners
SunStreem Coffee
Blo Global
Tribeo
Firestone Tires
WOOD STREET
Eden Villa
Institute on Aging
EMERSON STREET
Seikatsu Soto
Today's Shop
Public Storage
Lucky Penny
MASONIC AVENUE

Totals for Geary Boulevard - Masonic Avenue to Spruce Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
52	1	6	1	2	12

SACRAMENTO STREET

GRANT AVENUE TO LAGUNA STREET (Chinatown)

SACRAMENTO STREET

	GRANT AVENUE	
Asian Week Foundation		Gold Mountain Monastary
Golden Wings Antiques & co.		Chinese Baptist Church
Vietnam Chinese Aid Friendship Assocs.		Vacant
Top Look Hair Design		Vacant
Chinatown YMCA		Vacant
	STOCKTON STREET	
Bldgs. Condos Apts. No retail , Entire Blk		Bldgs. Condos Apts. No retail Entire Block
	POWELL STREET	
Fairmont Hotel Entire Block		Residential 3 Bldgs
Fairmont Hotel Entire Block		Parking Garage
Fairmont Hotel Entire Block		Residential Bldg.
	MASON STREET	
Pacific Union Club		3 Residential
Cushman Street		Cushman Street
Park		3 Residential
	TAYLOR STREET	
Grace Cathedral		12 Residential
Cathedral School for Boys		
	JONES STREET	
5 Residential		3 Residential
Leroy		Leroy
7 Residential		5 Residential
Chico Market		
	LEAVENWORTH STREET	
1 Residential		1 Residential
Kimball		Kimball
8 Residential		7 Residential
	HYDE STREET	
9 Residential		8 Residential
	LARKIN STREET	
9 Residential		5 Residential
Palo Alto Hotel		Fantastic Cleaners & Laundry
	POLK STREET	
★ Blue Fog Market		Sushi Rock ★
Brownies Hardware		Toast
Old First Garage		Warman Sercurity
Parking Lot		Aquarello
B Of A		3 Residential
Old Presbyterian Church		Same Day Cleaners
		Staples
	VAN NESS AVENUE	
Vacant		Toyota Dealership
TRI Coldwell Banker Preview Int'l		5 Residential
California Pacific Medical Building		The Manroe
7 Residential		1 Residential
	FRANKLIN STREET	
6 Residential		8 Residential
	GOUGH STREET	
7 Residential		Lafayette Park
	OCTAVIA STREET	
8 Residential		Lafayette Park
	LAGUNA STREET	

Totals for Sacramento Street - Grant Avenue to Laguna Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
21	4	2	1	1	1

★ Part of Stores Counted on Polk Street Map

JEFFERSON STREET

STOCKTON STREET TO TAYLOR STREET (Fisherman's Wharf)

JEFFERSON STREET

STOCKTON STREET

Aquarium	Pier 39 Parking
Hard Rock Café	
Pier 39	
Only in SF	
Eagle Café	
Ferries/ Bay Tours	
Pretzels	
Doggie Diner	
Ben & Jerry's	
Bay Cruise and Ferries	

POWELL STREET

Parking	Rodney Lough Jr./Wilderness Collection
	A Piece of the City
	Gallery 55 Art Gallery
	Digital Camera
	Rocky Mountain Chocolate Factory
	Crazy Shirts
	Lids
	Johnny Rockets
	Magnet Kingdom
	D+K Leathers
	The Spy Gift Shop
	Big Bus SF Visitor Center

MASON STREET

Parking	Digital Camera
Boudin Sourdough	Bye Bye SF
	McDonald's
	SF Chocolate Store
	Rainforest Café
	Wax Museum
	Big Souvenirs
	Vacant
	Gold Dust Lounge
	Ripley's Believe it or Not
	Wharf Central

TAYLOR STREET

Totals for Jefferson Street - Stockton to Taylor Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
32	1	12	0	2	8

JEFFERSON STREET

TAYLOR STREET TO HYDE STREET (Fisherman's Wharf)

JEFFERSON STREET

TAYLOR STREET

Giordano's	I Love Candy
Tarantino's	Eden Fine Art
Wharf Boats	Majestic Gallery
	Fine Art and Glass
	Joe/Dom/Don DiMaggio's
	Royal Collection Art Gallery
	Pearl Factory
	Water Massage / Oxygen Bar
	A heart for Kids
	California Smile
	Sport Shop
	Digital Cameras
	The Corner Store

JONES STREET

Castagnola's	Visitor Ticket Activity Center
Lou's Fish Shack	Cable Car Store
Pompei's Grotto	Lids
Safe Harbor Gifts	Auntie Anne's
Nautical Antiques	Chipotle
Frank's Fishman	Sunglass Hut
Scoma's	Urban Connection
Coast Marine and Industrial Supply	IT'SUGAR
Cold Stone Creamery	In and Out Burger
Digital Center	King of Thai Noodle
	Sbarro

LEAVENWORTH STREET

Cioppino's Restaurant	Wharf Outdoors
California Shellfish	Bike Rentals
Alioto Lazlo	Rose Rose (fine chocolates & flowers)
Capurro's Restaurant	Jack's Bar
The Bay Company	Flying Ninja Sushi
	Blue Mermaid/Rest + Chowder House
	Blazing Saddles
	Ben & Jerry's
	Winery Collective and Tasting Room
	Argonaut Inn
	National Park Visitor Center

HYDE STREET

Totals for Jefferson Street - Taylor to Hyde Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
53	0	22	0	1	10

BEACH STREET

STOCKTON STREET TO HYDE STREET (Fisherman's Wharf)

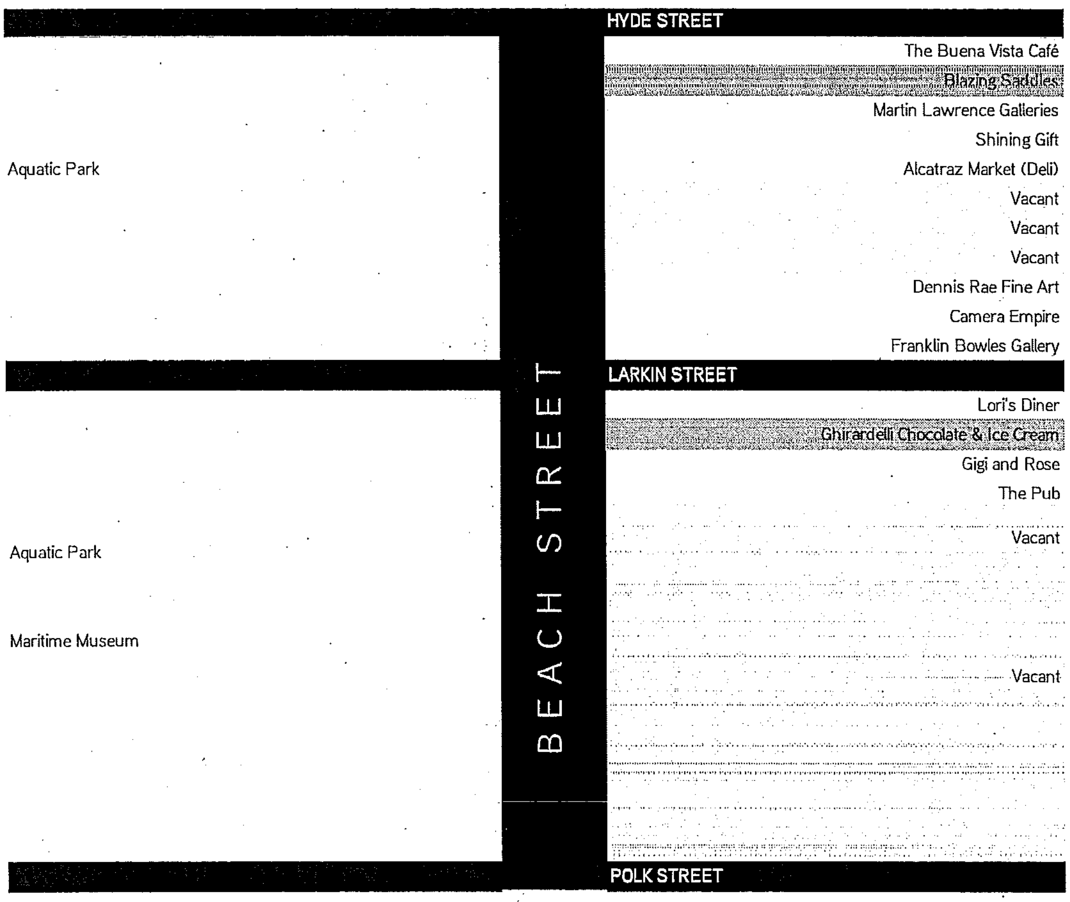
	BEACH STREET	
	STOCKTON STREET	
Pier 39 Parking		Muni Yard Parking
	POWELL STREET	
IHOP		
Radisson Hotel		Sheraton Hotel
	MASON STREET	
The Wharf Inn		ILWU Offices
Enterprise Car Rental		
Mamacita Mexican Restaurant		
Parking		
Beach Street Grill		Parking Lot
Cable Car Souvenirs		
	TAYLOR STREET	
Bay Leather		Luggage World
Stroganoff Restaurant & Bar		Beach Beauty Salon
The Golden Gate Bike		Private Segway Tours
Al Maba Gift		Camper Vans Escape
Latte Express		Go Car
Souvenir Shop		Holiday Inn
	JONES STREET	
Walgreens		Andersen Café
Parking		Spy Shop 555
AVIS		Pizza Zone
Marriott		Holiday Inn
Anchorage Liquor		
SF's Most Famous Pizza		
	LEAVENWORTH STREET	
The Parlor Lounge		Camera Zone
The Cannery: La Margarita		Parking
		Chloe's Fine Arts Gallery
Starbucks		Tiernan's Irish Pub
	HYDE STREET	

Totals for Beach Street- Stockton to Hyde Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
29	0	12	0	0	5

BEACH STREET

HYDE STREET TO POLK STREET (Fisherman's Wharf)



Totals for Beach Street- Hyde Street to Polk Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
17	5	5	0	2	0

BAY STREET

POWELL STREET TO JONES STREET (Fisherman's Wharf)

	BAY STREET	
		POWELL STREET
		Vacant
		Residential
North Point Center		Project Zen Massage
Safeway		Pelise Café
Walgreens		Trinity Properties Office
Radio Shack		5 Star Cleaners
B of A		Good Fellows Pizzeria
Chase		
GNC		Fit Life
Bay Cleaners		
DeLise Dessert		
Wells Fargo Bank		
Suede Club		Secrets Romantic Boutique
Postal Annex		Miyabi Sushi
		MASON STREET
Vacant		Trader Joes
Blue Kids		Residential
Ross		Budget
76 Gas Station		Starbucks
		TAYLOR STREET
Hyatt Hotel		Bay City Bike
		Edible Arrangements
		Tutu School
Pier 2620 Hotel		Residential
		JONES STREET

Totals for Bay Street - Powell Street to Bay Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
32	2	5	3	4	9

LEAVENWORTH STREET

JEFFERSON STREET TO BEACH STREET (Fisherman's Wharf)

	LEAVENWORTH	BEACH STREET
SF's Most Famous Pizza		The Parlour Lounge
Vacancy		Waterfront Bakery
Bike the Golden Gate		
DP Boutique		
Site Seeing SF		
Feet First		
Russian Treasures		
Digital Center		Wharf Outdoors
		JEFFERSON STREET

Totals for Leavenworth Street- Jefferson Street to Beach Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
11	1	3	0	0	0

JONES STREET

JEFFERSON STREET TO BEACH STREET (Fisherman's Wharf)

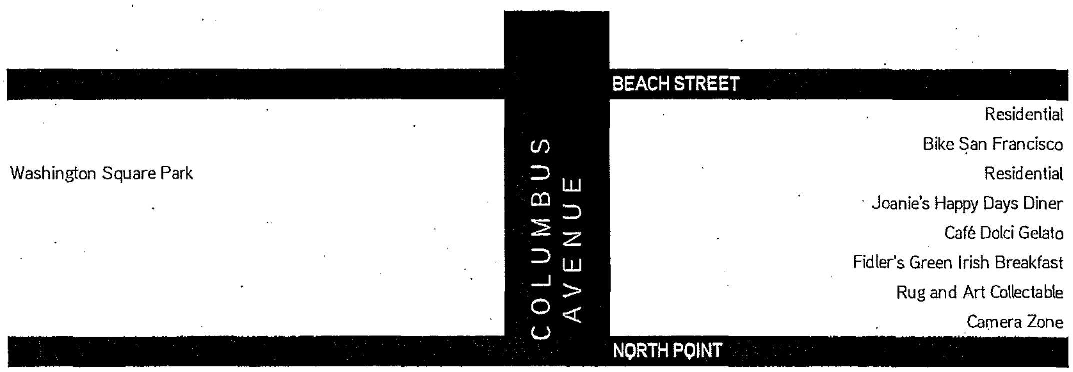
	JONES STREET	BEACH STREET
Visitor Ticket and Activity Center		Corner Store
		Grey Line Bus Tours
Stogi's to Go		Parking
Cigars and Cigarettes		Souvenirs
		Bike SF Rentals and Tours
Starbucks		Carmel Pizza
		The Godmother of Fish and Chips
Walgreens		Tanguito
		JEFFERSON STREET

Totals for Jones Street - Powell Street to Bay Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
12	0	4	0	0	2

COLUMBUS AVENUE

BEACH STREET TO NORTH POINT STREET (Fisherman's Wharf)

