

# EXCELSIOR & OUTER MISSION NEIGHBORHOOD STRATEGY

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# AGENDA & PURPOSE

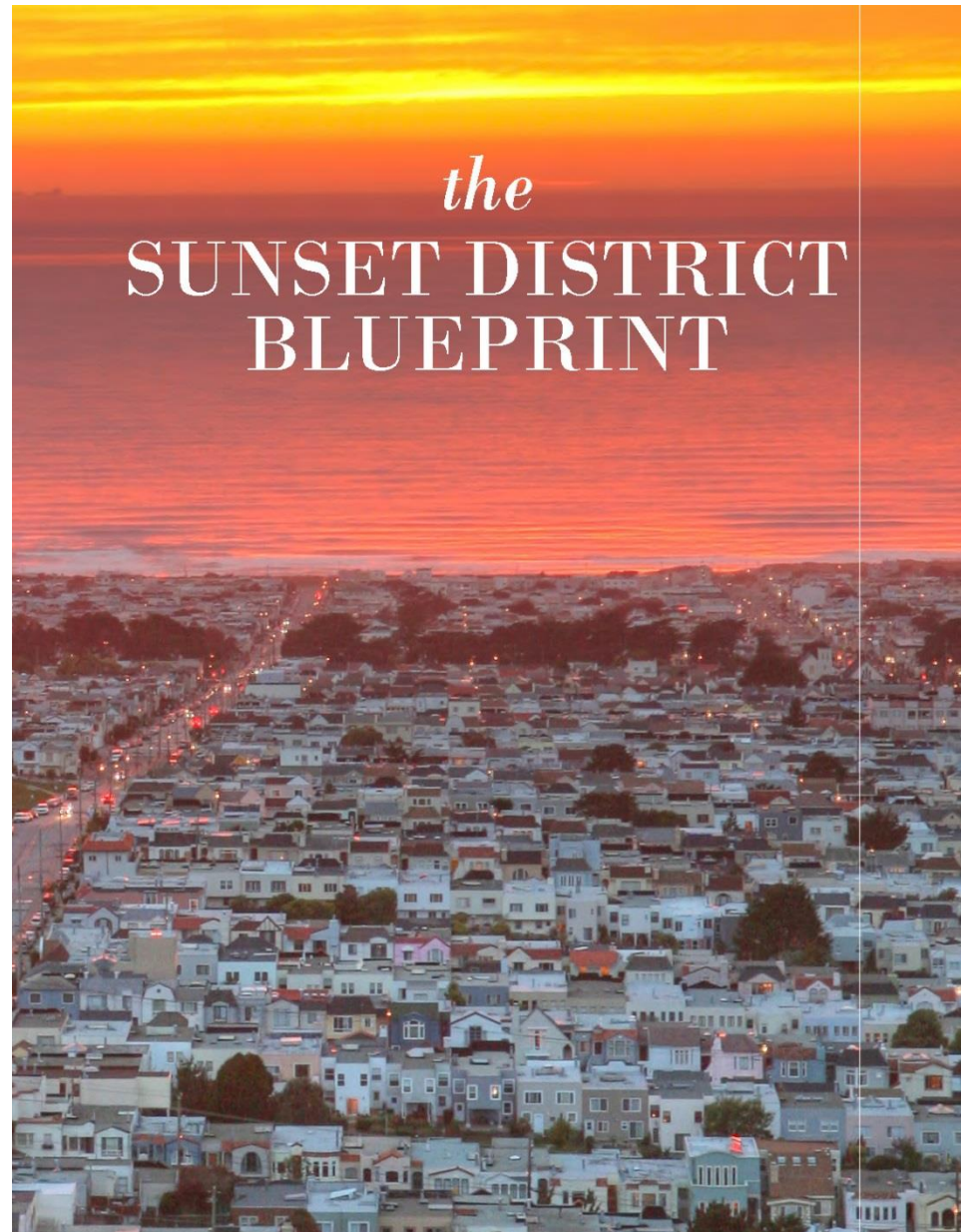


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- Review Agenda
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- Deliverable & Schedule
- Consensus
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# COMMUNITY BENEFIT DISTCTS

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**DELIVERABLE MODEL:  
SUNSET BLUEPRINT**



# DELIVERABLE MODEL: SUNSET BLUEPRINT



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RESOURCES

## DELIVERABLE MODEL: SUNSET BLUEPRINT

**Pedestrian Safety:** *Provide safe connections for pedestrians throughout the Sunset District.*

- » Include pedestrian safety amenities in every street or intersection improvement project.
- » Include pedestrian safety elements for pathways to heavily-used gathering spaces, family recreation areas, and schools.
- » Work with city and county agencies to install pedestrian safety measures along the south side of Golden Gate Park, along Lincoln Way.
- » Work with city agencies to provide clear, safe and identifiable entrances to Golden Gate Park.