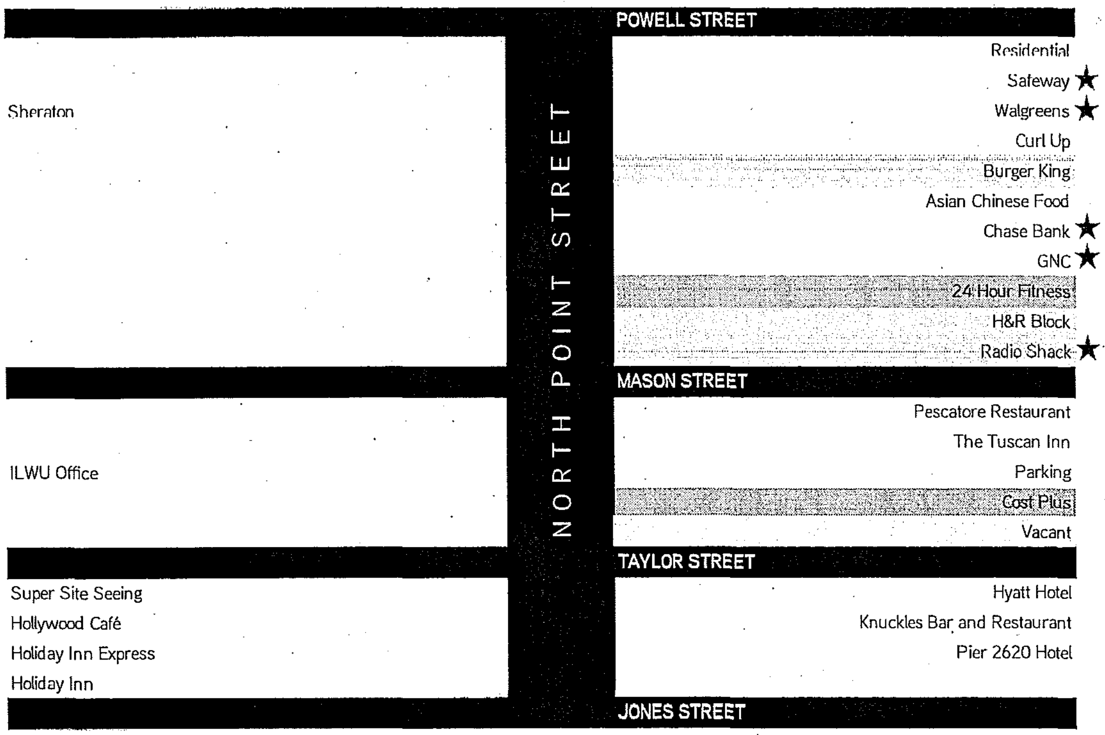


Totals for Columbus Avenue- Beach Street to North Point Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
6	0	3	0	0	0

NORTH POINT STREET

POWELL STREET TO JONES STREET (Fisherman's Wharf)



Totals for North Point Street- Powell Street to Jones Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
11	1	5	0	2	3

★ Part of Stores Counted on Bay Street Map

COLUMBUS AVENUE

VALLEJO STREET TO WASHINGTON STREET (North Beach)

WASHINGTON STREET

	Gallery
	Nutra Works
Christian Science Office	Vacant
	Nirvana Beauty and Blow
	Schnitt Salon
	Office
	Advancing Justice Office
	Yan's Kitchen Hunan Cuisine
	Caffe Macaroni
Bask	Great Hunan Restaurant

JACKSON STREET

Den and Demons	East West Bank
Robert Domergue & Co. Antiques	
Glamor Closet	
Aura Skin Spa	Café Zoetrope
New Tenant Coming	
Break Away Performance	Happy Donuts
Tooba Hair Salon	
Office	Comstock

PACIFIC AVENUE

COLUMBUS AVENUE

Reveille Coffe	Mr. Bingo
Brioche Boulangerie	Brandy Ho's
	Columbus Avenue Restaurant
Urban Sidewalk	Sushi Yokohama
	The Underground
	Susie Hotel
Dream Master Tattoo	Yeah Yeah Pony Prince
	Glass Door Gallery
Larry Flynt's Hustler Club	Ali Baba Smoke Shop
	Vesuvius
Tosca	City Lights
New Tenant Coming	Nizario's Pizza
E Tutto Qua	Wells Fargo

BROADWAY STREET

Condor Club	Giordano Bros
Z Taqueria	Stinking Rose Restaurant
Little Darlings	Ko Company
Viva Ristorante	Franchino Ristorante
GRANT AVENUE	
MLK Liquor	
Under Construction	
Columbus Hotel	
Columbus Cutlery	Mona Lisa Pizzeria
★ Busters	Molinari Delicatessen

VALLEJO STREET

★ Part of Stores Counted on Vallejo Street Map

Totals for Columbus Avenue - Washington Street to Vallejo Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
56	1	27	2	2	0

COLUMBUS AVENUE

GREENWICH STREET TO VALLEJO STREET (Fisherman's Wharf / North Beach)

COLUMBUS AVENUE

VALLEJO STREET

Church	Trattoria Pinocchio ★
Biordi Art Imports	Café Puccine
Colosseo Restaurant	Café Greco
Calzone Ristorante	Saletta
Stella Pasticceria	Pantarei ★★
Mercato Artisan Foods and Gifts	
Lolo Card Shop	

STOCKTON STREET

Wells Fargo	
Z Cioccolato	
Bank of the West	Bank of America ★★

GREEN STREET

DeLucchi Café	Lavazza
Naia Gelato	Maria's Pastry
	Gelato Amarci Ice Cream
Abitare	Jewelry
	US Restaurant
	L'Osteria
	Gallery
Il Triangolo Hotel	Gallery
Café Rosa	Tours and Info
	La Boulange
Rose Pistola	Il Pollaio
LV Nail Salon	Volare Pasta
One of a Kind	Patricia Flowers
Kim's Precious Hair Cuts	Insurance Service Agency
	Michelangelo Caffe
★★★ Mario's Cigar	Coit Liquors

UNION STREET

	Sushi Hunter
	New Restaurant (by Sons + Daughters)
Washington Square Park	Washington Square Dental
	New Muni Subway Station
	Pizza Pellegrino
	Café Pellegrino

FILBERT STREET

Urban Green Advanced Garden	Duflora Café
Victoria Pastry	Piccolo Press
Café Winbad	Wing Wah Tailoring Co.
ALLEY BOTANO	Just a Bite Café
Parking	Graffeo Coffee Roasters
Vacant	Sushi on North Beach
Glamorous Nails	Burgermeister
North Beach Citizens	SOTT ALLEY
Petite Deli	
XOX Truffles	Good Earth Realty
Ann's for Hair	
Dylan's Tours	

GREENWICH STREET

★ Part of Stores Counted on Vallejo Street Map

★★ Part of Stores Counted on Stockton Street Map

★★★ Part of Stores Counted on Union Street Map

Totals for Columbus Avenue - Vallejo to Greenwich Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
60	1	33	2	3	0

COLUMBUS AVENUE

BAY STREET TO GREENWICH STREET (Fisherman's Wharf / North Beach)

COLUMBUS AVENUE

GREENWICH STREET

West side	East side
	Columbus Cyclery
	Beacon Coffee + Pantry
	Residential
	Lyle Tuttle Tattoo
	Tony's Hair Salon
North Beach Library and Expansion	Alfa and Mercedes Repair Center
	Bike and Roll

LOMBARD STREET

West side	East side
North Beach Food Market	901 Columbua Café
Birham Yoga	Entella Hotel
Comet Cleaners	Cobb's Comedy Club
Golden 7 Liquors	
Paradise Nail Spa	
SF Gift Outlet	
Residential	Residential

CHESTNUT STREET

West side	East side
International Sports Club	Bimbo's 365 Club
Roadside Rosy's (grocery & liquor)	
Indian Curry	
Spoke and Hub	Columbus Motor Inn
Residential	Blazing Saddles
Residential	Residential
Vacant	Walgreen's

BAY STREET

Totals for Columbus Avenue - Greenwich to Bay Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
22	1	5	0	1	1

GRANT AVENUE

GREENWICH STREET TO COLUMBUS AVENUE (North Beach)

	GRANT AVENUE	
	GREENWICH STREET	
Grant Avenue Auto Repair		Residential
New Age Nails		NB Design
The Wine Merchant and Cheese Merchant		Macchiarini Creative Design
Little Bubble Coin Wash		Focus AA Gallery
Chinese Community Center		Public Barber and Salon
AB Fits		Aria
Nail Care For You		Stanley's Laundry and Wash
★ Italian French Bakery		Vapory Shop
	UNION STREET	
North Beach Pizzeria		North Beach Pizza
S&S Grocery		Café Jacqueline
Kabul Rugs		Savoy Tivoli
Knitz and Leather		Paparazzi
M Clothing and Accessory		Park and Pond
Lola North Beach		Alla Prima Lingerie
The Enchanted House		Carmel Blue
Grant + Green Market		Old Vogue Club
	GREEN STREET	
Grant and Green Bar		Henry's Hunan
Maggie Megarry's Bar		May Lee Laundry
Vacant		The Nature Stop
Live Worms Gallery		Tope Lounge
Tupello		Mos
Chong's Barber		Francesco Rocks
Alfa Laundromat		Met His Makers
Grant Cleaners		Tacos
Ideale Ristorante		Grant Avenue True Hardware
Church		
	VALLEJO STREET	
Café Trieste		King of Thai Noodle Bar
		La Pantera Salon
		The House
		Sin Cherry
		Esta Greek Restaurant
		Viva Restaurant
	COLUMBUS AVENUE	

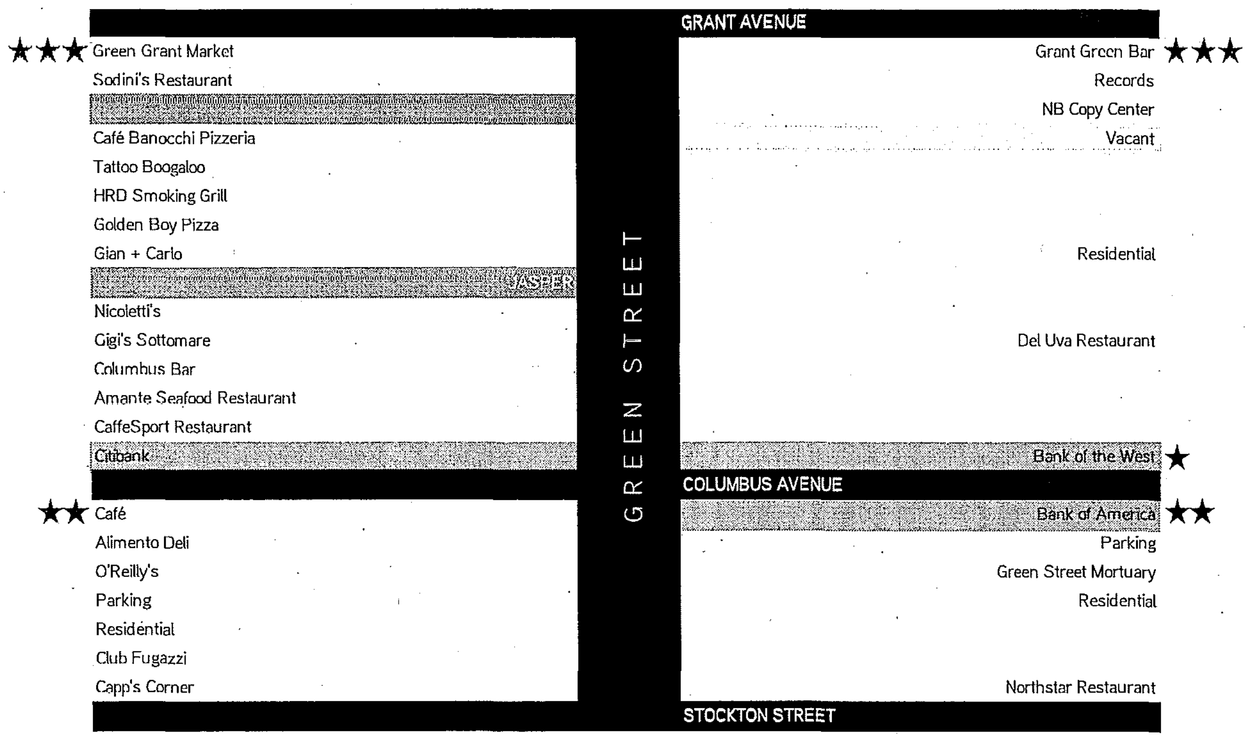
★ Part of Stores Counted on Union Street Map

Totals for Grant Avenue - Greenwich Street to Columbus Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
55	1	15	0	0	0

GREEN STREET

GRANT AVENUE TO STOCKTON STREET (North Beach)



Totals for Green Street - Grant Avenue to Stockton Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
22	1	16	1	0	1

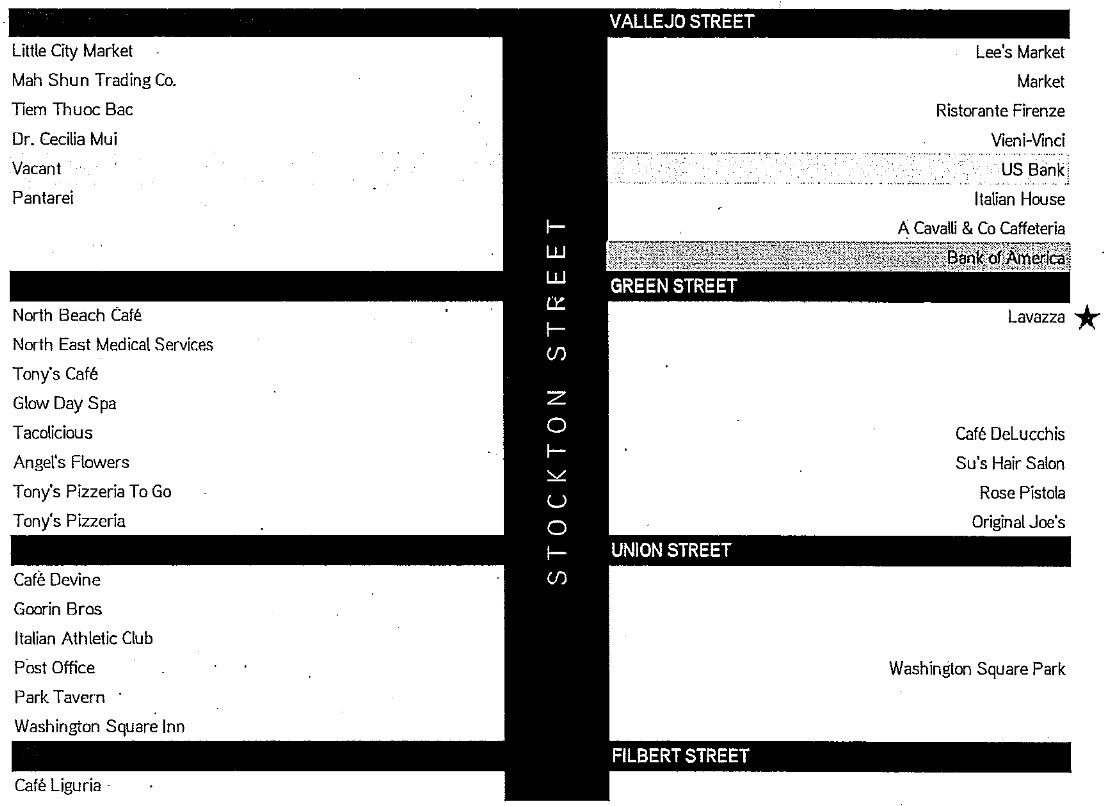
★ Part of Stores Counted on Columbus Avenue Map

★★ Part of Stores Counted on Stockton Street Map

★★★ Part of Stores Counted on Grant Avenue Map

STOCKTON STREET

FILBERT STREET TO VALLEJO STREET (North Beach)



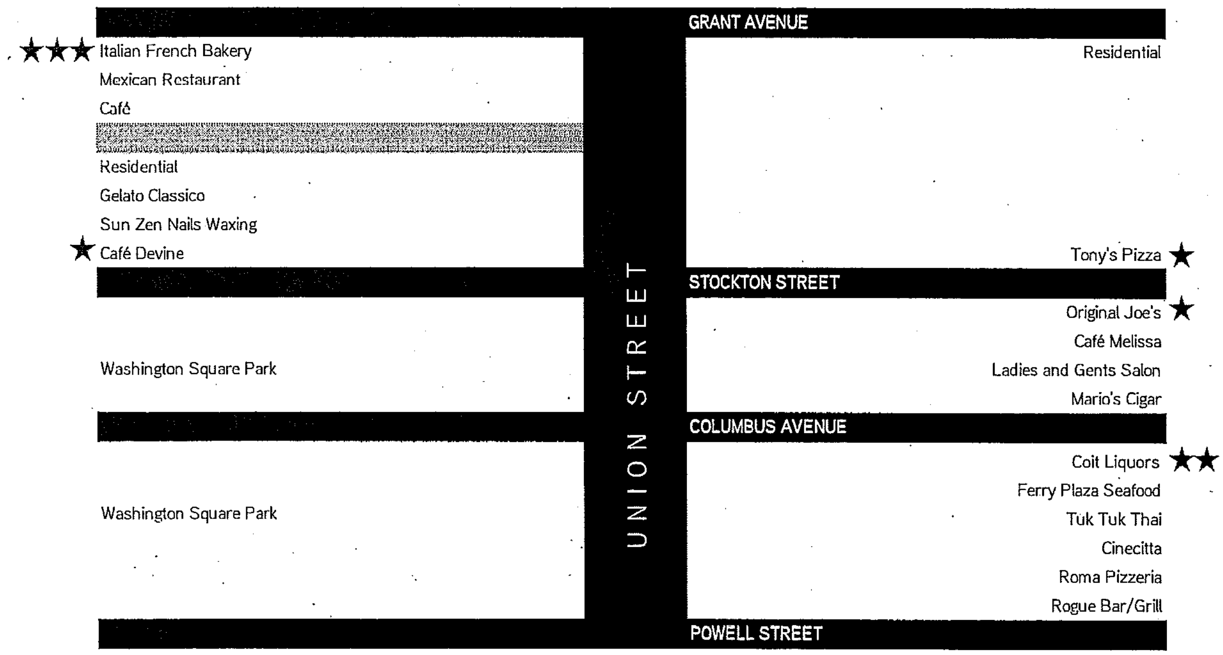
★ Part of Stores Counted on Columbus Avenue Map

Totals for Stockton Street - Filbert to Vallejo Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
32	1	16	1	1	1

UNION STREET

GRANT AVENUE TO POWELL STREET (North Beach)



Totals for Union Street - Grant Avenue to Powell Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
15	0	10	0	0	0

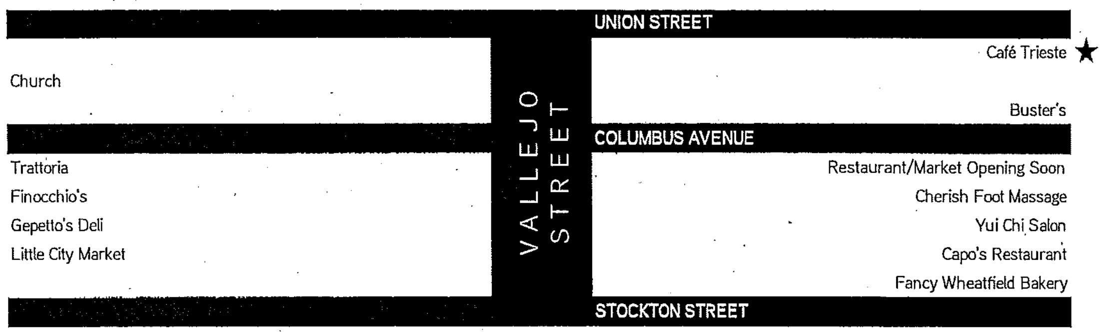
★ Part of Stores Counted on Stockton Street Map

★★ Part of Stores Counted on Columbus Avenue Map

★★★ Part of Stores Counted on Grant Avenue Map

VALLEJO STREET

GRANT AVENUE TO STOCKTON STREET (North Beach)



★ Part of Stores Counted on Grant Avenue Map

Totals for Vallejo Street - Grant Avenue to STockton Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
10	0	8	0	0	0

BROADWAY STREET

MONTGOMERY STREET TO COLUMBUS AVENUE (North Beach)

BROADWAY STREET

MONTGOMERY STREET

Cloud 9 Smoke Shop	Crow Bar
Golden Eagle Hotel	
Tattoo Studio	
Alecia's Locker	
Penthouse	
The Green Garden Restaurant	
The Cosmo Bar	Fame
Paris Pizza	A3
Brandy Ho Hunan Food	Monroe Bar
Broadway Liquor	Bamboo Hut
Pizza Royal	
Parking	Vacant
Green Tortoise Hostel	

KEARNY STREET

Naked Lunch	Little Szechuan
Justice For all	
Parking	
North Beach Market	Antologia Vinoteca Bar
The Beat Museum	Urban Curry
Hungry I Club	Garden of Eden
Broadway Cigar	
Big Al's	
Condor	E Tutto Qua

COLUMBUS AVENUE

Totals for Broadway - Montgomery Street to Columbus Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
27	1	19	0	0	0

24TH STREET

SANCHEZ STREET TO CASTRO STREET STREET (Noe Valley)

24TH STREET

		CASTRO	
Cotton Basics		4098	Bank of America
Gallery of Jewels	4089		
U.S. Post Office	4083	4082	Mitre Box Framing & Gallery
Flowers of the Valley	4077	4080	Accent on Flowers
Noe Valley Bakery	4073	4072	Russo Music
Mike's Shoe Repair	4071	4068	QOIO Eyewear
Chocolate Covered	4069	4066	Smallfrys
Le Zinc	4063	4054	Valley Tavern
Radio Shack	4049		
Wells Fargo	4045B	4050	Select Auto Body
Old Republic Title Co.	4045	4042	Paxti's Chicago Pizza
When Modern Was	4037	4040	Zephyr Real Estate
SuperCuts	4031	4028	Easy Breezy Frozen Yogurt
Buttons Candy Bar (coming soon)	4027	4026	Vacant
Rainbow Nail Spa	4023	4018	Global Exchange
Eye Optometry	4017		
Tung Sing Restaurant	4015	4010	Walkershaw Men's Clothing
Plump Jack Wines	4011		
Vacant	4007		Hair salon
Rabat Men's	4005		
Rabat	4001	4000	Pomodoro
		NOE	
Starbucks	3995	3998	Chase Bank
Toast	3991		
Ambiance	3985	3982/84	Artsake: Just for Fun
Sway	3979	3980	Green 11 -- The Refill Place
Ocean Front Walkers	3977		
Locksmith	3977	3966	Bernie's
Children's Playhouse	3961A		
Opus Advisors	3961		
Phoenix Books	3957	3950	Whole Foods
High Class Nails	3953		
Fresca	3945		
Real Food Co.	3939	3938	Umpqua Bank
Noe Bagel	3933		
Loft 1513	3927	3932/34	Noe Valley Pediatric Dentistry
Xela Imports	3925	3920	Good News
Casa Mexicana	3917	3920	Common Scent
Joshua Simon/Honeycomb Salon	3915	3918	Noe Valley Music
Savor	3913	3910	See Jane Run
Astrid's Rabat Shoes	3909	3908	Cardiotone
French Tulip	3901	3904	Successories in The Button Box
Pressed Juicery	3901	3900	St.Clair's Liquors
		SANCHEZ	

Totals for 24th Street - Sanchez Street to Castro Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
72	3	19	3	3	7

HAIGHT STREET

CENTRAL STREET TO CLAYTON STREET (Haight Ashbury)

HAIGHT STREET	
CENTRAL AVENUE	
Lucky Cleaners	Central Haight Market
The Love of Ganesha	
Sunshine Coast	
Braindrops Tattos	
JPSF	
Cannabis Company	
Relax Nails	
Aquamarine Jewelry	
Celba Records	Bound Together
Pipe Dreams	Recycled Records
Express Photo & Mail	
Magnolia Gastropub and Brewery	
MASONIC AVENUE	
Jammin On Haight	X Generation
Mom's Body Shop	Black Scale
Fred's New Life Supermarket	TRUE
Best of Thai Noodle	People's Café
Shoe Biz	TRUE shoes
Squat and Gobble	Pink Dolphin
Goorin Bros Hats	Entertainment Exchange
Ambiance	Super 7
Head Rush	Trax Bar
Piedmont Boutique	P. KOK
Vacant	Pork Store
Derby of San Francisco	Panini Sandwiches
Gypsy Jewels	Hyperoptics
Crepe Express	Puff Puff Pass
Ben & Jerry's	Pure Land Himalayan Handicrafts
	Skunk Funk
	RVCA
ASHBURY STREET	
Haight Ashbury Vintage	Haight Ashbury T Shirt
Haight Jewelry	Club Deluxe
Mystery Mister	Crossroads Trading Company
Nice Cuts	Haight Ashbury Tattoo
Fan Clothing	Bettie Page
Kid Robot	Held Over
Ashbury Tobacco Center	Buffalo Exchange
Distractions	Shoe Biz
Mendel's Art Supplies	The Gold Coin
Martin Mack's	Sway
Looking Glass Collage	Liquid Experience
Tibetan Gift Corner	Day Dreams Smoke Shop
Trimmers	Burger Urge
	Touch of Haight
CLAYTON STREET	

Totals for Haight Street - Central Street to Clayton Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
74	1	12	0	1	4

Note: 3 of the 5 retailers were not formula retail when they opened for business

HAIGHT STREET

CLAYTON STREET TO STANYAN STREET (Haight Ashbury)

HAIGHT STREET

Clobba
X Generation
Kids Only
Ideele
Stuf
Haight Shoe Repair
Vacant
FTC
Sparrow
Booksmith
Wasteland
El Faro
Tikka Masala
Rasputin Music
Pipers

Coffee Cantina
Goodwill
Fashion Exchange
Wells Fargo
Pink Lily
Sock Shop
Buyer's Best Friend
Sunshine Wine and Liquor
Static
Ploy II Thai Cuisine
New York Apparel
Body of the Sheep
Vacant
Reincarnation
The Citrus Club
Happy Donuts
Blade Runnerz

Cha Cha Cha
Skates on Haight
Bike Rentals
Haight Street Tobacco Center
Milk Bar
Whole Foods

CLAYTON STREET

Hobson's Choice Bar
Bang On
Relic Vintage
Vacant
American Apparel
Dr. Martens
Robert's Hardware
Dollhouse Bettie
So Good Jewelry

BELVEDERE STREET

Decades of Fashion
Sunrise Deli
Stanza Coffee
Vacant
Loved to Death
The Red Victorian
City Optics
Cheap Thrills
John Fluevog Shoes
Frank's Discount Center

COLE STREET

Siam Lotus
Tibet Styles
La Rosa
Earthsong
Land of the Sun
Alembic
Escape From New York Pizza
Elite Sports
Cold Steel
Great Indian Food
Haight Street Waxing and Nails
Zona Rosa Mexican

SHRADER STREET

Parada 22
Murios
Laguna Café
Amoeba Records
McDonald's

STANYAN STREET

Totals for Haight Street - Clayton to Stanyan Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
75	4	18	1	1	5

Note: 1 of the 6 retailers were not formula retail when they opened for business

HAIGHT STREET

WEBSTER STREET TO SCOTT STREET (Fillmore)