# DELIVERABLE MODEL: SUNSET BLUEPRINT

## TIMELINE FOR IMPLEMENTATION OF PUBLIC TRANSPORTATION & PEDESTRIAN SAFETY FRAMEWORK

Objective	Short (0-2 years)	Medium (2-5 years)	Long (5+ years)
<b>Pedestrian Safety:</b> Provide safe connections for pedestrians throughout the Sunset District.			
Include pedestrian safety amenities in every street or intersection improvement project.			
Include pedestrian safety elements for pathways to heavily-used gathering spaces, family recreation areas, and schools.			
Work with city and county agencies to install pedestrian safety measures along south side of Golden Gate Park, along Lincoln Way.			
Work with city agencies to provide clear, safe and identifiable entrances to Golden Gate Park.			

# DELIVERABLE MODEL: MISSION ACTION PLAN 2020

## SOLUTIONS PLANNED AND UNDERWAY

### 1. TENANT PROTECTIONS

Tenant protections solutions fall into two categories: direct services/programs and policy changes.

Generally, the first type is funded by Mayor's Office of Housing and Community Development and the Human Services Agency and implemented by grantees and organizations that specialize in these services.

The latter type is typically the responsibility of legislative bodies and representatives to implement.

For all solutions that require additional funding, the amounts are determined in the City's annual budgeting process. The City's fiscal year begins July 1.

Over the past three years, the City has increased significantly its investments in eviction prevention and tenant counseling services focusing on keeping tenants in their homes. In FY 2014-15, MOHCD invested approximately \$3,600,000 in these service areas. In 2015-16, that amount increased to approximately \$4,300,000. As of July 1, 2016, MOHCD has now allocated over \$7,000,000 in funding to support eviction prevention and tenant counseling.

Since 2013, MOHCD has also convened eviction prevention and tenant counseling group on a bi-monthly basis to discuss policy and funding issues and improve coordination between the City and community-based organizations.

## Programmatic Solutions

### 1T. Expand existing services that help residents gain access to housing.

**Description:** Additional public funding to expand available housing support services to more people will be made available to nonprofit community agencies through an RFP process. The agencies, funded by public and philanthropic dollars, provide outreach, relocation and placement support, education about affordable housing opportunities, assistance with applications for affordable and BMR units, and assistance with the eligibility process to receive applicable neighborhood preference, Certificate of Preference for individuals displaced by former Redevelopment Agency actions, and preference for tenants displaced by Ellis Act evictions or owner move-in evictions.

**Benefit:** Support for individuals seeking access to affordable housing opportunities.

**Challenge:** San Francisco's diverse population makes it challenging to provide comprehensive outreach to inform residents about access to housing.

**Next steps:** \$450,000 has been awarded to six organizations which will provide expanded citywide access to housing in FY 16-17. These groups include Veteran's Equity Center, HomeownershipSF, Homeless Prenatal Program, the Arc, San Francisco Housing Development Corporation and Bayview Senior Services. Services will begin in October, 2016. An additional \$250,000 for access to housing services will be awarded by November, 2016.