HAIGHT STREET

	WEBSTER STREET
RickyBobby	Two Jack Nik's Place
Wing Wings	Upper Playground
Underground SF	Sam's Cleaners
P. Kok / Josie T. Fashion	Zero Friends
Scent-U-All	Kori Inc.
Raygen8	
Glass Key Photo	
Rooky Ricardo's Records	
Volare Pizza	
Nickie's Bar	
Lee's Meat / Popular Market	Good Fellows Smoke Shop
Cuco's Mexican Restaurant	Love Haight Computers
Sweet Basil Thai	Kate's Kitchen
Lo Cost Meat & Fish Market	CVS

	FILLMORE STREET
Café International	Mack's Barber Shop
Wonderland Chinese	Sushi 509
Greenburger's	Haight/Fillmore Whole Foods Co.
D. Structure	Tandoori on Haight
Mad Dog in the Fog	Vacant
Haight to Wash	Taqueria Estrella
Silky Touch	Rosamunde Sausage
Peacock Lounge	Toronada
Uva Enoteca	Love & Haight Deli
Laundry Locker	Noc Noc Bar
Memphis Minnie's BBQ	Mythic Pizza
Molotov's	Idle Hands Tattoo
Looneys Market	Blown Away Salon
Maven	Robot Speak

	STEINER STREET
	Edo Salon
	Vickie's Boutique
Life	Merch
	Haight Street Work Clothes
Danny Coyle's	Firehorse Salon
Xapno	Nectar
Sushi Raw	Diane's Nails and Waxing
Sunrise Grocery	Groove Merchant Records
Axum Café	Gallery 683

	PIERCE STREET
Vacant	Costumes on Haight
Palmyra	Zen Day Spa
P. Kok	Restaurant Coming Soon
Wak Shack Salon	The Grind Café
	Santa Clara Market

SCOTT STREET

Totals for Haight Street - Webster Street to Scott Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
75	2	36	1	1	5

HAYES STREET

FRANKLIN STREET TO LAGUNA STREET (Hayes Valley)

HAYES STREET

LAGUNA STREET

In Bed	597
Noir Lounge (Coming Soon)	581
2 Sisters	579
Sean	575
Yelo	573
Zeni (Apparel)	567
Nablia's Market	
Propeller (Furniture & Home Accessories)	555
Triple Aught Design	551
Room Service	551
Dish (Women's Apparel)	541
Alla Prima (lingerie)	539
Through the Hayes	529
Flight 001	
Yoga Tree	519
Souvla	517
Patxi's Pizza	511
Stack's Restaurant	501
	449

580	Hayes & Kabob Mediterranear
	Cisco Home
572	Cotton Sheep
568	Zonal (Home Collection)
564	Birch
560	True Sake (sake bar)
556	You Get Results Within
552	Gan
544	Leased
542	Lava 9 (men's and women's leather jewelry)
540	Fiddlesticks
528	Duke Et Dutchess
526	Ver Unica (vintage clothing)
524	Paolo (men's and women's shoes)
520	Place Pigalle (Bar)
516	Undefeated
508	Lavish
506	Timbuk2 (men's and women's accessories)
500	La Boulange

OCTAVIA STREET

Aether	
Future Development	
Azil	451
Steven Alan	445
	437-B
Ver Unica	437-A
Chantal Guillon Bakery	437
Lucid Beauty	427
Papito	425
Azalea Boutique (women's ready to wear)	411
Christopher Elbow Artisinal Chocolates	401

498	Marine Layer
494	Headlights (hair salon)
492	Nail salon
488	Marlena's (Bar)
	Future Development
	Alternative Apparel
418	Bulo's Women's Shoes
416	Gimme Shoes (men's and women's shoes)
406	Dobb's Ferry Restaurant
400	Chez Maman Café

GOUGH STREET

Cafè Della Stelle (Italian Restaurant)	395
Polanco (Mexican art/antiques)	393
Gimme Shoes	381
Sugar Lounge (bar)	379
Painters Place (Framing)	371
RCI Financial	369
Vacant	355
Nancy Boy	347
Acrimony	333
ALotus Bleu	327
Ler Ros (Thai Restaurant)	325
The Grove	301

398	Absinthe
388	Absinthe (Private Dining Room Under Construction)
384-B	Arlequin Sandwich Shop
372	Arlequin Wine Shop
370	F.Dorian
364	Schulzies Bread Pudding
364	Finn (women's apparel)
364	LEASED
350	Uko (women's apparel)
348	Americas Travel
336	Plantation
322	Fringe Salon
320	Hayes Street Grill (seafood restaurant)

FRANKLIN STREET

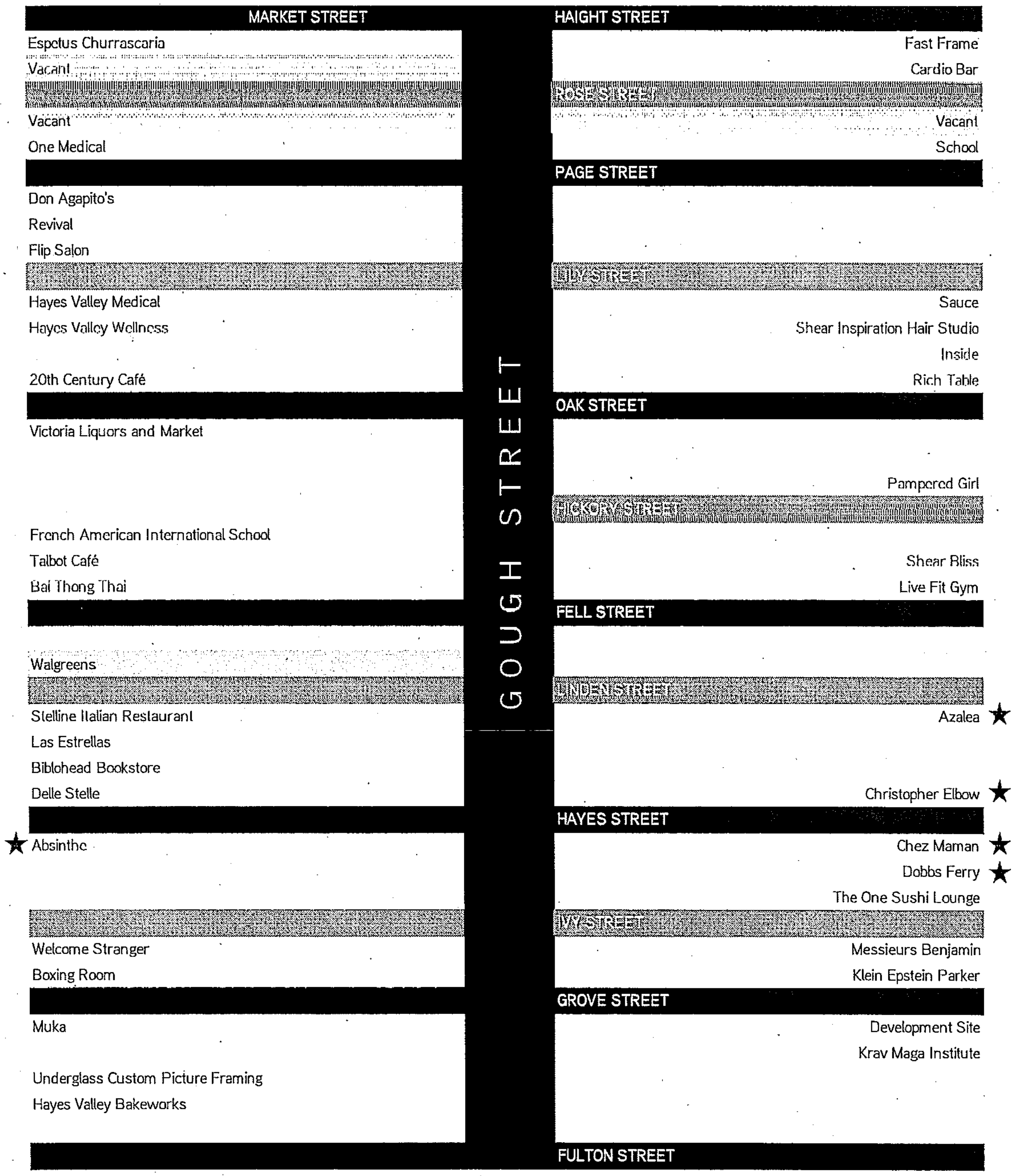
Totals for Hayes Street - Franklin to Laguna Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
83	1	27	0	2	1

Note: 3 of 3 retailers were not formula retail when they opened for business

GOUGH STREET

FULTON STREET TO MARKET STREET (Hayes Valley)



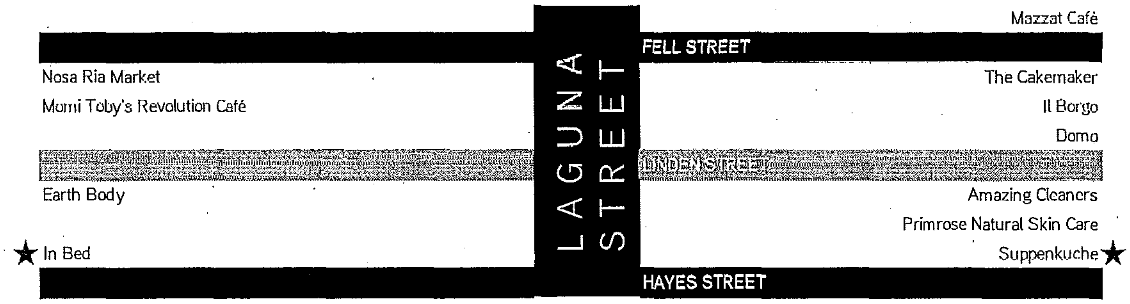
Totals for Gough Street - Fulton to Market Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
40	3	14	0	0	1

★ Part of Stores Counted on Hayes Street Map

LAGUNA STREET

HAYES STREET TO FELL STREET (Hayes Valley)



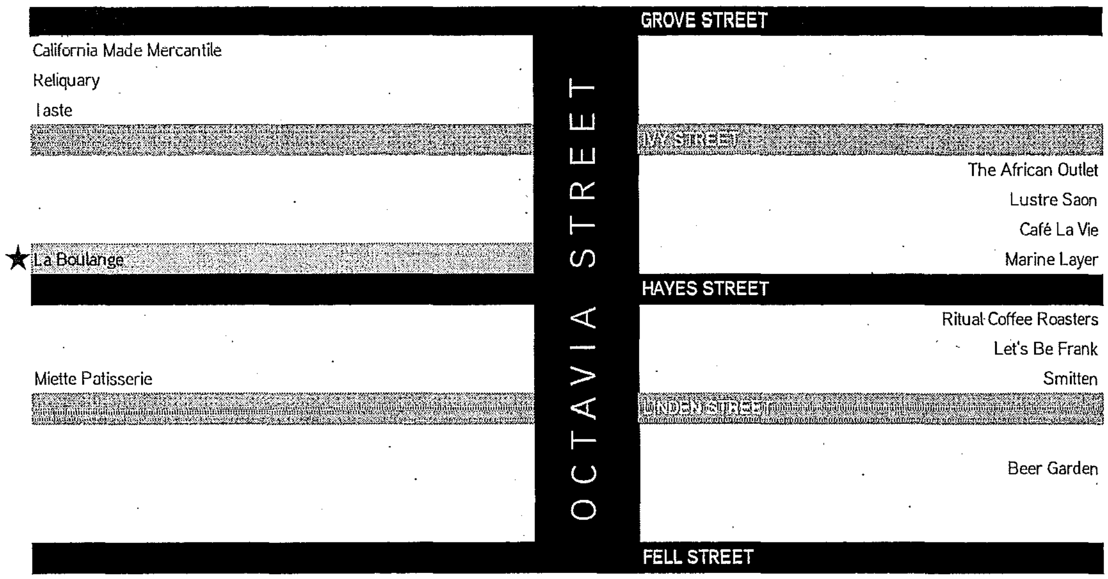
Totals for Hayes Street - Franklin Street to Laguna Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
9	0	6	0	0	0

★ Counted on Hayes Street map

OCTAVIA STREET

GROVE STREET TO FELL STREET (Hayes Valley)



Totals for Octavia Street - Grove Street to Fell Street

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
12	0	7	0	1	0

★ Counted on Hayes Street map

DIAMOND STREET

SURREY STREET TO MONTEREY BOULEVARD (Glen Park)

		DIAMOND STREET	SURREY STREET	
Eyedentity Vision	2786			
Manzoni	2788			
Diamond Dental	2790			
Hong Sing Chinese	2794			
Tyger's	2798			
Restaurant	702 Chenery		696 Chenery	Buddie's Market
			CHENERY STREET	
Glen Park Cleaners	701 Chenery		699 Chenery	Le Petit Laurent
Rockit Swirl	2810			
Bank of America ATM	2810		2815	Canyon Market
Glen Park Station Bar	2816			Wells Fargo ATM
La Corneta	2834			
			WILDER STREET	
Sol Gym	2838			
Gialina	2842		2825	Glen Park Library
KERN STREET				
Pebbles Café	2852		2885	Bello Café and Tea
Law Offices	2860		2895	Citibank
			BOSWORTH STREET	
Glen Park Market	2900			
Viking Subs	2906			Glen Park BART Station
Glen Park Mail Depot	2912			
Five Star Nails	2920			
Osha Thai	2922			
Sunshine Nails	2966			
			MONTEREY BOULEVARD	

Totals for Diamnond Street- Surrey Street to Monterey Boulevard

Retail Spaces	Vacancies	Food Service	Banks	San Francisco Bay Area Founded/Based Formula Retail	Non-Local Founded/ Based Formula Retail
27	0	12	3	2	1

GEARY BOULEVARD

4TH AVENUE TO FUNSTON AVENUE (Inner Richmond)

GEARY BOULEVARD

			FUNSTON AVENUE
BLS Indian Passport Center	4837	4828	Joo Mak
		4820	B&B Pet Supply
The Hemp Center	4811	4818	Toy Shop Auto
Sleep Train Mattress Center	4801	4850	76 Gas Station
			12TH AVENUE
State Market Liquor	4751	4750	Geary Parkway Motel
Biltwell	4745		
Dong Bei Mama	4737		
Sherwin Williams	4733	4724	Rockin Crawfish
Green Earth Cleaner	4721		
The Girls Lounge	4717	4720	Natural World Spa
Express Liquor	4715		
The Hearth	4701	4700	Lamps Plus
			11TH AVENUE
Jack in the Box	4649	4652	Would U Believe Cocktails
My Tofu House	4637		
First Korean Market	4625	4644	Box Brothers
Vacant	4615		
Wooden Charcoal	4611	4620	Michelin
Gourmet Goods Russian Deli	4605		
Coffee Break	4601	4600	Boudin Bakery
			10TH AVENUE
Star of the Sea School	360 9th	4545	Evergreen Mortuary
Shell	4501	4550	Mattress Discounters
			9TH AVENUE
Citibank	4455		
Meineke Auto Center	4419	4444	Gaetani Real Estate
Tawan's Thai Food	4403	4442	State Farm Insurance
Modera Liquor and Wine	4401		
			8TH AVENUE
SF Federal Credit Union	4375	4330	Vacant
ITC Medical Supplies	4373	4328	Iyana Massage
East West Bank	4395	4312	Richmond Dental Care
United Methodist Church	4301	4310	Ninelus Salon
Ashley & McMullen	4300	4300	Vacant
			7TH AVENUE
Cheap Pete's	4249		
BLS International Services	4239		
The Tricolor Restaurant	4233		
Lana Li Acupuncture	4225		
La Bergerie French Restaurant	4221		Sincere Kitchen and Bath Showroom
Hanuri Korean BBQ	4217		
Silver Star Sports Ware	4205		
Café Coco	4201		
			6TH AVENUE
		4150	KFC
		4142	Five Happiness
Kaiser Medical Center	4100	4134	Maze Bar
		4128	Brothers Restaurant
		4124	Bella Pizza
		4112	Quan Bai
		4100	Abby Tavern
			5TH AVENUE
		4050	The Tidy Shoppe
		4016	Progressive Insurance
Toyota	4099	4014	Camp BBQ
		4012	Green Island
		4000	Ken & Mary Hair Salon
			4TH AVENUE

Totals for Geary Boulevard -4th Avenue to Funston Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
74	3	25	2	2	11

GEARY BOULEVARD

FUNSTON AVENUE TO 19TH AVENUE (Inner Richmond)

GEARY BOULEVARD

		19TH AVENUE	
Wells Fargo Bank	5455	5450	Sterling Bank & Trust
		5450	Volcano Curry of Japan
Starbucks	5455	5450	Gordo Taqueria
		5442	A Track Cleaners
		5438	Vacant
Benjamin Moore	5435	5432	Postal Services
		5430	Geary Shoe Repair
Medical Supply	5427	5424	Magic
Swamp	5423	5420	Joe's Ice Cream
		5418	Alexandria Building Supply
Vacant	5403	5400	Kawaii Corner
Golden Donuts	5401	5400	New Development
		18TH AVENUE	
Infini Tea	5351	5350	Europa Plus
Rick's Barbershop	5349	5346	The Nag's Head
Quality Shoe Repair	5343	5344	Enjoy Vegetarian Restaurant
Geary Convenience	5339	5338	Naya
		5336	Samila Thai
Royal Market	5335	5332	Psychic Therapy
		5322	Hong Kong Lounge
Buffalo Burgers	5317	5320	McKenzie's Bar
		5300	Geary Medical Center
Royal Ground Coffee	5301	5300	Cigarettes Cheaper
		17TH AVENUE	
California Bank and Trust	5255		
Renaissance	5241		
Salon Centric	5237	5280	Walgreens
Geary Boulevard Dental	5233		
One Main Financial	5231	5280	Domino's Pizza
Creations Dessert House	5217		
Vacant	5211	5280	Ross Dress For Less
Jeff's Jeans	5203		
Peet's Coffee	5201		
		16TH AVENUE	
Joe's RX Health Mart	5199	5160	Pacific Western Bank
		5158	Shabu House
Old Shanghai Restaurant	5145	5150	The Hobby Company
		5138	Hearing & Low Vision Solutions
Law Offices	5139	5124	Picture Machine Tattoos
Loviness	5133	5120	Shabuway
Kim's Nail Care	5131	5120	Men Oh Ramen
Best Cuts	5129	5116	Bay Area Oral and Facial Surgery
Kabuto Restaurant	5121	5100	7-Eleven
		15TH AVENUE	
Sun Architecture	5059	5050	Top Dog
ReMax Alliance	5059	5040	XOXO Mobile
Focal Point	5055	5036	Geary Dance Center
Dragon River Restaurant	5045	5028	Park Presidio Counseling
Ariake Restaurant	5041	5026	New Perspectives
Sichuan Home	5037		
Silver Cut Hair Salon	5031	5030	House of Bagels
Sewing Machines & Vacuums	5025		
Lou's Café and Sandwiches	5017	5020	Amphawa
G&G Produce	5015	5014	Advance
Beauty Center	5011	5010	Davis Realty
Liberty Tax	5001	5000	New Series World
		PARK PRESIDIO	
		FUNSTON AVENUE	

Totals for Geary Boulevard -19th Avenue to Funston Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
86	3	29	3	6	6

CLEMENT STREET

ARGUELLO BOULEVARD TO 5TH AVENUE (Inner Richmond)

CLEMENT STREET

			ARGUELLO STREET
Clement Mini Market	2	1	Village Pizzeria
HL Skin Care	6	7	Perfect George
The Mysterious Rack	12	9	Pilates
Aqua Spa	14		
Yo Yo Salon	24		
A+ Hair Plus	26	15	Amlard Leather
Satin Moon Fabrics	32	35	Tonie's Nails
With Style	36	55	Lola
Shi's Hair Studio	40		
Eats	50	59	Optometrist
			SECOND AVENUE
Clement Tours and Travel	100	101	Fabrix
The Plough and the Stars Bar	116	111	New Natural Salon
Vacant	124	115	Sparky's Party Store
A French Bistro	126	125	Joseph Fine Art School
Future Jewelry Store	130	127	B Star Café
		133	Le Soleil
		143	Presidio Preschool
		147	Kumquat Art
Vacant (Formerly CitiKids)	148-150	151	Giorgio's Pizzeria
			THIRD AVENUE
Cumaica	200	201	Gazebo Florist
Story	202	201A	The Cell Wireless
Tengland Chinese Restaurant	208	207	Ultimate Salon
Kisha Studio	210	211	Vacant
Seedstore	212-218	219	Medical Building
Park Life	220	225	Q Restaurant
Grain D'Or	236	235	Vision Center
		239	Good Noodle Pho
		245	Johnson's Acupuncture
Vacant (Busvan)	240-244	251	Super Tokio
			FOURTH AVENUE
Trend 2000	304	301	Chase Bank
Blue Danube Coffee House	306		
Herbalist Consulting Center	308	309	Burma Superstar
Mai's Vietnamese	316	317	Variety Shop
Chung Chou Herb and Tea	320	323	Cheung Hing Deli
Genki	330	331	Quickly (licensee)
Tenant Coming	332	335	True Value (franchisee)
China First	336	339	T&L Market
King of Thai #2	346	343	Barley Café
Shabu House	354	349	Troya
			FIFTH AVENUE

Totals for Clement Street - Arguello Blvd to 5th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
69	4	22	1	2	1

CLEMENT STREET

5TH AVENUE TO 9TH AVENUE (Inner Richmond)

		CLEMENT STREET		
				FIFTH AVENUE
New Lien Hing Supermarket	400		401	Toy Boat Café
Neck of the Woods	406		407	D&A Café
Dirty Trix Saloon	408		419	CK Salon
Medical Building	414		425	6th Avenue Aquarium
Curves	432		431-433	Alex Bakery
T-Mobile (authorized dealer)	436		441	The Bitter End
Norvegr Salon	442		443	Ceramics Store
Able Medical	448		445	Taiwan Restaurant
East West Bank	498		455	Puli Trading
				SIXTH AVENUE
24 Hour Convenience Store	500		501	Wing Lee BBQ
Green Apple Books	506		503	Wing Lee Bakery
Vinh Khang Herbs and Ginseng	512		507	Vacant
Green Apple Music	520		517	101 Super Mart
Pacific Books & Art	524		519	Sweet Hut
Best & Fresh Food	538		521	Schubert's Bakery
540 Club	540		523	Fashion Exchange
Bread of Life	544		547	Kamei
Natural Wonder Face & Body Clinic	548			
May Shun Trading Company	554		599	AAA
				SEVENTH AVENUE
Bank of America	600		601	Kung Fu
Variety Shop	606		611	Klein & Co. Real Estate
Yong Fong Company	612		621	Clement Restaurant
Fame Hair Design	616		625	Xiao Long Restaurant
Industrial & Commercial Bank	622		633	Wing Hing Seafood
Sakesan Sushi & Bistro	626		637	1/2 Hour Photo
Hawaiian Style BBQ	634		639	King of Thai #1
Vacant	642		645	Healthy Produce
Dental Office	646		651	Gourmet Dim Sum
JVD Global	658		661	Yin Xing Food Company
				EIGHTH AVENUE
Wei Lee Chinese Food & Donuts	700		701	Radioshack
Clement Street Bar & Grill	708			
Pinelli's Flowerland	714		707	Richmond New May Way Supermarket
Fela's Bargain Center	720			
Chili House	726			
Good Luck Dim Sum	736		731	Stein's
Hairview Salon	738			
Goldstar Discount Store	740			
Photo Print Store	742			
Tenant Coming	746			
Eternal Springs	750			
See's Candies	754		745	Walgreens
				NINTH AVENUE

Totals for Clement Street - 5th to 9th Avenues

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
73	2	28	3	3	5

CLEMENT STREET

9TH AVENUE TO 12TH AVENUE (Inner Richmond)

			NINTH AVENUE
Hamburger Haven	800	801	Bank of the West
Mark Kai Company	802		
Wendy Beauty Salon	808		
Supertime Travel	810		
Exploring Music	814	815	Happy Garden
Goodwill	820	823	Pizza Orgasmica
Grindz Hawaiian	832	831	Seafood Center
Singapore Malaysian	836		Godiva
Heroes Club	840	837	US Post Office
Cherry Blossom Bakery	844	841	Cable Car Liquors
Tai Hing Book and Gift	848		
The Grill and Pot	852	843	Apple Land Produce
			TENTH AVENUE
Vacant	900	901	All Star Donuts
My Thai	908	905	North Cal Trading
Dermatouch	910	907	Buddhism Supply
Clement Tax Service	912	919	Gateway Bank
Y&Y Vietnamese	914		
O Salon	916		
Chinese Herbs	918	933	Tong Palace
AT&T (Authorized Dealer)	918		
Cute T Nails	934	939	House of Banquet
Salon 936	936		
Wing Sing Restaurant	952	951	Shabu Club
			ELEVENTH AVENUE
Cali Phonia	1000	1001	Linen Outlet
Wash & Dry	1010		
Wu's Healing Center	1014		
Vacant	1020	1019	Ace Hardware (Licensee)
Clement Laundry	1024		
Wayne Wang Dental	1030	1033	North East Medical Supply
Café La Flore	1032		
Rosa's Beauty Salon	1038		
Chimay	1042		
			TWELFTH AVENUE

CLEMENT STREET

Totals for Clement Street - 9th to 12th Avenues

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
50	2	19	2	2	2

GEARY BOULEVARD

19TH AVENUE TO 25TH AVENUE (Outer Richmond)

		GEARY BOULEVARD		
		25TH AVENUE		
First Republic Bank	6001		6050	Bambu
California Auto Repair Service	6027			
Farmers Insurance	6033		6040	House of Flowers
Purple Skunk Board Shop	6037			
Jiffy Lube	6099		6000	Chevron
		24TH AVENUE		
Seakor Deli	5957			
Netsource, Inc.	5955			
Uniworld Travel	5947			
Khan Toke Thai	5933		5950	St. Monica's Church
Polam F. C. U.	5923		5920	Russian Catholic Church
Tommy's Mexican Restaurant	5929		5900	St. Monica's Church
Shear Sensation	5915			
Geary Cleaners	5911			
Arlekino	5909			
First Cake	5901			
		23RD AVENUE		
Liberty Market	5851		5860	Atman Computer
Fanny's Skin Care	5847		5856	Richmond Nail Salon
Russian Fine	5845		5850	Um Mason
Thoms	5843		5848	Tigges Jewelers
			5844	AMG Travel
Golden River Restaurant	5827		5842	Babylon Beauty Salon
			5840	Farmers / Newage
Ton Kiang	5821		5830	La Vie Vietnamese Restaurant
Floral Design	5815		5822	Geary Chiropractic Clinic
Meest SF	5813		5820	Private I Salon
Krave Hair & Beauty	5809		5812	Safe Harbor
Gastronom	5801		5800	Aziza
		22ND AVENUE		
Self Help for the Elderly	5757		5758	UPS Store
Little Tokyo	5733		5754	Balance Traditional Thai Massage
Leung & Associates	5727		5748	Shlomit Skin Care
Kitaro	5723		5740	Belly Burger
Lucky Fortune Restaurant	5717		5716	Public Parking Lot
Andrew Full Image Salon	5707		5716	Turtle Tower
Sakana Bune	5701		5700	DePlace
		21ST AVENUE		
Chase	5655		5654	USPS
New World Market	5641		5644	Subway
Perfect Hair Care Center	5637		5644	Radioshack
Blarney Stone	5625		5636	The Gables
John Campbell's Irish Bakery	5625		5628	Vacant
Vacant	5621		5620	Blackwell's Wine and Spirit
Martelli's Liquor and Grocery	5616		5614	Anteka Pharmacy
Evergreen Market	5601		5612	Torgsyn Discount Pharmacy
			5600	Aaron Brothers
		20TH AVENUE		
Emma's Coffee House	5549		5548	H&R Block
Mai's Beauty Salon	5547		5548	American Beauty Salon
Versailles Jewelry	5545		5546	Gaspare's
Dick's International	5541		5542	Torgsyn
Shermsonia Cleaners	5539		5540	Russian Bakery
Richmond Produce Market	5527		5530	Tasty
Sanmo Travel	5525		5524	Kappou Gomi
Richmond Vision Care	5515		5522	Floral Design Studio
Shaolin Temple USA	5509		5520	K&G Jewelers
			5512	Vacant
East West Bank	5501		5500	Bank of America
		19TH AVENUE		