**Underway:** Yes

**Responsible party:** MOHCD

**Timing:** Short

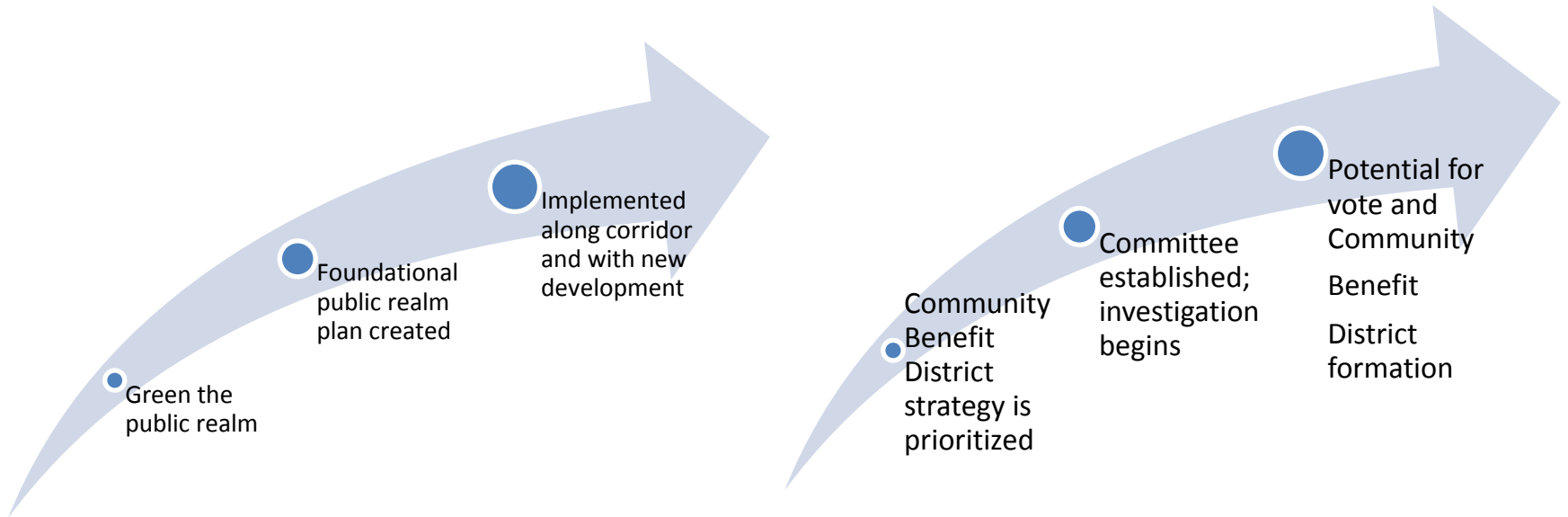
**Cost:** \$



# CONSENSUS TO PLAN

- Identified and prioritized strategies lead to alignment of resources.
- Some items will require more planning, research, and funding to be implemented.
- That's great!

# CONSENSUS TO PLAN



# SCHEDULE

Accomplishments!			
<b>May</b>	Kick Off Meeting – 150 in attendance	Recruit for Working Group – 60 + applications	Survey- 972 responses
<b>June</b>	Survey & "Pop Up" Workshops -	Working Group Formed	
<b>July</b>	WG Orientation	WG Meeting 1	Survey & "Pop Up" Workshops Continue
<b>August</b>	WG Meeting 2 (subgroups)	WG Meeting 3 (subgroups)	Focus Groups
<b>September</b>	WG Meeting 4 (subgroup)	Liaison Meeting	WG Meeting 5 - Sept 21st

Remaining Schedule					
<b>October</b>	<b>Sunday Streets - October 1</b>	<b>WG Meeting 6 - October 4</b>	<b>WG Meeting 7</b>	<b>Subgroup Meetings</b>	<b>Focus Groups</b>
	Use booth & table at event to get final feedback and buy-in on strategy.	Purpose: (1) Build consensus on items (2) learn more about community benefit districts	Purpose: (1) Build consensus on items	Purpose: Varies by group.	Purpose: Gather more input/community dialogue; focus on hard-to-reach populations.
<b>November</b>	<b>WG Meeting 8</b>	<b>WG Meeting 9</b>	<b>Final Subgroup Meetings</b>	<b>Focus Groups</b>	
	Purpose: (1) Discuss prioritization of strategies (2) introduce housing & land use strategies	Purpose: (1) Finalize prioritization (2) reach consensus on Housing & Land Use strategies	Purpose: varies by group.	Purpose: Gather more input/community dialogue; focus on hard-to-reach populations.	
<b>December</b>	<b>WG Meeting 10</b>	<b>Planning Commission - Dec 14</b>	<b>Document Publishing</b>		
	Purpose: (1) Focus on next steps	Informational presentation to the Planning Commission on progress to date	Draft and polish the Phase 1 document		
<b>January</b>	<b>Community Meeting</b>	<b>Phase 1 Implementation</b>	<b>Phase 2 Kick Off</b>		
	Presentation of Phase 1 Strategy				

# CONSENSUS

- “I support it”
- “I can live with it”
- “I have a principled block”
- Voting – 2/3 majority, if needed
- Any member of working group can call for vote

# Voting – If needed

- After 10 minutes of discussion, we can call for a vote. This consists of 2 steps:
  - #1: Affirming to vote on the strategy. 2/3 majority needed to vote.
  - #2: Vote to approve the strategy (as stated or amended). 2/3 majority needed for “full working group support”.
- “Majority” is based on the number of working group members present.