Totals for Geary Boulevard -19th Avenue to 25th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
92	3	24	3	3	10

GEARY BOULEVARD

25TH AVENUE TO 43RD AVENUE (Outer Richmond)

		43RD AVENUE	
		25 Point Lobos Ave	Walgreens
		42ND AVENUE	
Chinese Seventh Day Church	7777		
		41ST AVENUE	
		499 41st Ave	SFFD Fire Station
		40TH AVENUE	
Oceanview Market	7601		
		39TH AVENUE	
		38TH AVENUE	
76 Gas	7355		
		37TH AVENUE	
Citi Laundry	7253		
		36TH AVENUE	
		35TH AVENUE	
Kufu Ya	7001	7000	Pacific Café
		34TH AVENUE	
Vacant	6909	6938	Perfect Salon
Pacific View Cleaners	6907	6928	33rd Avenue Liquor
Donairo's Pizza	6905	6918	Optometrist
Sugar Cane Express	6903	6902	Test Magic
Xpresso	6901	6900	The Art Bistro
		33RD AVENUE	
		6850	Asthma & Allergy Clinic
		32ND AVENUE	
George Washington High School	600 32nd Ave	**31STAVENUE**	
		30TH AVENUE	
		450 30th Ave	Presidio Middle School
		29TH AVENUE	
		6442	Veterans SFCA Electric
		28TH AVENUE	
		6350	Gary on Geary
		6340	Vladimir's Hair Salon
Grocery Outlet	6333	6332	Sherman Dentistry
		6314	Jang Soo BBQ
		6312	Windtest April Computer
		6304	Dental
		6300	Troika Gifts
		27TH AVENUE	
Shalai Seafood Restaurant	6255	6260	Salon
St. George Pathfinders Inc.	6231	6254	Home Sweet Home Realty and Funding
Richmond Senior Center	6221	6250	Young Artist Art School
Beauty Services	6209	6246	Mia Elegant Designs
Ricky's Antiques & Collectibles	6207	6242	Rada Fashion Design
Perfect Massage	6201	6200	Holy Virgin Cathedral
		26TH AVENUE	
Café Enchante	6157	6150	Trad'r Sams
Sunrise Medical Supply	6149	6146	Hollywood Market
FH Video Inc.	6139	6138	Screen Printing Supplies
Kirin Chinese Restaurant	6135	6134	Joe's Coffee Shop
		6128	Paul's Hat Shop
Great India Restaurant	6127	6126	My Flower Shop
		6120	ACE Furniture
Dr. Jimmy Fong Optometrist	6115	6114	Grand Italy Furniture
Avetex Furniture	6101	6100	Citibank
		25TH AVENUE	

GEARY BOULEVARD

Totals for Geary Boulevard -25th Avenue to 43rd Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
54	1	13	0	0	3

9TH AVENUE

LINCOLN WAY TO JUDAH STREET (Inner Sunset)

9TH AVENUE

LINCOLN STREET

Park Gyros	Pacific Catch
Park Animal Hospital	T Mobile
Pierre's Auto Body	Hanami
Le Video	Nopalito
Jenny's Burger	Standard Roofing
Daily Health Vitamins	Sunset Stationers
Gordo	Paragraph
Marnee Thai	Misdirections Magic
Sunset Gym	Park Chow
Steven Payette Attorney	Children's Dentistry
Anna's Hair Gallery	San Fran Psycho
Honda Service Center	Alaya
Kiki Sushi	Vacant
Ebisu	La Boulange
★ Bank of America	Hotei
	Ambiance ★

IRVING STREET

★ Rexall's Reliable Drugs (Locally Owned)	Jamba Juice ★
Beanery	On the Run
Howards' Café	Social Brewery
Mucky Duck	Milano Pizzeria
Dentist	Craw Station
Soi Gow Thai	Oriental Gallery
Nabe	La Paz Imports
Mary Anne Hair Cuts	Bija Yoga
Golden Acupuncture	Dripd Coffee / Green 11
Arizmendi Bakery	Andy's Chinese
Animal Internal Medical	Nan King Road
Pierre's Auto Body	Man Hing Market
Urban Bazaar	Optometrist
Masala Dosa	Sunset Barber
Golden Age Vintage	M's Café
G Salon	Jimisan Sushi
Cybelle's Pizza	Sandy's Cafe
Donut World	Curry Village
J&J Bakery	Holy Gelato!

JUDAH STREET

Totals for 9th Avenue - Lincoln Way to Judah Street\

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
65	1	35	0	1	1

Note: 1 of 2 retailers was not formula retail when they opened for business

★ Counted on Irving Street Map

IRVING STREET

7TH AVENUE TO 10TH AVENUE (Inner Sunset)

IRVING STREET

7TH AVENUE

Daily Beauty Salon
The Beanery
Integrative Dentistry
Chloe's Closet
Crepevine
Crossroads Trading Company
Salon J
Naan N' Curry
Café Raintree

Wishbone
Fireside Bar
Daily Beauty Supply
Sherry's Cleaners
Pacific Rim Optometry
Sunset Shoe Repair
Pluto's
Burn Fitness
Tart to Tart
Vacant
First Republic Bank

8TH AVENUE

Pasquale's Pizzeria
La Fonda
Irving Street Café
Vacant
Progress Hardware
Yancy's Saloon
Posh Bagel
Starbucks
Optomitrix
Ambiance

Citibank
Supercuts
Yumma's Grill
Wells Fargo
Villa Romana
Pasion
Art's Café
Citishoes
Jamba Juice

9TH AVENUE

Bank of America
Sheng Kee Bakery
Patxi's Pizza
828 Irving Market
Blackthorn
Perilla
Vacant

Rexall Drugs (Locally Owned)
US Post Office
Sterling Bank
Radioshack
Eight Thirty Seven Salon
Pearl
Sushi Kazu
The Oasis Travel
Manna

10TH AVENUE

Totals for Irving Street - 7th to 10th Avenues

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
55	3	24	5	6	4

Note: 3 of 10 retailers were not formula retail when they opened for business

IRVING STREET

19TH AVENUE TO 26TH AVENUE (Outer Sunset)

IRVING STREET

		19TH AVENUE	
Starbucks	1800	1809	First Republic Bank
Sunset Nails	1810	1815	Handy Deli
T Mobile	1812	1821	Frank's Floral
Pho Pho Quoc	1816	1825	Irving Pizza
The Taco Shop	1824	1827	Palayan's Oriental Rug
Brother Seafood	1830	1833	Pho Huynn Hap 2
YTD Salon & Spa	1838	1839	Family Dentist
US Bank	1850	1845	20th Ave. Cleaner & Laundry
		1899	Lucca Foods Delicatessen
		20TH AVENUE	
Taco Bell	1900	1905	Pro Cleaner
Silver Spur	1914	1915	Honey Berry
Tpumps		1917	Lucky Spot
Tofu Village	1920	1919	ECT Dessert Café
Noori	1924	1929	828 Hair Salon
A-1 Smoke Shop	1932	1931	Ichi Ban Kan
King Won Ton			
Town & Country Beauty	1944		Ah Sing Supermarket
Ronley's Jeweler	1948	1941	Sheng Kee Bakery
Sundown Cleaner	1952	1945	Bank of America
		21ST AVENUE	
Citibank	2000	2001	Bank of the Orient
Zone Hair Design	2004	2007	Optometrist
Vacant	2024	2025	AT&T
Shargrila Restaurant	2026	2027	Modern Design Salon
Sun Maxim's Restaurant	2050	2033	Facial Plus
Walgreens			Wonderful Dessert Co.
		2037	Verizon
		2045	Tutti Melon
		2049	Uncle Barney's Bagel & Dessert
		22ND AVENUE	
Salon de Hong Kong	2100	2201	22nd & Irving Melt
Designer	2102	2115	Sunrise Deli
Kobe Bento	2110	2121	New May Chung (Fruit & Veg)
Quickly	2116	2123	Chabaa (Thai Restaurant)
Micado Restaurant	2126	2127	Sun Beauty
G & D Trading	2132	2131	Irving Central
Sticks BBQ	2138	2161	Vacant
Tea Woy Express	2142	2165	Waha Fa Produce
Irving Café & Deli	2146	2181	Yum Yum Fish
Let's Roll		2191	Guandong Barbecue & Tea House
		23RD AVENUE	
Irving Housewares & Gift	2204	2201	Vacant
Mei-Shan Ginseng	2206	2219	East West Bank
Cutting Corner Hair	2216	2225	Marnee Thai
Xfinity Cellular	2218	2229	S&V Collections
Te Pastry,	2222	2233	American Chiropractic
Heland's Clothing	2224	2237	Foot Clinic
Loi's Vietnamese Restaurant	2228	2245	Heartland Healthy Food
P & R Beauty Salon	2230	2253	Happy Bakery
Saiwaii Ramen	2240	2257	HSBC
		24TH AVENUE	
Wells Fargo	2300	230	Cutting Corner
Easy Money	2312	2305	Lychee Café
	2322	2309	Irving Health Food
City Cots	2324	2311	Sunset Music
Durty Nelly's (Bar)	2328	2315	Discount Fabric
Vacant	2340	2323	Chase Bank
Think Tank Learning	2356	2333	Chinese Restaurant
Frank Zhong MD	2360	2337	Hoa Thuam Restaurant
Eye Care	2380	2341	M.V. Training
		25TH AVENUE	
Goodwill	2400	2401	Hardware

Totals for Irving Street - 19th to 26th Avenues

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
107	4	47	8	5	11

TARAVAL STREET

12TH AVENUE TO 18TH AVENUE (Outer Sunset)

TARAVAL STREET

			12TH AVENUE
Baynet and Co, Inc.	210		CHURCH PARKING
Ho's Drapery, Inc.	220		
American Properties	232		
Lending Team Mortgage	234		
Dittler Real Estate	240	275-277	Community of Christ Church
San Francisco Wine Trading Co	250		
			FUNSTON AVENUE
residential	300	321	Covenant Presbyterian Church
Elanie for Hair	304	331-333	residential
residential	318	335	John C. Tang, DDS
residential	324	339	Tasana Hair Design
Joseph D. Basso, DPM	340	341	Backroom Dining
Oral and Maillofacial Surgery	348	345	Supreme Cleaners
Tender Rose Home Care	360	355	Syvanus Drapery and Apolstery
			14TH AVENUE
residential	400	401	Vacant
residential	410	417	Vacant
residential	420	425	Vaccarezza Glass Co
D Salon	424	445 Ste A	Kelly Moore Paints
residential	430	445 Ste B	Voiz Music Studio
Kolping Center	440		
Strategy Workplace Communications	446		
Dragon Printing and Copying	450		
Lee's Nail Care	452		
Guerra Quality Meats	490		
			15TH AVENUE
residential	500-502	501	Akua Nails
residential	506-508	509	Lifestyle F.I.T. Personal Training Studio
residential	512-514	521-523	residential
residential	518-520	527-529	residential
Irene Tsang Farmer's Insurance	522	533-535	residential
residential	530-532	537	Beauty and the Beasts Pet Grooming
residential	536-538	547	Parkside Pilates
residential	542-544	549	Bella Blue Baby Couture
Leaps Beauty and Cosmetic Center	546	555	Parkside Farmer's Market
World Oyama Karate	550		
			16TH AVENUE
residential	608	601	Wendy Hair Design
Wah Kee Barber	616	603	Hapkido Charles Gracie Jiu Jitsu
residential	618	609-611	residential
no sign	624	615-617	residential
Shamrock Realty	620	621-623	residential
Ronald Mack, DDS	632	633	Growth and Learning Opportunities
Taraval Chiropractic	634		Vision Financial Group, Inc.
Hong Kong Art Salon	642	643	residential
Natural Wonder Beauty Creation	650	645	Grace Point Community Church
			17TH AVENUE
Safeway	730	701	Parkside Cleaners
		707	Super Hair Cuts
		709	Financial Services Center of America, Inc.
		719	Victor's Bakery
		723	Health Link-Home Health Agency
			Perfect Massage Center
		731	Tonight Soju Bar
		745	New Sunny Cleaners
		747	Brightmap Laundramat
		749	Kenneth G. Louie, DDS
		755	Stop and Save Liquors

Totals for Taraval Streett - 12th Avenue to 18th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
58	2	3	0	1	1

TARAVAL STREET
18TH AVENUE TO 22ND AVENUE (Outer Sunset)

TARAVAL STREET

18TH AVENUE

Gold Mirror Restaurant	800
residential	810-812
May Fung Fashion Co.	820
Easyfinder Communications	824
Rita Warth Hair Salon	826
Dr. James Ou, D.C.	830
All Homes Financial, Inc	
Taraval Eye Care Optometrists	834
One Mafrtial Arts	850
Church of God in San Francisco	870
Knet Karaoke	870
New Ha Nai Bistro	890