# Dot Activity

- Temperature Check
  - Review the items.
    - Read silently or engage with others.
  - **Decide where to place your dot**
    - Support: **Green**
    - Could support: **Orange**
    - Do not support: **Red**
  - **Staff dots** are small and green
  - Please only **1 dot per item**
  - Try not to skip, if you can
- **Purpose:** Understand items discussed in subgroups.
  - **Next**
    - Work from items with the most support to the least support.
    - Discuss
    - Determine if there is consensus to recommend, not recommend, or to learn more.

# Example

- Develop a public realm plan has:
  - 20 support dots
  - 5 maybe dots
  - 3 do not support dots
- Discussion
  - Can anyone from public realm speak to why this strategy was supported?
  - Can anyone who did not support this describe why?
  - What about those who wanted to learn more?
- Use Fist to Five to Assess Consensus
- Record

# Fist to Five – Active Decision Making

- “Fist to Five” consensus when group decisions are needed



- Fist A no vote
- 1 Finger I still need to discuss it and suggest changes
- 2 Fingers I am comfortable with it but want to discuss minor issues
- 3 Fingers I'm not in total agreement but don't need to discuss further
- 4 Fingers I think it's a good idea/decision and will work for it
- 5 Fingers It's a great idea and I will be a leader



# Progress

	Consensus	Near Consensus	No Consensus	To Be Considered
<b>Goals - 16 Goals</b>	6	4	4	2
	<b>38%</b>	<b>25%</b>	25%	13%
<b>Strategies &amp; Tactics - 71 Total</b>	8	20	26	17
	<b>11%</b>	<b>28%</b>	37%	24%

63% of Goals

39% of Strategies & Tactics

**Goal:** Develop a stable and secure source of funds to construct, maintain, and enhance public realm improvements.

Develop a stable and secure source of funds to construct, maintain, and enhance public realm improvements.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	11	4	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Establish a committee of property & business owners to <i>investigate and research</i> the impacts and viability of a <b>community benefits district</b> .	2	11	2
Establish a committee of property & business owners to <i>investigate and research</i> the viability of a <b>green benefits district</b> .	2	9	3
<b>Analyze the potential funds generated from impact fees</b> charged to new development; analyze the costs and benefits of the impact fees.	1	11	3

# Goal: Pedestrian connections to Mission Street are safe and inviting.

Pedestrian connections to Mission Street are safe and inviting.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	11	0	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Identify and create <b>safe pedestrian connections</b> from neighborhoods to the Mission Street corridor.	8	0	0
Enhance pedestrian connection <b>between Mission NCD and regional transit hubs</b> (Balboa Park and Glen Park BART).	9	1	0
<b>Fund and implement</b> pedestrian improvements planned for <b>Ocean Avenue</b> , from CCSF to BART and from BART to Mission Street.	8	3	0

# Goal: Bike connections to and through the NCD are safe and free from vehicular collisions.

Bike connections to and through the NCD are safe and free from vehicular collisions.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	8	1	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Identify and create <b>safe bike connections from neighborhoods</b> to the Mission Street corridor.	10, 1 staff	0	0
Enhance <b>bike connection between Mission NCD and regional transit hubs</b> (Balboa Park and Glen Park BART)	7	0	0
Identify gaps in the bike network and work to create a <b>complete network of separated and protected bike lanes.</b>	8, 1 staff	0	2

# Goal: Encourage active street frontage.

Encourage active street frontage.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	13	0	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Activate vacant storefronts through <b>pop-up shops</b> and <b>art installations</b> .	9	3	0
Prioritize <b>attracting new businesses</b> to vacant storefronts.	6	1	0
Encourage active and welcoming streets by encouraging <b>storefront transparency</b> through outreach to shop owners and enforcement.	15	1	0