801	Orthodontics Pediatric Dentistry
809	Happy Day Preschool
823	Orthodontics Pediatric Dentistry
845	Citibank

19TH AVENUE

Chase Private Client	926
KK&C Realty	950

901	Sushi Raw
909	Vacant
911	Shannon Arms Cocktails
917	Szechuan Taste Restaurant
925	Doc Fai Wong Martial Arts Center
	David Sok/Angela Lee Farmers Insurance
933	Parkside Preschool
937	House of Pancakes
941	Royal Beauty Salon
945	Parkside Postal
949	G & Z Lucky Store
959	Copy Circle

20TH AVENUE

First Bank	1000
Grandma's Saloon	1016
The Bay Pastry	1018
H.K. Designer Beauty	1020
Linda's Liquor	1026
Smile House Café	1030
Ying Kish Smoke Shop	1038
Shandong Deluxe Noodles	1042
Medical Office	1044
Quickly	1050
New Taraval Café	1054

1007	Bank of America
1011	on Fung Chinese Herbs, Ginseng and Tea
1021	Taraval Seafood House
1041	Sushi Zen
1043	Chinese doctor
1055	Hot Pot Garden

21ST AVENUE

Vacant	1100
Hui Kai Sing Co Gift and Toy	1112
Pro Clean One	1116
Sterling Bank	1122
Tennessee Grill	1128
Parkside Dental Care	1134
residential	1144
KFC/Taco Bell	1150

1101	French Bakery
1105	Banhwich Vietnamese Café
1109	SCK Salon
1111	Ocean Laundry Dry Cleaners
1115	Taraval Pizzeria
1119	Yogurt GG
1123	Taraval Nails
1131	Antigua Coffee Shop
1133	Cosmic Computers
1135	Selena's Beauty Care
1139	Super Cue
1143	The Deli King
1147	Interstate Tax Service
1151	Lynda Chang, CPA
	Trio Properties
1153	Taraval Tailors
1155	37 Degrees Dessert Café

22ND AVENUE

Totals for Taraval Street - 18th Avenue to 22nd Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
68	2	24	5	2	5

TARAVAL STREET

22ND AVENUE TO 27TH AVENUE (Outer Sunset)

TARAVAL STREET

			22ND AVENUE
PUBLIC LIBRARY	1200	1201	Walgreens
McCOPPIN SQUARE		1215	Good Luck Market
		1223	Liquor Locker
		1227	Spywash Laundry
		1233	Curtis Raff, DDS
		1235	Veterinary Vision , Inc.
		1241	Inspire Music
		1255	residential
			23RD AVENUE
McCOPPIN SQUARE		1321	Gentle Cuts
		1327	First National Realty
		1333	residential
		1339	Especially Cats Veterinary Hospital
		1353	Raiju Kitchen (for sale)
		1355	Dragon Lounge
			24TH AVENUE
Trolley's Café	1400	1409	Hari stylist
Dog Pit Hot Dogs	1404	1417	Paul's Shoe Repair
The Learning Place	1408	1419	Aroma Beauty Care
residential	1414	1425	Vacant
residential	1420	1427-1429	residential
Farmers Insurance Dist Office	1434	1433	8 Immortals Restaurant
Prudential California Realty	1430	1439	Ninki Sushi
residential	1440	1447	Marco Pollo Ice Cream
Sonic Wireless	1442	1455	Noriega Furniture
Cherry Art Studio	1444		
			25TH AVENUE
Beautyshop.net	1500	1501	123 Wash & Dry
Sevan Liquor & Deli	1508	1509	residential
O'Keefe & O'Keefe Law Offices	1514	1511	Frank Lew State Farm Ins
Capital Financial	1518-1520	1517	J.L. Salon
Computer Sales/Service		1519	Cindy Nail Salon
Pick School of Ballroom Dancing	1532	1531	Sunset International
Flora Permanentn Beauty Center	1572	1533	JC Real Estate Investment Group
Uniter Assoicates Inv, Inc. Real Estate	1580	1539	Sky Express Travel
International Hair & Skin Care	1590		Pacific Education Group
			Andy Forrest Civil Engineer
			Downey Insurance
			Christopher Nichols, DDS
		1541	King of Thai Noodle
		1551	Classic Designs School Uniforms
		1561	Vacant
			26TH AVENUE
Vacant	1600	1601	El Burrito Express
Brain Child Education Center	1614	1605	Bloom
G Cube Shabu Shabu	1626	1617	Chinese Herbs/Acupuncture
Andre's Foreign Car Service	1634-1644	1621	Earl Capuli, DDS
		1635	Camera Botique
		1641	Basic West Insurance
		1647	Taraval Times.com
			Sunset Movement Arts

Totals for Taraval Streett - 22nd Avenue to 27th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
60	3	10	0	0	3

TARAVAL STREET

27TH AVENUE TO 32ND AVENUE (Outer Sunset)

TARAVAL STREET

			27TH AVENUE
Sunset Services taxes, bookkeeping	1700	1701	shoe store
Eagle Pizzeria	1712	1709-1711	Kevin Ho, MD
Versus Games	1716	1713	King of Dumpling
Yang Sum Kwok Qi Gong Asoc	1718	1721-1723	residential
Rolling Out Bakery	1722	1727	H & R Block
Lee's Sax Worx	1724	1735	Taraval Okazu Ya Restaurant
Parkside Day Spa	1732	1741	Belmira's
residential	1740	1745	Theme 18 clothing
		1749	B. Presley Nelson, DDS
		1757	T-28 Bakery
			28TH AVENUE
U.S. Post Office	1800	1801	residential
Herbert Wong Optometry	1816	1813-1815	residential
Gordon Wong, DDS	1818	1821	Great Wall Hardware
Parkside Paint & Body Shop	1826	1855	76 Gas Station
Parkside Garage	1830		
International Video	1850		
			29TH AVENUE
Winnie Liang, CPA	1900	1901	Vacant
Hair to Dye For	1904	1915-1917	residential
residential	1910	1921	residential
Wiener and Associates, Realtors	1918	1929	Amabile School of Music
William Tom Realty, Inc.	1920	1935	Dumpling Kitchen
Atten Custom Dancewear	1922	1941	residential
residential	1930	1951	ans-Continental Land and Investment Co.
Parkside Tavern	1960		
residential	1984		
			30TH AVENUE
residential	2000-2002	2001	Shin Toe Bul Yi Korean Restaurant
residential	2014	2017	Ace Furnace
Vacant	2016	2021	Irish Help at Home Care
Vacant	2022	2025	Vacant
Vacant	2030	2027	residential
Ann Healy Dance Studio	2036	2033	Taraval Hair Design
Kingdom of Dumpling	2048		Erich Habelt, DDS
Benjamin Moore Paint	2050	2045	David Brusa Enrolled Agent
		2055	Unique Beauty Skin Care
			31ST AVENUE
Ristorante Marcello	2100	2101	Fix Laptop.com
Rex Auto Service	2120	2103	Nails By Linda
Professional Driving Instructor	2122	2109	Phoenix Beauty Spa
Evergreen Realty	2124	2115-2121	Taraval Kitchen and Bath Supply
Vacant	2132	2123	Shanghai Beauty Salon
Vacant	2140	2129	Mong's Diner
O'Reilly's Auto Parts	2150	2133	Chinese Gospel Church
		2139	Chiropractic Care Center
		2145	Bay Area Bird Hospital
		2149	Art's TV
			32ND AVENUE

Totals for Taraval Street - 27th Avenue to 32nd Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
58	7	12	0	0	3

TARAVAL STREET

32ND AVENUE TO 40TH AVENUE (Outer Sunset)

TARAVAL STREET

32ND AVENUE

7-11	2222	2201	Gene's Liquor
Vacant	2226	2205	Universal Fire Equipment
Martina Classical Ballet	2230	2221	Avenue Pet Hospital
The Copper Kettle	2240	2225-2229	residential
Pirro's Pizzeria	2246	2235	residential
Super Rainbow Beauty Salon	2250	2237	Zhong Shan Restaurant
Hong Wei Glass & Windows	2254	2255	Vacant service station

33RD AVENUE

Vacant	2300	2311	Cal Insurance & Associates
Vacant	2302	2319	The Four Deuces
NorthEast Medical Services	2308	2325	The Spot Lounge
Simon Lim, DDS	2320	2331-2333	Oceanside Sheet Metal
Best Hair Cuts	2326	2337	residential
B & J Design Assoc, Inc	2328	2343	Vacant
Real Estate Revolution	2332		
TSF Financial			
Walkup & Assoc, Appraisers			
Relax Feet Massage	2338		
residential	2344-2346		
Glow Skin Care	2354		

34TH AVENUE

Vacant	2400	2401	residential
Clover Cleaners	2404	2409	Family Dentistry
residential	2408	2419	Happy Nails
residential	2420	2425	residential
residential	2426	2433	residential
residential	2432	2439	W.L. Hair Salon
Holiday Health Massage	2438-A	2453-2455	Think Tank Learning
Stone & McLaughlin Enrolled Agents	2440		
residential	2444		
Harmony Spa	2450		

35TH AVENUE

Good Quality Cleaners	2500	2501	Banner Shop
Farmers Insurance	2512	2505	Bay Area Care Team Home Health Care
Evolution Beauty	2518	2515	residential
San Francisco Judo Institute	2530	2521	residential
Grace United Church	2540	2531	PG&E Substation
		2535-A	Natural Health Center Massage
		2545	residential

36TH AVENUE

SUNSET BOULEVARD

37TH AVENUE

38TH AVENUE

Knights of Columbus	2800	2803	The Little Bargain Corner
Kai Ming Inc. Pre-School		2809	Iky Design
Residential			Residential

39TH AVENUE

The Bright N Clean Laundry Center	2900	2901	Vacant
Residential			Residential

40TH AVENUE

Totals for Taraval Street - 32nd Avenue to 40th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
50	7	6	0	0	1

TARAVAL STREET

40TH AVENUE TO 47TH AVENUE (Outer Sunset)

TARAVAL STREET

Business	No.	No.	Business
		40TH AVENUE	
Sea Bee Liquor	3000	3001	Walgreens
Bike Nook	3004	3035	Ocean Beach Thai Boxing
I Candy	3008		
Stacy's Hair Studio	3012		Residential
Produce Store	3016		
Sweet Passion Bakery	3020		
Union Insurance Services	3024		
Great Plans Custom Framing	3028		
PC Kitchen Supply, Cabinet & Bldg	3032		
Win's Restaurant	3040		
Hong's Szechuan Restaurant	3044		
Vanida Thai Kitchen	3050		
North Beach Pizza	3054		
The Sunset's Best Seafood Restaurant	3060		
		41ST AVENUE	
all residential block	3100	3111	Vacant
		3141	Vacant
		3149	hair salon
		42ND AVENUE	
all residential block	3200	3255	Harry's hair cuts
		43RD AVENUE	
corner market	3350		all residential block
		44TH AVENUE	
Carla & Co Hair Studio	3432	3401	Grown Your Own Garden Supply
		3419-3421	residential
balance of block residential		3425-3427	residential
		3431	Nice Cleaners
		3437	residential
		3443	residential
		45TH AVENUE	
Karen Loo Insurance	3554	3511	residential
Cutlet House Café	3560	3595	Congregation B'Nai Emunah
		46TH AVENUE	
The Bashful Bull Too restaurant	3600	3601	Bela Med Center
Vacant	3606	3605-3611	residential
Chinese Music Center	3608	3615	residential
Than's Cleaners	3614	3621	residential
residential	3620	3627	Brother's Pizza
residential	3626	3629	Occidental Power Solar
residential	3638	3633	Great Highway Market
residential	3660	3639	The Riptide Cocktails
		3645	S.F. Bay Asian Builder's Assn
		3651	Nu Look Window and Construction
		47TH AVENUE	

Totals for Taraval Street - 40th Avenue to 47th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
36	3	10	0	0	1

JUDAH STREET

43RD AVENUE TO LA PLAYA STREET (Outer Sunset)

JUDAH STREET

		43RD AVENUE	
St. Paul Presbyterian Church			
Mediterranean Café	3848	3847	Maxwell's Window Shades
		44TH AVENUE	
Judahlicious (Raw Vegan Food)	3906		
Beach Burrito	3914	3911	Mango Medley
Sunset Youth Services	3918		
Other Avenues Natural Food Store	3930	3921	Davis Food Comfort Center
Sea Breeze Café	3940	3927	Vacant
Judah Clean Center	3950	3945	Vacant
		45TH AVENUE	
		4001	Outerlands Café
		4005	Vacant
		4019	Celia's Mexican Restaurant
		4025	Tuesday Tattoo
		4027	Judah Street Clinic
Golden Gate Indian Cuisine & Pizza	4038	4033A	Small Talkers
		4033	Trouble Coffee Co.
		4035	General Store
Launderland		4037	Carville Annex
		4041	Thai Cottage
7-Eleven		4045	Ken's Cleaners
		4051	Chan Gah Kung Fu Academy
		4099	Western Sunset Market
		46TH AVENUE	
Grace Evangelical Church of SF	4114		Thanh Fong Restaurant
		4115	H&B Day Spa
		4117	Vacant
		47TH AVENUE	
		4207	Pittsburgh Pub
		4211	Beach Motel
True Light Baptist Church	4250		
		48TH AVENUE	
Beachside Café	4300		
Oceanview	4340		
Java Beach Café			
		LA PLAYA STREET	

Totals for Judah Street - 43rd Avenue to La Playa Street

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
35	4	17	0	0	1

WEST PORTAL AVENUE

ULLOA STREET TO 14TH AVENUE (West Portal)