# Goal: Green the public realm.

Green the public realm.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	13	0	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Identify an appropriate and desirable <b>plant palette</b> to guide planting choices on the corridor.	12	1	0
Encourage near-term, small-scale greening through <b>planter boxes and filling empty tree wells</b> .	11	1	0
<b>Prune the trees</b> currently located on the commercial corridor.	14	0	0

# Goal: Clean the public realm.

Clean the public realm.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	13	0	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Develop a <i>multi-lingual, and multicultural anti-litter campaign</i> . This can include graphics, clean up events, use of 311, and efforts to discourage litter and dumping	14	0	0
Investigate <b>root causes of dumping</b> .	12	2	0
Enforce existing <b>sidewalk cleanliness regulations</b> .	13	3	0

**Goal:** A network of vibrant public spaces--including parks, plazas, and open space--offer places where neighbors and visitors can sit, socialize, play, and share.

A network of vibrant public spaces--including parks, plazas, and open space--offer places where neighbors and visitors can sit, socialize, play, and share.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	9	0	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Develop a <b>public space plan</b> that identifies (1) public locations that could be enhanced and (2) private locations that could be acquired for public space.	11	0	0
Allocate funds to develop a conceptual design of the <b>Persia Triangle</b> .	7	4	0
Allocate funds to develop a conceptual design for public space at <b>Whittier and Mission Street</b> .	3	5	0
Engage more businesses in the construction of <b>parklets</b> (or farmlets) to create more open space.	7	3	3



**Goal: Use art and design to create a sense of place that reflects and reinforces the character and identities of the area.**

## **Consensus**

On 9-21-17, the Working Group supported the strategy to:

- Support new and additional street and sidewalk lighting, funded by the Public Utilities Commission.
- Encourage businesses to install lighting that illuminates the sidewalk. This would be in addition to public lighting.

# Goal: Use art and design to create a sense of place that reflects and reinforces the character and identities of the area.

Use art and design to create a sense of place that reflects and reinforces the character and identities of the area.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	8	5	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Develop <b>entry signs</b> at "entrances" to the district and at different nodes	4	8	0
Use " <b>everyday</b> " objects to give identity to nodes and serve practical purposes: benches, street lights, plantings, signage, banners	15	0	0
Develop a " <b>historic sign program</b> " that would help identify and restore signs that contribute to neighborhood history and character.	4	4	1
All branding, art, design, and communication strategies must be <b>multi-lingual and multicultural</b> so that <b>everyone feels connected to the corridor.</b>	8	4	2

**Goal:** Increase feeling of safety in the corridor and reduce incidents of violence.

## **Consensus**

On 9-21-17, the Working Group supported the strategy to:

**Develop a public art plan** that, integrates with the public realm plan, to identify areas for art within each node. The plan should consider a **wide variety** of art and **unique types** of art.

# Goal: Increase feeling of safety in the corridor and reduce incidents of violence.

Increase feeling of safety in the corridor and reduce incidents of violence.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
		12, 10	3, 1
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Increase safety by encouraging businesses to install <b>security cameras</b> . Provide funding & technical support.	5, 3	7, 5	1, 4
Assemble a multi-agency <b>taskforce</b> to systematically and consistently address criminal activity and code violations.	2, 4	7, 6	0, 0
Encourage SFPD to deploy <b>beat cops</b> (foot/bike patrol) in the NCD.	6, 9	2, 3	0, 0
Collaborate with SFPD to ensure the presence of beat cops and other safety measures encourages feelings of safety and <b>does not lead to</b> harassment of residents, customers,	4, 8	4, 0	0, 0

# Goal: Increase feeling of safety in the corridor and reduce incidents of violence.

Increase feeling of safety in the corridor and reduce incidents of violence.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	12, 10	3, 1	0, 0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Increase safety by encouraging businesses to install <b>security cameras</b> . Provide funding & technical support.	5, 3	7, 5	1, 4
Assemble a multi-agency <b>taskforce</b> to systematically and consistently address criminal activity and code violations.	2, 4	7, 6	0, 0
Encourage SFPD to deploy <b>beat cops</b> (foot/bike patrol) in the NCD.	6, 9	2, 3	0, 0
Collaborate with SFPD to ensure the presence of beat cops and other safety measures encourages feelings of safety and <b>does not lead to</b> harassment of residents, customers,	4, 8	4, 0	0, 0

## Goal: Small businesses thrive in the Neighborhood Commercial District.

Small businesses thrive in the Neighborhood Commercial District.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	10	2	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Develop and fund multi-lingual <b>Excelsior Business Leadership Program</b> to provide training to support small businesses.	6	2	2
<b>Outreach to businesses to increase participation in existing programs;</b> ADA, façade improvements, lighting, cameras, legacy businesses, etc.	6	4	0
Develop " <b>façade improvement express</b> " program that allows business owners to make quick improvements to their storefront.	13	1	0
Develop a <b>loan fund</b> to help business owners to purchase property, and thereby increase their stability from displacement due to rising rents.	12	2	0
<b>Research the impacts of pursuing formula retailers as "anchors" along the corridor.</b> What could be the impacts? Would such a strategy be feasible? Would such a strategy be desirable?	3	4	3

# Goal: Small businesses thrive in the Neighborhood Commercial District.

	I support this goal	I support this goal with some modifications or information	I do not support this goal.
Improve permitting process for businesses at the City & County level.	8	4	0
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
<b>Streamline the permitting process</b> - Produce recommendations on how to reduce the number, cost, and time required to obtain permits for opening, operating, and expanding small businesses	10	4	0
Have <b>single point of contact for new businesses opening in district</b> , shepherding entrepreneurs and property owners through the permitting processes.	7	3	0

**Goal:** Establish parking standards and controls that promote quality of place, support the commercial core, and do not adversely affect residents.

Establish parking standards and controls that promote quality of place, support the commercial core, and do not adversely affect residents.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	4	5	0
Encourage <b>turnover of parking spaces</b> on the commercial corridor to increase the volume of motorists who have access to the NCD each day.	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Build a <b>parking structure</b> near the commercial corridor to allow motorists to more easily visit the corridor.	2	6	0
Enforce <b>meter time</b> so people don't overstay meter time	2	4	5
Install more <b>short-term meters</b> (20 min, 30 min, 1 hour)	5	3	1
Sharing of private parking lots during "off hours"	2	4	0
Allow a <b>period of "free" meter time</b> , such as first 10 or 20 mins a vehicle is parked.	8	1	0
	2	4	3



**Goal:** The commercial corridor is a destination that has a sense of place that reflects and reinforces the area's character and layered identity.

The commercial corridor is a destination that has a sense of place that reflects and reinforces the area's character and layered identity.	I support this goal	I support this goal with some modifications or information	I do not support this goal.
	Generally, I recommend this strategy.	I would recommend this strategy with some modifications or more information.	I do not recommend this strategy.
Identify a series of " <b>nodes</b> " to create a sense of distinct places and destinations along the corridor			
Develop nodes based on <b>identifiable assets</b> in each node.			
<b>Work with nearby businesses</b> in the development of each node.			
Consider policies that can encourage <b>certain uses to concentrate</b> in each node.			
Develop <b>multi-cultural and multi-lingual branding</b> for the corridor that contains sub-brands for each node.			

**Goal:** The commercial corridor is a destination that has a sense of place that reflects and reinforces the area's character and layered identity.

	I support this goal/strategy	I support this goal/strategy with some modifications or information	I do not support this goal/strategy.
Encourage more jobs on the commercial corridor to bring opportunities to residents and bring more daily visitors to the corridor.			
Support the development and expansion of institutions and programs that help entrepreneurs and small business owners.			
<i>Business Incubator</i>			
<i>Food Hall</i> - Food vendors can reduce costs through a shared space. Can also be a destination.			
<i>Shared Market Space</i> - Entrepreneurs can reduce costs through a shared space.			
<i>Co-working Space</i> - Could provide an opportunity for those who might work from home or have side-businesses.			
<i>Maker Space</i> - Provides opportunities for youth and adults to learn about making things (with technology like 3D printers or "old school" tools) and to collaborate.			
Consider permitting a <b>greater variety of uses</b> on the second floor, such as offices. <b>Assess</b> the potential demand for and impact of such uses. <b>Develop</b> means to <i>connect local residents to these jobs</i> .			

# Homework & Next Steps

- Google Form
  - Your Responses
  - Read other responses
- Read links about community benefit districts, impact fees, and green benefit districts
- Schedule sub-group meeting (as needed)