WEST PORTAL AVENUE

ULLOA STREET

Vacant	2		
La Boulange	16	1	Squat & Gobble
Fresca	24	9	Vin Debut
Noah's Bagels	28	25	Eezy Freezy
Papenhausen Hardware	32	29	Tibor's Fine Jewelry
West Portal Daily	36	33	Spiazzo Ristorante
Sloan Square Salon	36		
Tuttimelon	44	45	Barbegelata Real Estate
Joxer Daly's Irish Pub	50	51	West Portal Floral Co.
El Toreador	50	53	Roti Indian Bistro
Peet's	54	57	Sisters Salon and Spa
The Postal Chase	58	59	SuperCuts
Bursa	60		
Simi's	62	61	Goodwill Boutique
The Music Store	66	69	Mozzarella di Bufala Pizzeria
Market & Rye	68	79	West Portal Shoe Repair
Bookshop West Portal	80	85	Cine Arts at the Empire
Chase Bank	98	99	Verizon Wireless (closed)

VICENTE STREET

Starbucks	106	103	The Grateful Head
Charles Schwab	106	105	Natural Beauty Salon
Café Rain Tree	118	107	Melu Mobile
Shaw's	122	111	GGS
West Portal Spa	124	115	Vacant
Citibank	130	123	Radioshack
Trattoria di Vittorio	150	145	Wells Fargo Bank
Village Grill	160	159	Simply Bella
FX Crowley for Supervisor	162	161	West Portal Cleaning Center
West Portal Quick Clean	166	163	West Portal Health & Nutrition Center
Goat Hill Pizza	170	167	She She Nail Spa
Public Parking	174	169	The Dog Spa
Ambassador Toys	186	173	Tip Top Vacuum and Shoe Service
Walgreens	190	179	Portal's Tavern
Christian Science Reading Room	220	181	Portal Cleaners
West Portal Produce Market	220	183	Citipets
Ernest Bock Jewelers	226	199	The City Antiques
Que Syrah Wine Bar	230	201	West Portal Optical
Vaso's Hair Design	234	207	The Desk Set
The UPS Store	234	221	Zen Beauty Spa
Growing Up	240	231	Vacant
White Rose Boutique	242	235	Kumon
AT&T	244	239	Walter Adams Custom Framing
Growing Up Arts & Crafts	248	243	Orexi Greek Cuisine
Xiao Loong Restaurant	250	255	SF Gold Buyer
Kung Fu Academy	254	279	First Republic Bank
Mike Garcia for District 7 Supervisor	258	297	Americuts
Bank of America	290	299	First American Title

14TH AVENUE

Totals for West Portal Avenue - Ulloa Street to 14th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
89	3	21	5	7	12

WEST PORTAL AVENUE

14TH AVENUE TO 15TH AVENUE (West Portal)

		WEST PORTAL AVENUE	14TH AVENUE	
C2 Education	300		301	Fuji Japanese Cuisine
Site for Sore Eyes	300		305	West Portal Cleaners
Edible Arrangements	312		309	White Daisy Nail Spa
Ethan Allan Travel	314		311	Fuller Paints
Farmers Insurance	318		311	United States Postal Service
Two Cats Comic Book Store	320		319	Manor Coffee Shop
Dimitra's Skin Care and Medispa	324		323	The Pawber Shop
The Dubliner	328		329	Greenhouse Café
L. Bruce Mebine, OD	340		333	Harmony Audio Video
Back to Sports	342		339	Fruition Day Spa
Lite House / Dake's Interiors (closed)	346		343	Edward Jones
Andy's Jewelers	348		361	Tsing Tao Restaurant
Gino for Hair	350		363	Annabelle's French Cleaners
Sushi Suki	360		365	Petals
ArtWorks Fine Art Studio	360		369	Armstrong Carpet & Linoleum
Supreme Hair Cuts	360		373	Healthy Pets
C Dental	362		379	Sylvan Learning Center
Sandy's Cleaners	362			
H&R Block	362		385	Clay Oven
St Francis Circle Professional Center	380			
Vacant	390		393	Paradise Pizza
			15TH AVENUE	

Totals for West Portal Avenue - 14th Avenue to 15th Avenue

Retail Spaces	Vacancies	Food Service	Banks	Bay Area Founded/ Based Formula Retail	Non-Locally Founded/ Based Formula Retail
40	1	9	0	2	5

BOARD of SUPERVISORS

City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 554-5227

NOTICE OF PUBLIC HEARING

BOARD OF SUPERVISORS OF THE CITY AND COUNTY OF SAN FRANCISCO

LAND USE AND TRANSPORTATION COMMITTEE

NOTICE IS HEREBY GIVEN THAT the Land Use and Transportation Committee will hold a public hearing to consider the following proposal and said public hearing will be held as follows, at which time all interested parties may attend and be heard:

Date: **Monday, December 14, 2015**

Time: **1:30 p.m.**

Location: **Legislative Chamber, Room 250, located at City Hall 1 Dr. Carlton B. Goodlett Place, San Francisco, CA**

Subject: **File No. 151198.** Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

In accordance with Administrative Code, Section 67.7-1, persons who are unable to attend the hearing on this matter may submit written comments to the City prior to the time the hearing begins. These comments will be made as part of the official public record in this matter, and shall be brought to the attention of the members of the Committee. Written comments should be addressed to Angela Calvillo, Clerk of the Board, City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102. Information relating to this matter is available in the Office of the Clerk of the Board. Agenda information relating to this matter will be available for public review on Friday, December 11, 2015.

Angela Calvillo
Clerk of the Board

DATED: December 3, 2015
POSTED/PUBLISHED/MAILED: December 4, 2015

BOARD of SUPERVISORS

City Hall
1 Dr. Ca B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No 554-5184
Fax No. 554-5163
TTD/TTY No. 5545227

NOTIFICACIÓN DE AUDIENCIA PÚBLICA

JUNTA DE SUPERVISORES DE LA CIUDAD Y CONDADO DE SAN FRANCISCO

COMITÉ SOBRE USO DE TERRENOS Y TRANSPORTE

Fecha: **Lunes, 14 de diciembre de 2015**

Hora: **1:30 p.m.**

Lugar: **Cámara Legislativa, Alcaldía, Sala 250**
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

Expediente Núm. 151198. Resolución que prorroga los controles de zonificación provisionales por un plazo de seis meses adicionales en el Distrito Comercial del Vecindario de la Calle Castro para exigir una autorización de Uso Condicional conforme con la Sección 303.1 del Código de Planificación, para un uso propuesto que se ha establecido como Fórmula Comercial, incluso si un patrocinador del proyecto, posteriormente, elimina una, o más, de las características distintivas relacionadas al Uso de Fórmula Comercial del proyecto propuesto; y afirma la determinación del Departamento de Planificación conforme con la Ley de Calidad Medioambiental de California.

Angela Calvillo
Secretaria de la Junta

FECHADO: 3 de diciembre de 2015
PUBLICADO/ANUNCIADO/ENVIADO: 4 de diciembre de 2015

BOARD of SUPERVISORS

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San Francisco 94102-4689
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TTD/TTY No. 5545227

公聽會通知

三藩市市及縣市參事委員會
土地使用與交通運輸委員會

日期: 2015 年 12 月 14 日星期一

時間: 下午 1 時 30 分

地點: 市政廳，立法會議廳 250 室，1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102

議題: **檔案號碼 151198。** 決議延長卡斯楚街（Castro Street）鄰里商業區的臨時區域劃分管制的期限額外6個月，依據規劃法規第303.1條要求一項條件性使用授權，就其建議用途而言，已定為連鎖店（Formula Retail），即使計劃保薦人繼而刪除計劃提案上的一項或多項不同的連鎖店用途特點；並依據「加州環境質量法」（California Environmental Quality Act）明確規劃局的決定。

Angela Calvillo
市參事委員會書記

日期: **December 3, 2015**
張貼/公佈/郵寄: **December 4, 2015**

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Alisa Somera
CCSF BD OF SUPERVISORS (OFFICIAL NOTICES)
1 DR CARLTON B GOODLETT PL #244
SAN FRANCISCO, CA 94102

COPY OF NOTICE

Notice Type: GPN GOVT PUBLIC NOTICE

Ad Description AS - 12.14.15 Land Use Committee - 151198 Interim Controls

To the right is a copy of the notice you sent to us for publication in the SAN FRANCISCO EXAMINER. Thank you for using our newspaper. Please read this notice carefully and call us with ny corrections. The Proof of Publication will be filed with the County Clerk, if required, and mailed to you after the last date below. Publication date(s) for this notice is (are):

12/04/2015

The charge(s) for this order is as follows. An invoice will be sent after the last date of publication. If you prepaid this order in full, you will not receive an invoice.

Publication	$277.50
Publication	$-27.75
Total	$249.75

EXM# 2822438

NOTICE OF PUBLIC HEARING
BOARD OF SUPERVISORS OF THE CITY AND COUNTY OF SAN FRANCISCO
LAND USE AND TRANSPORTATION COMMITTEE
MONDAY, DECEMBER 14, 2015 - 1:30 PM
LEGISLATIVE CHAMBER, ROOM 250, CITY HALL
1 DR. CARLTON B. GOODLETT PLACE, SAN FRANCISCO, CA

NOTICE IS HEREBY GIVEN THAT the Land Use and Transportation Committee will hold a public hearing to consider the following proposal and said public hearing will be held as follows, at which time all interested parties may attend and be heard: **File No. 151198.** Resolution extending, for an additional six-month period, **interim zoning controls in the Castro Street Neighborhood Commercial District** to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act. In accordance with Administrative Code, Section 67.7-1, persons who are unable to attend the hearing on this matter may submit written comments to the City prior to the time the hearing begins. These comments will be made as part of the official public record in this matter, and shall be brought to the attention of the members of the Committee. Written comments should be addressed to Angela Calvillo, Clerk of the Board, City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102. Information relating to this matter is available in the Office of the Clerk of the Board. Agenda information relating to this matter will be available for public review on Friday, December 11, 2015. - Angela Calvillo, Clerk of the Board

A000003947783

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San Francisco 94102-4689
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Fax No. 554-5163
TDD/TTY No. 544-5227

PROOF OF MAILING

Legislative File No. 151198

Description of Items:

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

I, Alisa Somera, an employee of the City and County of San Francisco, mailed the above described document(s) by depositing the sealed items with the United States Postal Service (USPS) with the postage fully prepaid as follows:

Date: December 4, 2015

Time: 1:30 p.m.

USPS Location: Repro Pick-up Box in the Clerk of the Board's Office (Rm 244)

Mailbox/Mailslot Pick-Up Times (if applicable): N/A

Signature: Alisa Somera

Instructions: Upon completion, original must be filed in the above referenced file.

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San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 554-5227

November 25, 2015

File No. 151198

Sarah Jones
Environmental Review Officer
Planning Department
1650 Mission Street, Ste. 400
San Francisco, CA 94103

Dear Ms. Jones:

On November 17, 2015, Supervisor Wiener introduced the following proposed legislation extending the existing Interim Zoning Controls (original File No. 140736):

File No. 151198

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

This legislation is being transmitted to you for environmental review.

Angela Calvillo, Clerk of the Board

Alisa Somera

By: Alisa Somera, Assistant Clerk
Land Use and Transportation Committee

Attachment

c: John Rahaim, Director
Scott Sanchez, Zoning Administrator
AnMarie Rodgers, Senior Policy Advisory
Aaron Starr, Legislative Affairs Manager
Joy Navarrete, Environmental Planning
Jeanie Poling, Environmental Planning

BOARD of SUPERVISORS

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San Francisco 94102-4689
Tel. No. 554-5184
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MEMORANDUM

TO: Regina Dick-Endrizzi, Director
Small Business Commission, City Hall, Room 448

FROM: Alisa Somera, Assistant Clerk
Land Use and Transportation Committee

DATE: November 25, 2015

SUBJECT: REFERRAL FROM BOARD OF SUPERVISORS
Land Use and Transportation Committee

The Board of Supervisors' Land Use and Transportation Committee has received the following legislation extending the existing Interim Zoning Controls (original File No. 140736), which is being referred to the Small Business Commission for comment and recommendation. The Commission may provide any response it deems appropriate within 12 days from the date of this referral.

File No. 151198

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code, Section 303.1, for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

Please return this cover sheet with the Commission's response to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

****

RESPONSE FROM SMALL BUSINESS COMMISSION - Date: ________________

____ **No Comment**

____ **Recommendation Attached**

____
Chairperson, Small Business Commission

Print Form

Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp
or meeting date

I hereby submit the following item for introduction (select only one):

☐ 1. For reference to Committee.
An ordinance, resolution, motion, or charter amendment.

☒ 2. Request for next printed agenda without reference to Committee.

☐ 3. Request for hearing on a subject matter at Committee.

☐ 4. Request for letter beginning "Supervisor [ ] inquires"

☐ 5. City Attorney request.

☐ 6. Call File No. [ ] from Committee.

☐ 7. Budget Analyst request (attach written motion).

☐ 8. Substitute Legislation File No. [ ]

☐ 9. Request for Closed Session (attach written motion).

☐ 10. Board to Sit as A Committee of the Whole.

☐ 11. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

☐ Small Business Commission ☐ Youth Commission ☐ Ethics Commission

☐ Planning Commission ☐ Building Inspection Commission

Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative

Sponsor(s):

Supervisor Wiener

Subject:

Interim Zoning Controls Six Month Extension - Formula Retail Uses in the Castro Street Neighborhood Commercial District

The text is listed below or attached:

Resolution extending, for an additional six-month period, interim zoning controls in the Castro Street Neighborhood Commercial District to require a Conditional Use authorization under Planning Code Section 303.1 for a proposed use that has been determined to be Formula Retail, even if a project sponsor subsequently removes one or more distinguishing Formula Retail Use features from the project proposal; and affirming the Planning Department's determination under the California Environmental Quality Act.

Signature of Sponsoring Supervisor: Scott Wiener

For Clerk's Use Only: