

Video

Advisory Services Panel Presentation: San Francisco, CA

Date: May 25, 2023

00:00:02 --> 00:00:04: Thank you so much for your time over the last
 00:00:05 --> 00:00:08: few days with this advisory services panel. I think everybody
 00:00:08 --> 00:00:10: here probably knows what the ASP is.
 00:00:10 --> 00:00:10: To be in.
 00:00:10 --> 00:00:12: Most of you along the way.
 00:00:12 --> 00:00:15: But just in case, the Urban Land Institute has been
 00:00:15 --> 00:00:19: leading advisory services panels for over 70 years, where
 they
 00:00:19 --> 00:00:23: bring in volunteer panelists like this crew here to provide
 00:00:23 --> 00:00:27: strategic advice to communities, cities that are facing really,
 really
 00:00:27 --> 00:00:31: thorny issues. And that's part of the Urban Land Institute's
 00:00:31 --> 00:00:35: overarching mission to work with professionals across urban
 land use
 00:00:35 --> 00:00:38: and development to create stronger connections.
 00:00:38 --> 00:00:43: Inspire and extend knowledge of best practices and really
 lead
 00:00:43 --> 00:00:47: in solving community and real estate challenges. So again,
 thank
 00:00:47 --> 00:00:51: you for including all of us here. It's really an
 00:00:51 --> 00:00:54: honor to be asked to engage with you and have
 00:00:54 --> 00:00:59: this conversation to everybody who has participated in these
 discussions,
 00:00:59 --> 00:01:02: helped put this together and also to San Francisco ULI
 00:01:03 --> 00:01:06: and the ULI Foundation to all of you for your
 00:01:06 --> 00:01:06: time.
 00:01:07 --> 00:01:10: We know how much work has been already underway and
 00:01:10 --> 00:01:14: focusing on revitalization in downtown. We know because
 our panelists
 00:01:14 --> 00:01:19: are also undertaking comparable challenges in other cities
 around the

00:01:19 --> 00:01:22: country, from New York to Philadelphia to Detroit to New
00:01:22 --> 00:01:26: Orleans to Los Angeles to Seattle to. I'm sure I'm
00:01:26 --> 00:01:28: forgetting something along the way here.
00:01:29 --> 00:01:32: It's been really inspiring to talk to folks for the
00:01:32 --> 00:01:36: city and the partners that you connected us to from
00:01:36 --> 00:01:39: around San Francisco. And we hope that you know, the
00:01:39 --> 00:01:43: recommendations that we'll share with you today ring true in
00:01:43 --> 00:01:46: terms of your experience on the ground. So first, our
00:01:46 --> 00:01:47: assignment.
00:01:48 --> 00:01:51: Was to create and and help identify a strategy for
00:01:51 --> 00:01:56: achieving a vision for downtown that's more resilient,
economically vibrant
00:01:56 --> 00:02:00: and socially inclusive as a downtown neighborhood. As you
know,
00:02:00 --> 00:02:04: we were focused on this portion of downtown, not greater
00:02:04 --> 00:02:08: downtown, so really the financial district and with four core
00:02:08 --> 00:02:10: questions that you tasked us with.
00:02:11 --> 00:02:13: First, how do we build on downtown's assets to make
00:02:14 --> 00:02:18: it more resilient, economically vibrant and socially inclusive?
And how
00:02:18 --> 00:02:20: do we think about the right mix of uses to
00:02:20 --> 00:02:24: accomplish that? Then, considering the existing building
types as well
00:02:24 --> 00:02:28: as market trends and case studies, what are merging best
00:02:28 --> 00:02:33: practices around financial incentives, business attraction, and
the introductions of
00:02:33 --> 00:02:34: other kinds of mixed abuses?
00:02:35 --> 00:02:38: What policy changes at the local, state and national level
00:02:39 --> 00:02:43: and or financial incentives would be necessary to accomplish
that?
00:02:43 --> 00:02:46: And how should the city set its priorities in the
00:02:46 --> 00:02:49: near, medium and long term? Six months, one year? You
00:02:49 --> 00:02:51: said five years. We we push it up to three
00:02:51 --> 00:02:54: years. So you want to do a little faster than
00:02:54 --> 00:02:57: that if possible so that you really have a clear
00:02:57 --> 00:03:00: game plan going forward. We have followed over the last
00:03:00 --> 00:03:01: four days.
00:03:01 --> 00:03:05: The process that the advisory services panels go through,
which
00:03:05 --> 00:03:08: is a very helpful briefing from city staff, unheard conditions
00:03:08 --> 00:03:12: in downtown San Francisco and key considerations, other
reports and
00:03:12 --> 00:03:15: efforts that are underway. A walking tour which we
appreciated

00:03:15 --> 00:03:18: many of you joining us on stakeholder interviews with, I'm
00:03:18 --> 00:03:21: going to correct, which I think it was actually over
00:03:21 --> 00:03:24: 90 people that we interviewed over the course of those
00:03:24 --> 00:03:26: two days. So a lot of time people have put
00:03:26 --> 00:03:27: into this.
00:03:29 --> 00:03:31: We've been basically locked in a room for two days
00:03:31 --> 00:03:35: working with the information that we downloaded from those
discussions
00:03:35 --> 00:03:38: to put this presentation together to share with you. So
00:03:38 --> 00:03:40: this is all very fast. It will ultimately get turned
00:03:41 --> 00:03:43: into report to document and put a little bit more
00:03:43 --> 00:03:45: flesh in the bone and what we're about to walk
00:03:45 --> 00:03:46: through.
00:03:47 --> 00:03:50: I also want to thank you for an incredibly beautiful
00:03:50 --> 00:03:52: day that you arranged for a block of tour. It
00:03:52 --> 00:03:55: was magnificent. And again, for all of the time that
00:03:55 --> 00:03:59: people have dedicated to these conversations and setting
this up,
00:03:59 --> 00:04:02: we heard a lot about downtown San Francisco. Strengths,
weaknesses,
00:04:02 --> 00:04:05: opportunities and threats. I'm not going to go through all
00:04:06 --> 00:04:07: of this. You know it quite well.
00:04:08 --> 00:04:11: But I do want to highlight a few things and
00:04:11 --> 00:04:14: themes that we heard that frankly were surprising to those
00:04:14 --> 00:04:17: in particular from out of town. But I think also
00:04:17 --> 00:04:20: eye opening for those of us who live and work
00:04:20 --> 00:04:23: in, in San Francisco, in the Bay Area. First there
00:04:23 --> 00:04:26: is this rumor that there are significant clean and safe
00:04:26 --> 00:04:30: challenges downtown in the downtown and the portion
downtown that
00:04:30 --> 00:04:33: we are what we're walking through it is clean and
00:04:33 --> 00:04:33: safe.
00:04:34 --> 00:04:37: There has been a huge amount of progress, as I
00:04:37 --> 00:04:40: understand it, over the last few years and that should
00:04:41 --> 00:04:45: be applauded. They're certainly still around the perimeter and
in
00:04:45 --> 00:04:49: particular at the gateway, the access points via transitive
Market
00:04:49 --> 00:04:54: Street challenges, but downtown itself is actually feels quite
wonderful.
00:04:54 --> 00:04:58: Despite that though, there is this very negative narrative that
00:04:58 --> 00:05:00: has been built and persists.
00:05:01 --> 00:05:05: Particularly beyond San Francisco, and one that just did not
00:05:05 --> 00:05:08: align with the experience on the ground. Now, part of

00:05:08 --> 00:05:12: the reason for the the perpetuation of that narrative may

00:05:12 --> 00:05:15: be in part because as we heard over the course

00:05:15 --> 00:05:19: of our conversations, San Francisco's residents don't feel that connection

00:05:19 --> 00:05:23: to downtown. It doesn't feel like their backyard. They don't

00:05:23 --> 00:05:26: feel ownership of it. And so it's hard to dispel

00:05:26 --> 00:05:29: those notions when you don't have that built in advocacy

00:05:29 --> 00:05:30: group around it.

00:05:32 --> 00:05:35: It's made the more challenging by the fact that as

00:05:35 --> 00:05:40: we've heard, despite the incredible amount of focus and work

00:05:40 --> 00:05:44: that's being done around downtown San Francisco, systems of governance

00:05:44 --> 00:05:48: are fragmented and it makes it harder to get things

00:05:48 --> 00:05:52: done. And that has resulted in a permitting process that's

00:05:52 --> 00:05:56: it's broken and it's not because people aren't trying to

00:05:56 --> 00:05:57: make it happen.

00:05:58 --> 00:06:01: But it does result in a lack of predictability. That,

00:06:01 --> 00:06:05: in addition to the overarching challenges with respect to work

00:06:05 --> 00:06:09: from home, with respect to office vacancy, means that those

00:06:09 --> 00:06:12: who have the ability to bring the the capital and

00:06:12 --> 00:06:16: investment that can help activate the 30 million square feet

00:06:16 --> 00:06:20: of vacant office right now are getting nervous and are

00:06:20 --> 00:06:22: starting to back away from the city.

00:06:23 --> 00:06:26: So we need to turn around that narrative, make things

00:06:26 --> 00:06:31: more predictable in order to drive revitalization, really starting with

00:06:31 --> 00:06:35: engaging your greatest asset, which are San Franciscans, Eric.

00:06:36 --> 00:06:36: Thank you, Kate.

00:06:37 --> 00:06:40: So sorry, so if you're saying that sort of the

00:06:40 --> 00:06:44: the the threat to the downtown reoccupancy is the permitting

00:06:44 --> 00:06:47: process as opposed to financing everything else?

00:06:48 --> 00:06:49: It is. It is all of the above.

00:06:50 --> 00:06:53: But one of the one of the persistent things that

00:06:53 --> 00:06:56: we heard was that the actions that are necessary in

00:06:56 --> 00:06:59: order to change perceptions and start to make changes to

00:07:00 --> 00:07:02: and as we'll talk through what what has to happen

00:07:03 --> 00:07:06: at the public realm, which has to happen with businesses

00:07:06 --> 00:07:09: coming back into downtown, you know all the way through

00:07:09 --> 00:07:14: building permitting reduces predictability and continues those negative perceptions.

00:07:15 --> 00:07:16: And we'll get into details on this.

00:07:18 --> 00:07:21: So don't worry, I won't talk for very long. We

00:07:21 --> 00:07:24: want the people from out of town. We're much more
00:07:24 --> 00:07:28: expert at this than myself to be spending most of
00:07:28 --> 00:07:30: the time. But I I I just want to ask.
00:07:30 --> 00:07:33: We have to step back and ask why Double down
00:07:33 --> 00:07:37: on downtown? I came up with that mayor's office. If
00:07:37 --> 00:07:40: you want to use it, feel free. No copyrights. So.
00:07:40 --> 00:07:45: The obvious Everyone knows it's the economic engine. It
00:07:45 --> 00:07:49: supports
00:07:49 --> 00:07:53: the rest of San Francisco. It's an incredible transit hub.
00:07:53 --> 00:07:56: It's the gateway to San Francisco. It's we invested intensely
00:07:56 --> 00:07:59: in this area. It's high density. But I I want
00:07:59 --> 00:08:02: to step back. For me, why downtown? Why double down
00:08:02 --> 00:08:06: on downtown? My first real job was downtown. I I
00:08:06 --> 00:08:09: remember walking to my office job, feeling, looking at the
00:08:09 --> 00:08:13: Bay, feeling the energy I felt walking there.
00:08:13 --> 00:08:17: Anything is possible. I made it. I'm in downtown San
00:08:17 --> 00:08:20: Francisco. There's a cachet to that. This is years ago.
00:08:20 --> 00:08:24: And there's also the sense that you could be anyone.
00:08:24 --> 00:08:27: You didn't have to be a white shoe, blue blooded
00:08:27 --> 00:08:31: person. San Francisco is welcoming to all. I think that's
00:08:31 --> 00:08:35: important for me, for San Francisco downtown. And I asked
00:08:35 --> 00:08:37: the people from around the country, why did you give
00:08:37 --> 00:08:39: up your lives for a week to come to San
00:08:39 --> 00:08:43: Francisco to help us?
00:08:43 --> 00:08:47: I appreciate it, but why? The answer was San Francisco
00:08:47 --> 00:08:50: matters. San Francisco matters to the country. What we do
00:08:50 --> 00:08:55: here and for us we know downtown matters to San
00:08:55 --> 00:08:59: Francisco. Downtown was never, wasn't always what it is
00:08:59 --> 00:09:02: today.
00:09:02 --> 00:09:06: Used to be a mixed-use waterfront working town. It evolved
00:09:06 --> 00:09:08: into this economic engine. But we can make it better.
00:09:08 --> 00:09:13: We can bring back. We can learn from the past,
00:09:13 --> 00:09:18: bring back some of the past.
00:09:18 --> 00:09:21: The diversity, the residents, the artists, we can maintain the
00:09:21 --> 00:09:27: economic engine. What we're learning from the current into the
00:09:27 --> 00:09:31: future and what does that future look like? It's a
00:09:31 --> 00:09:36: central business business district with a much more
00:09:36 --> 00:09:38: diversified neighborhood
00:09:39 --> 00:09:41: that people can work in different ways, be entertained, have
00:09:41 --> 00:09:44: families to play, a hub for artist cultural entrepreneurship. It
00:09:44 --> 00:09:47: will have equity and inclusion.
00:09:47 --> 00:09:50: As we bring and spend money to make it the

00:09:41 --> 00:09:45: new downtown, and it'll be a continuing economic driver for
00:09:45 --> 00:09:50: the city, but not one-dimensional. It'll be multifaceted. This all
00:09:50 --> 00:09:53: sounds great. This is the future, I see, and no
00:09:53 --> 00:09:56: one's going to tell us how we get there. Thank
00:09:56 --> 00:09:57: you, Nolan.

00:10:00 --> 00:10:03: I love those, those Great Expectations. Thank you.
00:10:06 --> 00:10:09: It's interesting. I began my career almost or this part
00:10:09 --> 00:10:12: like part of my career almost 18 years ago when
00:10:12 --> 00:10:15: Hurricane Katrina gets to New Orleans and displaced the
entire
00:10:15 --> 00:10:18: city. So when we talk about displacement of workers from
00:10:18 --> 00:10:21: downtowns and we talk about that in Los Angeles, we
00:10:21 --> 00:10:24: talk about that in all of our cities. That means
00:10:24 --> 00:10:28: something very significant to me. And during that time people
00:10:28 --> 00:10:31: would ask, but why does New Orleans matter? And when
00:10:31 --> 00:10:33: Eric asked me, well, why are you here? Why does
00:10:33 --> 00:10:35: San Francisco matter?
00:10:35 --> 00:10:37: I repeat it to him, but we repeat it to
00:10:37 --> 00:10:40: everyone in the nation in the world back in 2006
00:10:40 --> 00:10:43: and 2005, this Tennessee Williams quote that there are three
00:10:43 --> 00:10:46: great cities in North America. It's New York, San Francisco
00:10:46 --> 00:10:50: and New Orleans. Everywhere else is Cleveland. This is
important
00:10:50 --> 00:10:52: work and this is what I love doing it. So
00:10:52 --> 00:10:55: I'm excited about being here. I've been a part of
00:10:55 --> 00:10:59: rebuilding communities, economy, school systems, the
criminal justice system in
00:10:59 --> 00:11:02: New Orleans. I was a part of building a district
00:11:02 --> 00:11:04: at Dallas that's one of the largest mixed-use.
00:11:05 --> 00:11:07: Mixed-use districts in Texas, I I was in Vancouver as
00:11:08 --> 00:11:11: the CEO of downtown Vancouver during the pandemic and
now
00:11:11 --> 00:11:13: I'm in Los Angeles and I can tell you that
00:11:13 --> 00:11:16: your challenges are the challenges that every city is making
00:11:16 --> 00:11:19: and facing right now. So what is it that we're
00:11:19 --> 00:11:21: going to do in this city? Really well in New
00:11:21 --> 00:11:24: Orleans we can say to people come for the culture
00:11:24 --> 00:11:27: and stayed for the commerce because we didn't have much
00:11:27 --> 00:11:30: Congress till we have a lot of culture and Vancouver
00:11:30 --> 00:11:32: they don't have a lot of culture. So I flipped
00:11:32 --> 00:11:34: that around and I would say.
00:11:34 --> 00:11:37: Come for the commerce and stay for the culture because
00:11:37 --> 00:11:39: we would try to sneak that in for them. In

00:11:39 --> 00:11:42: San Francisco, you have the benefit of having a boat
 00:11:42 --> 00:11:44: and have it organic and you have a history of
 00:11:44 --> 00:11:46: it. And so here we get a chance to say
 00:11:46 --> 00:11:48: to people come for the commerce, stay for the culture
 00:11:48 --> 00:11:51: or build the culture with us and come for the
 00:11:51 --> 00:11:53: culture and stay for the commerce. It really is unique
 00:11:53 --> 00:11:56: that you can do both organically that it's part of
 00:11:56 --> 00:11:58: your history. And so we start by activating the ground
 00:11:58 --> 00:12:02: playing, activating the street with arts and culture, activating
 the
 00:12:02 --> 00:12:03: public realm and they can retail.
 00:12:04 --> 00:12:07: We also have to make sure that we double down
 00:12:07 --> 00:12:10: on business and employee retention and attraction. They are
 the
 00:12:11 --> 00:12:14: base for your downtown. They have been and they always
 00:12:14 --> 00:12:16: will be, even as we diversify. We need to make
 00:12:16 --> 00:12:20: sure that we're doing residential and mixed-use conversions,
 making sure
 00:12:20 --> 00:12:24: that downtown does many users both locally, both globally,
 your
 00:12:24 --> 00:12:27: tourism visitors, but also San Francisco and workers who
 come
 00:12:28 --> 00:12:31: here to live, work and play transit reliability and quality.
 00:12:32 --> 00:12:35: Vancouver when I was there. Vancouver is the 24th transit
 00:12:35 --> 00:12:38: region in North America, but transit has come back so
 00:12:38 --> 00:12:41: that Vancouver is the 5th leading transit entity in North
 00:12:41 --> 00:12:45: America right now. And most of those destinations terminate
 in
 00:12:45 --> 00:12:48: downtown Vancouver, which has made a world of a
 difference
 00:12:48 --> 00:12:52: for our recovery, branding and public relations. I'm I'm born
 00:12:52 --> 00:12:55: and raised in New Orleans, and for the last 30
 00:12:55 --> 00:12:57: years New Orleans has been one of the most vibrant
 00:12:57 --> 00:12:59: places in North America.
 00:13:00 --> 00:13:03: Don't tell anybody that because we don't tell anybody that
 00:13:03 --> 00:13:06: in New Orleans. That's something that you all have to
 00:13:06 --> 00:13:09: understand how to do here. Tell your story better so
 00:13:09 --> 00:13:12: that people outside of the city understand how vibrant and
 00:13:12 --> 00:13:15: how great San Francisco is and governance changes. We
 have
 00:13:15 --> 00:13:19: to be able to operationalize all of these recommendations
 and
 00:13:19 --> 00:13:21: the thing that you can control the most is how
 00:13:21 --> 00:13:24: fast you do It needs to be able to do

00:13:24 --> 00:13:26: it with speed, the tools to make it happen, funding
00:13:26 --> 00:13:29: and financing. We need tax reductions.
00:13:29 --> 00:13:33: For negative business attraction and retention, we're going to keep
00:13:33 --> 00:13:36: workers here have to incentivize in the state here. We
00:13:36 --> 00:13:40: need incentives for conversion. We need development financing. We need
00:13:40 --> 00:13:44: to organize for action. We need a downtown deputy mayor,
00:13:44 --> 00:13:47: someone who can be appointed contact to organize all of
00:13:47 --> 00:13:50: this, to shepherd this. To make sure that this continues
00:13:50 --> 00:13:54: to move forward and is prioritized within city government, we
00:13:54 --> 00:13:58: need enhanced, coordinated or consolidated CBD's downtown CBD 2.03.0.
00:13:58 --> 00:14:02: We need to build on what you already have and
00:14:02 --> 00:14:06: we need a downtown revitalization authority. So we'll get into
00:14:06 --> 00:14:12: the recommendations, placemaking and programming. These are things that you
00:14:12 --> 00:14:16: could begin to do immediately. They just require investments and
00:14:16 --> 00:14:20: policy. A few changes, but these are things that you
00:14:20 --> 00:14:23: can begin to do what you think, Rico.
00:14:26 --> 00:14:29: Hi, yeah my name is Regu King Dongo. I'm trained
00:14:29 --> 00:14:33: architect parks for 2070 years now. I work for government.
00:14:33 --> 00:14:36: Don't ask me how that happened. I run the office
00:14:36 --> 00:14:39: of Bank Green Development for the city of Seattle. We
00:14:39 --> 00:14:43: in looking at the great assets that San Francisco has
00:14:43 --> 00:14:46: already in the downtown has already. We wanted to think
00:14:46 --> 00:14:50: what's a forward-looking vision that you all can get excited
00:14:50 --> 00:14:53: about that could be a part of the future looking
00:14:54 --> 00:14:55: at series of investments.
00:14:56 --> 00:14:59: So with that we checked 50,000 foot view, we talked
00:14:59 --> 00:15:03: about land use, we talked about real estate, we talked
00:15:03 --> 00:15:07: about families, we talked about how we get more people
00:15:07 --> 00:15:10: into the downtown. And we came up with these series
00:15:10 --> 00:15:15: of concepts of different place making locations, opportunities across the
00:15:15 --> 00:15:18: the studying area of the district. So one of them
00:15:18 --> 00:15:22: an arts and culture entrepreneurial district front St. as an
00:15:22 --> 00:15:24: entertainment zone in the city.
00:15:25 --> 00:15:30: North S connectors that we the district together a Wellness
00:15:30 --> 00:15:35: zone that is focused on families and then the transformation
00:15:35 --> 00:15:40: of the Barkville Plaza into Waterfront Park and that would
00:15:40 --> 00:15:44: be conjoined if that is a word with Market Front

00:15:44 --> 00:15:48: Plaza which would be the closure looking at capturing the
00:15:48 --> 00:15:52: space between from market area to Front St. along.
00:15:52 --> 00:15:53: Market Street.
00:15:57 --> 00:16:00: So marking front Plaza. So this is a picture of
00:16:00 --> 00:16:04: Pike Place Market. It was the share there for another
00:16:04 --> 00:16:08: of years, sounds council for seven. What we saw in
00:16:08 --> 00:16:12: Seattle was during COVID, people still came to Pike Place
00:16:12 --> 00:16:16: Market, that the place was still active because you have
00:16:16 --> 00:16:20: residents that live there, you have small business, small and
00:16:21 --> 00:16:21: cloud shops.
00:16:22 --> 00:16:26: You have a large businesses, you have a whole diversity
00:16:26 --> 00:16:29: of resources and use it all in one place. What
00:16:29 --> 00:16:33: we're what we're thinking about in terms of the activation
00:16:33 --> 00:16:36: of Market Street is how can we break in the
00:16:36 --> 00:16:41: same vitality or place straight and straight into downtown,
straight
00:16:41 --> 00:16:45: at the end of the corridor, get people a place
00:16:45 --> 00:16:48: to arrive to and some of that is done now
00:16:48 --> 00:16:50: and we just want to elevate it.
00:16:51 --> 00:16:55: We want to create a public marketplace where small
independent
00:16:55 --> 00:17:00: businesses, shop runners, restaurant tours, crafts people and
people buy
00:17:00 --> 00:17:04: pot. Small business can come together to sell their wares
00:17:04 --> 00:17:08: to celebrate the culture with this place. We also want
00:17:08 --> 00:17:11: to make sure that that program activation is year round
00:17:11 --> 00:17:15: Waterfront Park. So all of you can think of the
00:17:15 --> 00:17:18: Marketer Plaza, which is a great public amenity as a
00:17:18 --> 00:17:19: space.
00:17:19 --> 00:17:22: Filter is not a lot of data there right now.
00:17:22 --> 00:17:25: And so if you look at this picture of the
00:17:25 --> 00:17:29: Brooklyn Bridge park which is in the org, which is
00:17:29 --> 00:17:33: a huge transformation of a great public space, it's organic,
00:17:33 --> 00:17:37: it's a mix of soft spaces, hard spaces. How can
00:17:37 --> 00:17:40: we transform something it, I guess we'll all say a
00:17:40 --> 00:17:45: couple things, market air deposit can be activated right now.
00:17:45 --> 00:17:49: We can bring people there, we can have marketplace after
00:17:49 --> 00:17:53: there you can have activities of celebration that. From there
00:17:53 --> 00:17:57: there's infrastructure amenities that can be added over time
on
00:17:57 --> 00:18:00: Xbox to the race for it that can transform that
00:18:00 --> 00:18:03: space to be something better. But we don't have to
00:18:03 --> 00:18:07: wait for that for those dollars to begin the transportation

00:18:07 --> 00:18:09: of the space man. Part of what we want to
00:18:09 --> 00:18:13: make sure is that by pedestrian connections along the waterfront
00:18:13 --> 00:18:15: and variability downtown.
00:18:15 --> 00:18:18: Are they are put in place we also there's an
00:18:19 --> 00:18:22: amenity there that is the big cloud that we want
00:18:22 --> 00:18:26: to actually turn into a public community instead of being.
00:18:26 --> 00:18:27: Low used to the property.
00:18:28 --> 00:18:32: So all of this is a series of actions that
00:18:32 --> 00:18:36: we want to take to ensure that there is a
00:18:36 --> 00:18:41: destination location that it's at the front living room San
00:18:41 --> 00:18:43: Francisco downtown.
00:18:44 --> 00:18:47: I also we have Dilworth Park here. This was done
00:18:47 --> 00:18:51: in Philadelphia by Sanders City district. They transformed a huge
00:18:51 --> 00:18:55: park on top of their transit as a destination location.
00:18:55 --> 00:18:59: They have 9,000,000 visitors there a year. We have the
00:18:59 --> 00:19:02: same thing implied this market and I make visitors here
00:19:02 --> 00:19:06: to 90% of the visitation that we have before COVID.
00:19:06 --> 00:19:09: We can get there and San Francisco has those to
00:19:09 --> 00:19:10: do it, no.
00:19:14 --> 00:19:17: The Front St. entertainment system. So we in downtown
00:19:17 --> 00:19:20: management
00:19:20 --> 00:19:22: will always use the language of live work, play. And
00:19:22 --> 00:19:25: one of the things that we have to make sure
00:19:25 --> 00:19:28: that we emphasize as part of recovery is that we're
00:19:28 --> 00:19:31: bringing people down to downtown San Francisco to play
00:19:31 --> 00:19:33: and
00:19:33 --> 00:19:37: the Front St. entertainment zone is an opportunity to do
00:19:37 --> 00:19:39: that. So you all think of the fact that there
00:19:39 --> 00:19:41: aren't enough residents living in downtown and it's the
00:19:42 --> 00:19:44: weakness
00:19:44 --> 00:19:47: right down. So what this does is let's look at
00:19:47 --> 00:19:50: what the opportunity is on that weakness.
00:19:50 --> 00:19:53: Normally we're going to do this in an area where
00:19:53 --> 00:19:56: they had existing residential. You would have all sorts of
00:19:56 --> 00:19:59: headaches to try to extend bar hours and sell alcohol
00:20:00 --> 00:20:02: and close down the streets for this type of 6th
00:20:02 --> 00:20:04: St. Bourbon Street, Granville St. type of opportunity. In San
00:20:04 --> 00:20:08: Francisco, because you don't have the residential base, now
is
the time to do what if you're living when you
do with it, I'm saying that you should do it
soon. There are opportunities to increase sales tax revenue

when

00:20:08 --> 00:20:09: you have a late night, so.

00:20:10 --> 00:20:14: When they're were dated, effectively they can be incredibly safe

00:20:14 --> 00:20:16: places. But you can also use this as an incentive

00:20:16 --> 00:20:19: to get businesses to stay open during the day. Imagine

00:20:19 --> 00:20:23: you'd go to entrepreneur or business owner food and beverage

00:20:23 --> 00:20:26: or nightclub industry and you say we're going to create

00:20:26 --> 00:20:29: this expired permit. A lot of you stay open, survive

00:20:29 --> 00:20:32: the hall until four AM, 6:00 AM but in exchange

00:20:32 --> 00:20:34: for that, you have to have a pop up for

00:20:34 --> 00:20:37: new food and beverage during the day as well. So

00:20:37 --> 00:20:39: you create a real true 24/7 district.

00:20:39 --> 00:20:42: And at the daytime, I was at serving workers to

00:20:42 --> 00:20:46: serving residents, to serving visitors and serving a different audience

00:20:46 --> 00:20:50: in the evening. Oh wow, you're reading text benefits from

00:20:50 --> 00:20:53: this, from sales taxes. And in some of these districts,

00:20:53 --> 00:20:56: we had an extra penny, 2 pennies on that with

00:20:56 --> 00:20:59: alcohol that served in this district. So it really can

00:20:59 --> 00:21:02: be a revenue generator for the city. All arts, culture

00:21:02 --> 00:21:07: and entertainment are entrepreneurship. Excuse me. District, our ace district.

00:21:08 --> 00:21:11: This really is an opportunity to bring San Francisco's back

00:21:11 --> 00:21:14: into your downtown. We've heard from lots of people that

00:21:14 --> 00:21:18: we interviewed about how downtown San Francisco doesn't feel like

00:21:18 --> 00:21:21: it's for them anymore. There's no reason for them to

00:21:21 --> 00:21:25: come here. By creating an East district, a great sculpture

00:21:25 --> 00:21:29: here entrepreneurship district, you have the opportunity to create spaces

00:21:29 --> 00:21:32: that work for artists, both live work and maker spaces

00:21:32 --> 00:21:33: you can extend.

00:21:34 --> 00:21:37: Downtown so that it represents not only the tech industry

00:21:37 --> 00:21:41: but emerging industries and artisan industries and diversify your mix

00:21:41 --> 00:21:45: of businesses that are here by having spaces provide entrepreneurs

00:21:45 --> 00:21:48: that already exist here in San Francisco but locating them

00:21:48 --> 00:21:52: in downtown. You diversify not only the uses potentially, but

00:21:52 --> 00:21:56: the users of your downtown space, which is incredibly important.

00:21:56 --> 00:22:00: And when you create these types of multicultural districts,

these
00:22:00 --> 00:22:02: types of districts that have these specific uses.
00:22:03 --> 00:22:06: They also would come visitor attractions. Visitors want to see
00:22:06 --> 00:22:09: the authentic San Francisco and we have as a case
00:22:09 --> 00:22:13: study the Detroit Arts, Culture, Entrepreneurship District,
which is certainly
00:22:13 --> 00:22:16: something that you should pay a great deal of attention
00:22:16 --> 00:22:19: to. Antoine and Troy just tell you all about that
00:22:19 --> 00:22:22: if you have questions, but you've done this before. The
00:22:22 --> 00:22:25: best case study is just looking back as you will
00:22:25 --> 00:22:28: reimagine what downtown San Francisco can be. You
remember what
00:22:29 --> 00:22:29: it once was.
00:22:30 --> 00:22:33: Monkey Plot In the 1930s, I was as many as
00:22:33 --> 00:22:39: 75 artists, artists and writers telling San Francisco's story.
Creating
00:22:39 --> 00:22:44: wears, living, working, prospering at downtown, diverse
people from all
00:22:44 --> 00:22:47: over the world, and the speed.
00:22:49 --> 00:22:52: Thank you, Nolan. Hi everybody. Again, I am GD. So
00:22:52 --> 00:22:56: well I have been living in the barrier for the
00:22:56 --> 00:22:59: last 20 years and working in San Francisco.
00:22:59 --> 00:23:02: And have been part of the team that Perkinson will
00:23:02 --> 00:23:05: led the Better Market Street 10 years back and we're
00:23:06 --> 00:23:08: still waiting for it to be better. So let's get
00:23:08 --> 00:23:11: going. But definitely and also a lot of projects in
00:23:12 --> 00:23:15: the East waterfront area of Mission Rock and Petra power
00:23:15 --> 00:23:18: stations so deeply care, deeply care about what happens to
00:23:19 --> 00:23:21: downtown San Francisco and what we need to do as
00:23:21 --> 00:23:25: community. So building on what Nolan said about bringing in
00:23:25 --> 00:23:28: other use of growth, the artists and entrepreneurs.
00:23:29 --> 00:23:33: What might be other areas of intervention that builds on
00:23:33 --> 00:23:38: what Rico said around the waterfront park taking that
marketer
00:23:38 --> 00:23:43: Plaza, taking this segment of Market Street between
Embakater and
00:23:43 --> 00:23:47: front to be a front door Plaza living room space?
00:23:47 --> 00:23:51: How can we look at the Embakater retail center area
00:23:51 --> 00:23:55: as being continuing to be a place for the community,
00:23:55 --> 00:23:58: but building it back to be now about a place?
00:23:59 --> 00:24:04: Very intentionally about Wellness. Is there a way to rethink
00:24:04 --> 00:24:08: that to use and repurpose the mall to provide opportunities
00:24:08 --> 00:24:12: and users and programs that is about Wellness for the

00:24:13 --> 00:24:18: for families and residents and downtown workers and employees and

00:24:18 --> 00:24:22: visitors and it offers a completely different kind of a

00:24:22 --> 00:24:25: setting and and a user drop which are.

00:24:26 --> 00:24:30: The user group we really haven't ever welcomed in our

00:24:30 --> 00:24:34: downtowns before, kids and youth. Where might be there an

00:24:34 --> 00:24:38: opportunity to create a family zone? Is there a possibility

00:24:38 --> 00:24:43: for having daycare for kids after school programs, Adult learning?

00:24:43 --> 00:24:48: Lifelong learning opportunities? Workforce training? One which is all about

00:24:48 --> 00:24:53: growth, profession growth, upward mobility, bringing in people from all

00:24:53 --> 00:24:54: walks of life?

00:24:55 --> 00:25:00: And really the setting is beautiful. It's a biophilic setting.

00:25:00 --> 00:25:04: Can it be also about opportunities for public health, for

00:25:04 --> 00:25:08: mental health, for everybody? It clearly could has lived its

00:25:08 --> 00:25:12: life as a mall and needs to find another purpose.

00:25:12 --> 00:25:15: And this is a great purpose right at the waterfront

00:25:15 --> 00:25:19: park that we are imagining we could just talked about

00:25:19 --> 00:25:23: it the 6th in the kind of overarching move that

00:25:23 --> 00:25:25: we want to make suggest is.

00:25:25 --> 00:25:29: Really. Let's start thinking about how we connect our our

00:25:29 --> 00:25:33: neighborhoods. You have a really thriving E cut neighborhood with

00:25:33 --> 00:25:37: residential users. I know it because I walk Spear and

00:25:37 --> 00:25:40: Main and Beal every single day. I come into work

00:25:40 --> 00:25:43: every day and our office is on brand. So it

00:25:43 --> 00:25:46: has a life, it has office scores and it has

00:25:46 --> 00:25:50: people living there. And it has. It definitely has.

00:25:50 --> 00:25:54: A little bit more beach than the downtown. So can

00:25:54 --> 00:25:57: we think about extending all your great work in the

00:25:57 --> 00:26:01: East Cut, Neighborhood Field and 2nd and Fulsome? You have

00:26:01 --> 00:26:05: put in a really rich pedestrian and a bike infrastructure

00:26:05 --> 00:26:08: and it feels, I would say it instills a sense

00:26:08 --> 00:26:11: of pride in me walking down those days. It gives

00:26:11 --> 00:26:14: me dignity just looking at all of that, can we

00:26:14 --> 00:26:17: look to extend those arms and those fingers?

00:26:18 --> 00:26:21: Further not into downtown, the study area of Data Street

00:26:22 --> 00:26:26: at Montgomery and Pacific. Look at commercial St. What's that

00:26:26 --> 00:26:30: framework of multi modality? What's that framework for low carbon

00:26:30 --> 00:26:34: options for people to move around? Where can we identify

00:26:34 --> 00:26:39: green infrastructure to really start showcasing your commitment towards climate

00:26:39 --> 00:26:43: change adaptation right visibly and tangibly on the street so

00:26:43 --> 00:26:47: that people feel inspired and renewed in your commitment?

00:26:48 --> 00:26:51: This is a a very visible framework and we bring

00:26:51 --> 00:26:54: this graphic back because we want to kind of remind

00:26:55 --> 00:26:58: you all of these is really reinforcing each other. The

00:26:58 --> 00:27:02: the waterfront park, the market to water Front Plaza, the

00:27:02 --> 00:27:07: Wellness zone, the ACE district entertainment zone, the sorry the

00:27:07 --> 00:27:11: front St. entertainment zone, the the ACE district. This is

00:27:11 --> 00:27:13: all about reinforcing.

00:27:13 --> 00:27:17: The diverse users, the diverse people and are really a

00:27:17 --> 00:27:21: diversity of shared experiences and making it as it includes

00:27:21 --> 00:27:24: it. With that I will pass it to call to

00:27:24 --> 00:27:26: talk about essential elements.

00:27:27 --> 00:27:30: Thank you very much, Geedy and good to see you

00:27:30 --> 00:27:33: all those who you I haven't met. I am called

00:27:33 --> 00:27:38: Weisbrod, I used to many years ago oversee economic development

00:27:38 --> 00:27:41: for the city of New York and most recently was

00:27:41 --> 00:27:43: both the chair and.

00:27:43 --> 00:27:48: Director of the New York City Planning Department and the

00:27:48 --> 00:27:52: New York City Planning Commission. But in 1994, I was

00:27:52 --> 00:27:56: hired by the business community in lower Manhattan to address

00:27:56 --> 00:28:01: the challenges of lower Manhattan. And the challenges of Lower

00:28:01 --> 00:28:05: Manhattan were almost a mirror image of the challenges that

00:28:05 --> 00:28:09: downtown San Francisco is facing today. We were.

00:28:10 --> 00:28:13: In the first half of the 20th century, the capital

00:28:13 --> 00:28:17: of the age of capitalism and over the most of

00:28:17 --> 00:28:21: the 20th century, we were highly dependent on the business

00:28:21 --> 00:28:25: cycle through a series of booms and busts. But by

00:28:25 --> 00:28:29: the latter half of, especially the latter decades of the

00:28:29 --> 00:28:33: 20th century, we realized that our challenges were no longer

00:28:33 --> 00:28:36: just subject to the business cycle.

00:28:36 --> 00:28:41: But we're really structural because we were A1 dimensional neighborhood.

00:28:41 --> 00:28:46: We were boring neighborhoods, frankly, to a great extent. Businesses

00:28:46 --> 00:28:49: didn't want to be there. They wanted to drift and

00:28:50 --> 00:28:53: they were drifting out of Lower Manhattan to other parts

00:28:53 --> 00:28:56: of the city or to other parts of the region

00:28:56 --> 00:28:59: or to other parts of the country. And so we

00:28:59 --> 00:29:03: realized that we had to address in a very, very

00:29:03 --> 00:29:04: fundamental way.

00:29:05 --> 00:29:08: The challenges that the area faced and to do it

00:29:08 --> 00:29:12: in a way that would transform low Manhattan from A1

00:29:12 --> 00:29:17: dimensional neighborhood into a multidimensional neighborhood. From a nine to

00:29:17 --> 00:29:22: five neighborhood speaking somewhat but not that much pejoratively to

00:29:22 --> 00:29:27: a 24/7 neighborhood speaking somewhat but not that much pejoratively.

00:29:29 --> 00:29:31: And the first step and I think we had to

00:29:31 --> 00:29:34: address it and we believe that it really has to

00:29:35 --> 00:29:39: be addressed here is business competitiveness business. The business value

00:29:40 --> 00:29:43: proposition in San Francisco has changed and I think it's

00:29:43 --> 00:29:47: something that you have to address that you are no

00:29:47 --> 00:29:50: longer and we've heard it from a number of the

00:29:50 --> 00:29:54: people we've interviewed that San Francisco is no longer a

00:29:54 --> 00:29:57: buyer, you're a seller and you have to make yourself.

00:29:58 --> 00:30:03: Viable and and costeffective really for companies that you want

00:30:03 --> 00:30:06: to keep here and that you want to attract here.

00:30:06 --> 00:30:10: That doesn't mean that you are ever going to be

00:30:10 --> 00:30:13: any more than New York is going to be the

00:30:13 --> 00:30:17: low price alternative. That's never going to happen. You're a

00:30:17 --> 00:30:21: high price place, but you have to be more competitive

00:30:21 --> 00:30:25: than you are because the business tax is here.

00:30:25 --> 00:30:31: Are far, far higher than comparable areas. Regional areas, nearby

00:30:31 --> 00:30:36: cities, competitive cities, and frankly, coming from what I thought

00:30:37 --> 00:30:41: was the highest tax city in the entire country, in

00:30:41 --> 00:30:46: a city that thought it had invented every tax imaginable

00:30:46 --> 00:30:49: to human beings, I'm pretty surprised by the.

00:30:50 --> 00:30:55: Burden that business taxes bear here and it really is

00:30:56 --> 00:31:02: something that really has to be addressed if your competitiveness,

00:31:02 --> 00:31:07: strictly in an economic sense is going to improve. And

00:31:07 --> 00:31:12: there there a panoply of taxes that businesses here pay

00:31:12 --> 00:31:15: they in in the aggregate.

00:31:15 --> 00:31:19: Have to be reduced. I know that there's some efforts

00:31:19 --> 00:31:23: underway for looking at that and what should be reduced

00:31:23 --> 00:31:26: and how best to reduce it. But overall there has
00:31:26 --> 00:31:30: to be I think a meaningful, A meaningful reduction in
00:31:30 --> 00:31:35: business taxes and particularly with respect to the gross receipts
00:31:35 --> 00:31:39: tax and particularly with respect to the challenges that San
00:31:39 --> 00:31:41: Francisco and every city hate.
00:31:42 --> 00:31:46: Mentioned it in her introduction and Rich mentioned it as
00:31:46 --> 00:31:49: well, which is that many of us are facing today
00:31:49 --> 00:31:53: another kind of structural problem which is and challenge which
00:31:53 --> 00:31:57: is the return to work. And yet the gross receipts
00:31:57 --> 00:32:02: tax at the moment actually disincentivizes employers from being bringing
00:32:02 --> 00:32:05: their workers to work because if they work from home.
00:32:06 --> 00:32:10: In many ways, the gross receipts tax is reduced, so
00:32:10 --> 00:32:15: that's a challenge I think that you all really have
00:32:15 --> 00:32:19: to face. Second, the area has to really become more
00:32:19 --> 00:32:24: multidimensional, and the easiest and best and proven way to
00:32:24 --> 00:32:29: do that, in my view, is to introduce more residents
00:32:29 --> 00:32:33: into the downtown core. And the best way to do
00:32:33 --> 00:32:34: that is to.
00:32:35 --> 00:32:41: Convert residential commercial buildings, particularly those that are older that
00:32:41 --> 00:32:46: are less functional today, there is certainly we're seeing it.
00:32:46 --> 00:32:51: I believe you're seeing it as well among commercial companies,
00:32:51 --> 00:32:56: a flight to quality that there's really an opportunity to
00:32:56 --> 00:33:01: convert older office buildings to residential use in Lower Manhattan.
00:33:02 --> 00:33:06: That was actually our the first program we put together
00:33:06 --> 00:33:12: to jumpstart 13,000 units were created through a tax incentive
00:33:12 --> 00:33:17: program, but 17,000 units were created after that after the
00:33:17 --> 00:33:21: market had made downtown an attractive place for people to
00:33:21 --> 00:33:25: live. What we didn't do and what I regret, maybe
00:33:25 --> 00:33:30: one of the great programmatic errors of my life is
00:33:30 --> 00:33:30: demand.
00:33:31 --> 00:33:35: Affordability at that time and I really do believe that
00:33:36 --> 00:33:39: in terms of both equity but also to create a
00:33:39 --> 00:33:46: a vibrant neighborhood housing conversion program, residential conversion program should
00:33:46 --> 00:33:51: include inclusionary housing. And in order to do that, frankly
00:33:51 --> 00:33:57: even without inclusionary housing, we recognize that there

needs to

00:33:57 --> 00:34:01: be some incentives in order to convert buildings.

00:34:01 --> 00:34:06: From commercial use to residential use. Here obviously to include

00:34:06 --> 00:34:11: affordability requires somewhat more incentives. We propose that you waive

00:34:11 --> 00:34:14: your impact fees, your transfer tax for 10 years at

00:34:14 --> 00:34:18: least for the 1st 5,000,000 square feet of converted space.

00:34:18 --> 00:34:22: We want to see this jump started. That's why we

00:34:22 --> 00:34:25: suggest just having a limit on the program for the

00:34:25 --> 00:34:26: first five years.

00:34:28 --> 00:34:32: And and to provide affordability as one component, there really

00:34:32 --> 00:34:36: has to be a property tax abatement as well. I

00:34:36 --> 00:34:38: will say to you and I know that and I

00:34:38 --> 00:34:42: am in many ways highly skeptical of tax abatements, but

00:34:43 --> 00:34:46: the evidence is absolutely clear that in the long run,

00:34:46 --> 00:34:51: just economically, just in terms of city revenues, this more

00:34:51 --> 00:34:54: than pays for itself. I'll just give one example.

00:34:55 --> 00:34:59: Of but there are legion examples of buildings in lower

00:34:59 --> 00:35:05: Manhattan commercial buildings that were paying much lower assessments than

00:35:05 --> 00:35:11: ultimately the residential conversions ended up paying even after the

00:35:11 --> 00:35:15: tax abatement. Expired. And we have a disadvantage that I

00:35:15 --> 00:35:19: don't believe you have which is that our.

00:35:19 --> 00:35:24: Residential assessment rate and tax rate is much lower than

00:35:24 --> 00:35:28: our commercial tax rate, whereas here it's much more as

00:35:28 --> 00:35:31: I understand it, much more even. I think you also

00:35:31 --> 00:35:35: should explore and I think if I understand the planning

00:35:35 --> 00:35:40: department is undertaking this that hasn't if it hasn't already

00:35:40 --> 00:35:45: been approved code changes to incentivize conversion make it easier

00:35:45 --> 00:35:47: have incentives targeted to.

00:35:48 --> 00:35:53: Particularly the low performing B&C class office buildings and again

00:35:53 --> 00:35:57: going back to something that I think Kate said, it

00:35:57 --> 00:36:01: is really important to have these kinds of endeavors as

00:36:01 --> 00:36:06: of right as opposed to done on a discretionary basis.

00:36:06 --> 00:36:09: Time is money and if you can improve time, if

00:36:09 --> 00:36:14: you can provide certainty, that's a huge advantage to anyone

00:36:14 --> 00:36:15: making an investment.

00:36:17 --> 00:36:23: 2nd, That's while residential conversions are the most visible and

00:36:23 --> 00:36:27: in many ways the most important new use that can
00:36:27 --> 00:36:32: be brought into downtown, it's not the only one. There
00:36:32 --> 00:36:36: is an opportunity to bring other kinds of retail uses,
00:36:37 --> 00:36:43: other kinds of social uses, advancing equity considerations
into lower
00:36:43 --> 00:36:47: Manhattan particular, into lower into Downtown.
00:36:47 --> 00:36:53: Pardon me, particularly particularly in terms of activating
ground floor
00:36:53 --> 00:36:57: and and second story space. Again, the more space that
00:36:57 --> 00:37:01: can be activated on the ground level, the better. And
00:37:01 --> 00:37:05: among the things we think you should consider is using
00:37:05 --> 00:37:08: your Cbd's and you'll hear a little more about this
00:37:08 --> 00:37:11: in a in a minute as a means of Master
00:37:11 --> 00:37:15: leasing ground floor space to ensure a mix of.
00:37:15 --> 00:37:19: Desirable and equitable and equity uses and the city should
00:37:19 --> 00:37:24: consider guaranteeing against early lease default. Landlord
fit out costs,
00:37:24 --> 00:37:29: the landlord fit outs for tenant costs, for tenant improvements
00:37:29 --> 00:37:32: on a targeted set of uses. For the most part,
00:37:32 --> 00:37:36: those guarantees would not come into play. It's much better
00:37:36 --> 00:37:40: than a subsidy. It's very meaningful for landlords who are
00:37:40 --> 00:37:42: concerned about tenant credit.
00:37:43 --> 00:37:48: But it's way particularly of attracting the kind of ground
00:37:48 --> 00:37:52: floor uses that do not have a longterm track record
00:37:53 --> 00:37:57: but have the opportunity to be really meaningful. This is
00:37:57 --> 00:38:02: also been touched upon. San Francisco does have issues,
but
00:38:03 --> 00:38:07: we've really been impressed with how clean and safe at
00:38:07 --> 00:38:11: least the downtown area is. The stories we hear are
00:38:12 --> 00:38:12: are really.
00:38:13 --> 00:38:18: Quite different from the reality that we see and that
00:38:18 --> 00:38:23: story is, is, is has is is not penetrating the
00:38:23 --> 00:38:29: country the world the region and and and and really
00:38:29 --> 00:38:35: does require top flight professional marketing in in order to
00:38:35 --> 00:38:38: to do so and and perhaps not.
00:38:39 --> 00:38:44: Entirely penetrating even San Francisco and regional
residents, it could
00:38:44 --> 00:38:48: not be more important. We again, we're quite used to
00:38:48 --> 00:38:52: that. If someone gets attacked on the New York City
00:38:52 --> 00:38:56: subway, it's national news. But we do counter that and
00:38:56 --> 00:39:00: we do spend a lot of money advertising. The strengths
00:39:00 --> 00:39:03: of New York and the strengths and uniqueness of San
00:39:03 --> 00:39:05: Francisco are really.

00:39:06 --> 00:39:10: Unmatched anywhere in the world. And there's a great story
00:39:10 --> 00:39:15: to tell. And then finally, public transit. Downtown and public
00:39:15 --> 00:39:20: transit really have to be married at the hip. They
00:39:20 --> 00:39:24: are mutually dependent on each other. They have a
00:39:24 --> 00:39:30: symbiotic
00:39:30 --> 00:39:34: relationship. The business plan for transit, particularly for Bart
00:39:34 --> 00:39:40: but
00:39:40 --> 00:39:45: for Muni as well, requires robust ridership.
00:39:45 --> 00:39:50: That ridership has to come downtown. That's where ridership
00:39:50 --> 00:39:55: is
00:39:55 --> 00:40:00: oriented and that's with transit. Infrastructure is oriented and
00:40:00 --> 00:40:04: at
00:40:04 --> 00:40:05: the same time, for downtown to achieve its full potential,
00:40:05 --> 00:40:10: it also requires high quality transit. So there is a
00:40:10 --> 00:40:15: mutual benefit here that must be addressed. And while transit
00:40:15 --> 00:40:20: here does get high marks for reliability.
00:40:20 --> 00:40:25: At least reputationally, and maybe beyond reputationally it
00:40:25 --> 00:40:30: had comes
00:40:30 --> 00:40:35: in for a lot of criticism for safety. Cleanliness, especially
00:40:35 --> 00:40:40: on bar and public transit, really does need an infusion
00:40:40 --> 00:40:45: of funds. Again, all transitoriented cities, including my own,
00:40:45 --> 00:40:50: have
00:40:50 --> 00:40:55: suffered because of the pandemic, and it's important to get
00:40:55 --> 00:41:00: ridership back. But even.
00:41:00 --> 00:41:05: With recovery from the pandemic, even if return to work
00:41:05 --> 00:41:10: improves, unless safe, unless safety and quality and
00:41:10 --> 00:41:15: cleanliness are
00:41:15 --> 00:41:20: addressed, we are going to continue to have very, very
00:41:20 --> 00:41:25: serious challenges. So real emphasis on on cleanliness and
00:41:25 --> 00:41:30: safety
00:41:30 --> 00:41:35: as part of the funding of of both MUNI and
00:41:35 --> 00:41:40: Bart are really essential. And with that, I'll turn it
00:41:40 --> 00:41:45: over to Paul.
00:41:45 --> 00:41:50: Thank you, Carl. I'm I'm Paul Levy from the Center
00:41:50 --> 00:41:55: City District in Philadelphia. It's a large Business
00:41:55 --> 00:42:00: Improvement District
00:42:00 --> 00:42:05: or CBD. After spending four years in city government in
00:42:05 --> 00:42:10: the 1980s and then five years doing real estate development
00:42:10 --> 00:42:15: in Philadelphia, I had the opportunity to create our first
00:42:15 --> 00:42:20: Improvement District in Philadelphia in 1990. At the time, we
00:42:20 --> 00:42:25: had a reputation of being a city that was dirty,
00:42:25 --> 00:42:30: dangerous and boring.
00:42:30 --> 00:42:35: We had a nine to five downtown. We had just
00:42:35 --> 00:42:40: gone through a major office development boom of the 80s,

00:41:39 --> 00:41:43: hit the recession of 1990, and suddenly had 17% vacancy
00:41:43 --> 00:41:47: in office space. We had the very little downtown restaurant
00:41:47 --> 00:41:50: and retail life in the city closed at 5:30. We
00:41:50 --> 00:41:54: started our Improvement District in 1991 with a simple
message
00:41:54 --> 00:41:58: of clean, safe and attractive and I call that CCD
00:41:58 --> 00:41:59: or CBD 1.0.
00:41:59 --> 00:42:03: Focus on cleanliness, the focus on safety, the focus on
00:42:03 --> 00:42:06: marketing and a focus on events. You had CBD's that
00:42:06 --> 00:42:09: do that. We did that for four to five years
00:42:09 --> 00:42:12: and had a major turnaround in perception and activity in
00:42:13 --> 00:42:16: downtown. But we knew that wasn't enough. Under our state
00:42:16 --> 00:42:21: law, our improvement districts can finance capital
improvements. So CC
00:42:21 --> 00:42:25: D2 Point O led us to financing capital improvement secured
00:42:25 --> 00:42:28: by the revenues of the district and we started directional
00:42:28 --> 00:42:29: signage.
00:42:29 --> 00:42:34: Whole new system of pedestrian scale, lighting, landscaping,
planters and
00:42:34 --> 00:42:38: ultimately have built for parks downtown that we managed
Dilworth
00:42:38 --> 00:42:42: Park as our centerpiece park. That was a \$60 million
00:42:42 --> 00:42:46: improvement which we were able to secure federal money,
state
00:42:46 --> 00:42:50: money leveraged by district money with very little city of
00:42:50 --> 00:42:53: Philadelphia money in it. So 1.0 clean and save 2.0
00:42:53 --> 00:42:58: financing improvements to improve the public environment
3.0 was strategic
00:42:58 --> 00:42:59: by 9697.
00:42:59 --> 00:43:02: We were looking as well at this very large inventory
00:43:02 --> 00:43:05: of Class B and Class C space that was vacant.
00:43:05 --> 00:43:08: We focused learning from Carl in New York we put
00:43:08 --> 00:43:11: in place a 10 year tax abatement for the conversion
00:43:11 --> 00:43:16: of vacant office and industrial buildings to residential use.
Ultimately
00:43:16 --> 00:43:20: converted 9,000,000 square feet of office space have a
thriving
00:43:20 --> 00:43:23: booming downtown with restaurants and retail. So C CD1
Point
00:43:23 --> 00:43:25: O2 Point O3 Point O.
00:43:25 --> 00:43:28: Our team is presented to you a physical vision of
00:43:28 --> 00:43:33: how the downtown could become activated. It could become
everyone's
00:43:33 --> 00:43:38: neighborhood through programming and activity. We've

showed you tools, We've
00:43:38 --> 00:43:40: showed you steps we need to take. My job is
00:43:40 --> 00:43:44: really to talk about how you implement our recommendations
for
00:43:44 --> 00:43:48: proceeding forward. We heard over and over again from
people
00:43:48 --> 00:43:52: that the the city's regulatory and approval process that may
00:43:52 --> 00:43:55: have worked in a strong market is leaving you in.
00:43:55 --> 00:43:59: Many ways unable to put in place the rapid responses
00:43:59 --> 00:44:02: for a structural crisis all of our cities are going
00:44:02 --> 00:44:05: through and the drop in demand that is the profound
00:44:06 --> 00:44:07: challenge that you face today.
00:44:08 --> 00:44:11: We think that you need to set up a system
00:44:11 --> 00:44:15: to expedite decision making and approvals to reduce
uncertainty. You
00:44:15 --> 00:44:18: need to break down the silos between different departments
to
00:44:18 --> 00:44:22: ensure coordination and timely action. You need to create
some
00:44:22 --> 00:44:25: new delivery mechanisms you don't have or expand the
capacity
00:44:25 --> 00:44:29: of others. You need to strengthen private sector civic
engagement.
00:44:29 --> 00:44:32: They need to step forward more in this process with
00:44:32 --> 00:44:36: their leadership. And you need to identify new financial tools
00:44:36 --> 00:44:38: to attract and Dr. investment.
00:44:38 --> 00:44:41: Our first step in this is to create some form
00:44:41 --> 00:44:44: of downtown deputy mayor. You call it what you will,
00:44:44 --> 00:44:47: but this is appointed by the mayor and reports to
00:44:47 --> 00:44:50: the mayor. And I think about this of a personality
00:44:50 --> 00:44:53: and skill set. This is a person with a very
00:44:53 --> 00:44:57: healthy sense of impatience. They're looking to drive things
forward.
00:44:57 --> 00:45:00: They're skilled at community and stakeholder engagement.
00:45:01 --> 00:45:04: They understand the inner workings of government here in
San
00:45:04 --> 00:45:08: Francisco. They understand how to work with your Board of
00:45:08 --> 00:45:12: Supervisors. But they understand real estate, real estate,
financing. They
00:45:12 --> 00:45:15: understand how the market works. And they are the carrier
00:45:16 --> 00:45:19: of a strong civic vision of renewal for the downtown.
00:45:19 --> 00:45:22: That person has a mandate. Their work is to engage
00:45:22 --> 00:45:26: the community, the Board of Supervisors and the downtown
stakeholders
00:45:26 --> 00:45:29: around this vision. We are offering you in schematic form.

00:45:30 --> 00:45:33: They want to achieve an implementation plan with the six
00:45:33 --> 00:45:36: months at 12 months and a three-year timetable. They have
00:45:37 --> 00:45:40: the authority to cut through and really breakthrough bet to
00:45:40 --> 00:45:42: bound boundaries or barriers.
00:45:42 --> 00:45:47: Building and public works approvals, business permitting and
the challenge
00:45:47 --> 00:45:50: of simply doing special events should not be so hard.
00:45:50 --> 00:45:54: That's a clear goal for this individual. They will help
00:45:54 --> 00:45:57: shape that plan of incentives that Carl outline. They will
00:45:57 --> 00:46:01: create the strategy for economic and social conclusion with
all
00:46:01 --> 00:46:05: the departments you have committed to that and they will
00:46:05 --> 00:46:08: facilitate the transition from your CBD1 point O to CBD2
00:46:09 --> 00:46:10: point O Just a quick sense of.
00:46:11 --> 00:46:15: Organizing for Action Carl talked about this experience of
Crisis
00:46:15 --> 00:46:19: 911. The city was paralyzed. Fear of could downtown's ever
00:46:19 --> 00:46:23: come back? The state, the governor, the mayor came
together
00:46:23 --> 00:46:28: and a special purpose corporation was put together with
special
00:46:28 --> 00:46:32: powers to move things forward to expedite recovery. When
the
00:46:32 --> 00:46:35: crisis was over, some of those powers went down. You
00:46:36 --> 00:46:39: are in a crisis. You need a crisis response Team
00:46:39 --> 00:46:39: Step 2.
00:46:41 --> 00:46:44: CBD2 Point O I've drawn a map here, taking your
00:46:44 --> 00:46:47: map of your CBD's and you asked us to focus
00:46:47 --> 00:46:51: on the Financial District. I drew a circle around four
00:46:51 --> 00:46:55: of them, Union Square, Eastcut, Yerba Buena, and your
Downtown
00:46:55 --> 00:46:59: Partnership area. You have lots of small bids with moderate
00:46:59 --> 00:47:00: size budgets.
00:47:01 --> 00:47:05: This is our downtown. We have one Improvement District for
00:47:05 --> 00:47:08: the entire downtown with a budget of \$32 million. It
00:47:08 --> 00:47:13: started at 6.5. We haven't raised our rates, but diversification
00:47:13 --> 00:47:16: and growth has given us a whole lot more money
00:47:16 --> 00:47:19: to spend to impact change. We think you want to
00:47:19 --> 00:47:23: move to this method, whether it is coordinating or
consolidating,
00:47:23 --> 00:47:26: that's a decision you make, but you want to overcome
00:47:27 --> 00:47:29: the fragmentation we talked about physically.
00:47:30 --> 00:47:34: You need to overcome the fragmentation. From a
management point

00:47:34 --> 00:47:38: of view, these different organizations need to come together. The

00:47:38 --> 00:47:42: benefit You create greater private sector engagement, not just in

00:47:42 --> 00:47:45: their piece of the downtown, but the strategic focus on

00:47:45 --> 00:47:49: the future of the entire downtown. You coordinate downtown focus

00:47:49 --> 00:47:53: and advocacy. From the private sector side, you expand the

00:47:53 --> 00:47:57: efficiency and effectiveness of current services. And by pooling resources,

00:47:57 --> 00:48:00: the same organizations can do more.

00:48:00 --> 00:48:03: And we're recommending they take the next step one to

00:48:03 --> 00:48:08: become a vehicle for philanthropic contributions at a greater level,

00:48:08 --> 00:48:11: which we've succeeded is doing potentially raising rates to do

00:48:11 --> 00:48:15: more things and we'll talk about that. And then to

00:48:15 --> 00:48:18: enable the financing, we secure debt service because we have

00:48:18 --> 00:48:20: longterm stable funding.

00:48:21 --> 00:48:23: Now, how do you get there? One model to look

00:48:23 --> 00:48:28: at, Downtown Brooklyn had multiple CBD's. They made a decision

00:48:28 --> 00:48:31: to put them all together into one. So it doesn't.

00:48:31 --> 00:48:34: Just because you started with small ones doesn't mean you

00:48:35 --> 00:48:38: need to end there. It's a path to consider. The

00:48:38 --> 00:48:41: third step is a cleat key missing piece. The loss

00:48:41 --> 00:48:45: of your redevelopment agencies here leaves a void that we

00:48:45 --> 00:48:48: think you need to restore. You need a capacity here

00:48:48 --> 00:48:50: that can generate resources.

00:48:50 --> 00:48:53: To redeploy on its own without having to go through

00:48:53 --> 00:48:57: the politicized process that exists in all of our cities,

00:48:57 --> 00:49:00: the approval process, you need a one time authorization and

00:49:00 --> 00:49:04: financing mechanism to be able to get things done. We

00:49:04 --> 00:49:06: think this entity has several desired powers.

00:49:07 --> 00:49:11: Strategic land acquisition and ownership capability, the ability to finance

00:49:11 --> 00:49:18: infrastructure improvements, conversions, implement the arts, culture and entrepreneurship program,

00:49:18 --> 00:49:21: have a leasehold capacity to be leasing the ground floors

00:49:21 --> 00:49:25: of spaces, capital and real estate financing capability and again,

00:49:25 --> 00:49:29: bonding against future revenues. We just offer three models here

00:49:29 --> 00:49:33: and there's different ways to organize and state laws are

00:49:33 --> 00:49:36: all different. Our Improvement District is an authority.

00:49:37 --> 00:49:39: That can bond. So you have a model of an

00:49:39 --> 00:49:43: Improvement District that has financing capability. That's Model 1. Go

00:49:43 --> 00:49:47: down to Houston, their improvement, their CBD is merged with

00:49:47 --> 00:49:51: their TIF districts. Now they have less government in Houston

00:49:51 --> 00:49:53: than we have and that you have, but they give

00:49:53 --> 00:49:57: more power to that entity or the Lower Manhattan Development

00:49:57 --> 00:50:00: Corporation. You probably need to create a hybrid, but we

00:50:00 --> 00:50:04: think you need more powers and more consolidated organizations in

00:50:04 --> 00:50:05: order to implement.

00:50:06 --> 00:50:09: So the next step is really to talk phasing and

00:50:09 --> 00:50:10: implementation alternative.

00:50:11 --> 00:50:15: Thank you, Paul. Appreciate it. Phasing and implementation is how

00:50:15 --> 00:50:17: we get this done, right. So it's I'm excited to

00:50:17 --> 00:50:21: talk to another city that great cultural history, great strength

00:50:21 --> 00:50:24: and deals with narrative, right deal with a little media

00:50:24 --> 00:50:28: challenges. We've seen or heard that movie before in Detroit.

00:50:28 --> 00:50:30: So I'm very excited to be here.

00:50:30 --> 00:50:32: But you may have heard from this team about all

00:50:32 --> 00:50:36: the different ways that we can see San Francisco transgressing.

00:50:36 --> 00:50:38: And so now we want to talk about the way

00:50:38 --> 00:50:40: to do so, right. And so we've divided it up

00:50:40 --> 00:50:42: until basically immediately.

00:50:42 --> 00:50:44: Near term, which is basically up to a year and

00:50:45 --> 00:50:47: then midterm which is up to three years, right. So

00:50:47 --> 00:50:49: basically this is not now, but right now this is

00:50:49 --> 00:50:51: a we do this real, real quick and this is

00:50:51 --> 00:50:54: soon and very soon. That's what we're going to look

00:50:54 --> 00:50:56: at it that way. OK. The very first one with

00:50:56 --> 00:50:59: the ground plane activation, that's the what we're going to

00:50:59 --> 00:51:02: do physically and you heard that from Rico, you heard

00:51:02 --> 00:51:02: that from Gita.

00:51:03 --> 00:51:05: We think that right now you can begin to establish

00:51:05 --> 00:51:09: those corridors that we talked about, those the internal districts

00:51:09 --> 00:51:11: and highlight Lesdorf when we told us about Lesdorf. That

00:51:11 --> 00:51:14: history there I thought was outstanding and I've actually lived

00:51:14 --> 00:51:17: in the Bay Area for four years and I never
 00:51:17 --> 00:51:19: heard that story and I will bet there's a lot
 00:51:19 --> 00:51:21: of people in San Francisco that don't know that story.
 00:51:21 --> 00:51:24: Let's talk about that. We want to establish the market
 00:51:24 --> 00:51:27: fronts and we want to establish the Front St. entertainment
 00:51:27 --> 00:51:29: zone. We going to take it back to the 90s,
 00:51:29 --> 00:51:31: put me on Front St. OK, That's what we going
 00:51:31 --> 00:51:33: to do now within the first year.
 00:51:33 --> 00:51:36: Here we want to establish the ACE District, OK, the
 00:51:36 --> 00:51:40: Arts, Culture and Entrepreneurship district. That's an idea
 that we've
 00:51:40 --> 00:51:43: been promoting in Detroit for the last several years, and
 00:51:43 --> 00:51:46: it's very key to not only highlight arts and culture,
 00:51:46 --> 00:51:49: but to make our artists actual business people and to
 00:51:49 --> 00:51:52: really give them the opportunity to not just be entertainers,
 00:51:53 --> 00:51:55: but to earn and make a living. And so that's
 00:51:55 --> 00:51:58: the whole premise of ACE. There's a fountain. We want
 00:51:58 --> 00:52:01: to remove the fountain. Y'all could blame us.
 00:52:01 --> 00:52:04: Like say we did it through crazy consultants and then
 00:52:04 --> 00:52:07: we said let's open up the open space fair. We
 00:52:07 --> 00:52:11: want to see also early and increased activation of
 Embarcadero
 00:52:11 --> 00:52:14: Plaza and Market Street. I was in Houston for 17
 00:52:14 --> 00:52:17: years before I moved to Detroit. Someone came up with
 00:52:17 --> 00:52:19: this crazy idea to put a park in the middle
 00:52:19 --> 00:52:23: of downtown Houston. People like that's ridiculous. It's hot.
 No
 00:52:23 --> 00:52:26: one's going to go outside. It's a stupid idea that
 00:52:26 --> 00:52:29: is now received a number of wards from the American
 00:52:29 --> 00:52:31: Society landscape architect.
 00:52:31 --> 00:52:34: It is easily the most programmed part in Houston, TX.
 00:52:34 --> 00:52:37: There's something there that we need to activate and really
 00:52:38 --> 00:52:41: reactivate your Barcadera Plaza within the first year, and
 then
 00:52:41 --> 00:52:44: within the first three years, we want to transform the
 00:52:44 --> 00:52:45: Bay Club, make it a public.
 00:52:46 --> 00:52:49: Make Doodle Pool. Have public kids, have a great time
 00:52:49 --> 00:52:53: in there. Invest in expanded infrastructure and projects at the
 00:52:53 --> 00:52:56: park and at Market Front Plaza. We think this could
 00:52:56 --> 00:53:00: be an absolute fantastic destination. The last time I was
 00:53:00 --> 00:53:02: here, I took my kids to an Exploratorium.
 00:53:03 --> 00:53:05: They loved. It, had a great time. We walked out
 00:53:05 --> 00:53:08: there yesterday and there was this whole park. I mean,

00:53:08 --> 00:53:11: what had that park been right? I've never even saw
00:53:11 --> 00:53:13: the park. But I think there's an opportunity to really
00:53:13 --> 00:53:16: make that connection much stronger when we look at how
00:53:16 --> 00:53:19: we're going to increase and reactivate businesses, but also
diversify
00:53:19 --> 00:53:22: the businesses within the very first year. And immediately we
00:53:22 --> 00:53:25: want to reduce those business taxes that you've heard us
00:53:25 --> 00:53:28: all talk about to make sure we're preserving longterm tax
00:53:28 --> 00:53:29: base and.
00:53:29 --> 00:53:32: Bringing in new businesses, the taxes are really, really
prohibitive
00:53:32 --> 00:53:35: here. We want to restructure the gross receipts tax as
00:53:35 --> 00:53:37: you heard us talk about. So we want to make
00:53:37 --> 00:53:40: let's revisit that. Let's really kind of shift that up
00:53:40 --> 00:53:42: a little bit so when people come back to work,
00:53:42 --> 00:53:45: it doesn't harm the businesses, right? And we want to
00:53:45 --> 00:53:48: reevaluate the balance between these tax changes and what
the
00:53:48 --> 00:53:51: citywide benefit will be overall. We could do that over
00:53:51 --> 00:53:52: the next three years.
00:53:52 --> 00:53:55: We will look at this conversions in Detroit. We're doing
00:53:55 --> 00:53:58: a phenomenal job. It helps to have a nice billionaire,
00:53:58 --> 00:54:02: but we're doing a phenomenal job with transforming existing
office
00:54:02 --> 00:54:05: stock into residential. It has added literally thousands.
00:54:05 --> 00:54:08: Of residents to downtown Detroit and we know you have
00:54:08 --> 00:54:11: a larger number of buildings right here that can do
00:54:11 --> 00:54:14: the exact same thing. That first year we got to
00:54:14 --> 00:54:17: get into code changes. We know that it's in process.
00:54:17 --> 00:54:19: We are really excited about that. We think you can
00:54:19 --> 00:54:23: really accelerate that and let's begin to waive the impact
00:54:23 --> 00:54:25: fees and transfer taxes for the first ten years or
00:54:26 --> 00:54:29: the 1st 5000 units, whichever one comes first. In Detroit
00:54:29 --> 00:54:31: about a month ago, we passed a joint effort from
00:54:31 --> 00:54:34: \$1.2 billion in 10 projects, 10 buildings and we really
00:54:34 --> 00:54:35: did that.
00:54:35 --> 00:54:38: A significant amount of public resources and abatements. So
we
00:54:38 --> 00:54:40: know it can be done, if it's being done in
00:54:40 --> 00:54:43: Detroit, it can definitely be done in a place that
00:54:43 --> 00:54:45: has a much better. Winston within the first year. We
00:54:45 --> 00:54:48: want you to also to pursue the property tax abatements
00:54:48 --> 00:54:50: and then by the end of those three years, let's

00:54:50 --> 00:54:52: let's do a recheck, right. Let's see how these are
00:54:52 --> 00:54:54: doing. Let's benchmark it and see what else can we
00:54:55 --> 00:54:57: do regarding those Texas, those taxes or make adjustments.
00:54:58 --> 00:55:00: Then the next three pockets, we want to go back
00:55:00 --> 00:55:03: to transit reliability and quality. We heard clean and safe,
00:55:03 --> 00:55:06: clean and safe. We want to make sure that immediately
00:55:06 --> 00:55:08: that we want to make sure all of the transit
00:55:08 --> 00:55:11: entities are working together with the city. Let's make that
00:55:11 --> 00:55:14: a joint effort and let's make a joint effort to
00:55:14 --> 00:55:17: commit to cleanliness, right. Let's really kind of hone in
00:55:17 --> 00:55:19: on that within the first year. We want to continue
00:55:19 --> 00:55:20: to see a significant.
00:55:21 --> 00:55:24: Investment in Bart and immunity, we heard that the Mayor's
00:55:24 --> 00:55:26: really working on that right now. But then as we
00:55:26 --> 00:55:29: know, there's been some challenges with the routes with
Muni.
00:55:29 --> 00:55:32: So let's try to begin to reestablish and bring those
00:55:32 --> 00:55:35: routes back during that very first year. And then within
00:55:35 --> 00:55:38: the first three years, let's really embrace the fact that
00:55:38 --> 00:55:41: you have a multimodal opportunities within this area. One of
00:55:41 --> 00:55:43: the things that I loved when we looked at our
00:55:43 --> 00:55:46: kind of market area that we focused on, you are
00:55:46 --> 00:55:48: within a 92nd walk of any transportation opportunity.
00:55:49 --> 00:55:52: There's very, very few cities that can offer that and
00:55:52 --> 00:55:55: I think that's something that has to be highlighted and
00:55:55 --> 00:55:58: expanded and talked about. We talked about branding, public
relations,
00:55:59 --> 00:56:02: really, really getting a strong PR firm, strengthening that,
external
00:56:02 --> 00:56:04: messaging, highlighting all the good news.
00:56:05 --> 00:56:07: For the most of my life, I lived in two
00:56:07 --> 00:56:09: places. I'm a native New Yorker from Brooklyn, and I
00:56:09 --> 00:56:11: spent 17 years in Texas. If there are ever two
00:56:11 --> 00:56:13: places that will tell you they're the absolute best places
00:56:13 --> 00:56:15: in the world, it is New York City and it's
00:56:15 --> 00:56:17: Texas. All right, let's be very clear. If you ask
00:56:17 --> 00:56:19: anybody from New York, they will say there's no other
00:56:19 --> 00:56:22: place on earth but New York City. Now behind closed
00:56:22 --> 00:56:24: doors. They'll take it's terrible, it's dirty and I can't
00:56:24 --> 00:56:26: afford it and with the school stuff. But if the
00:56:26 --> 00:56:28: you ask of they will say New York City is
00:56:28 --> 00:56:30: awesome. Well, we need the same stories that come out
00:56:30 --> 00:56:32: of San Francisco. We need all those stories that come

00:56:32 --> 00:56:35: out of San Francisco. You need to come out tomorrow.

00:56:35 --> 00:56:38: Right. Then within the first year, let's increase those resources,

00:56:38 --> 00:56:41: Let's really begin to pump this out internally and externally

00:56:41 --> 00:56:44: and make this tell that this particular area is not

00:56:44 --> 00:56:47: just a business district, but a vibrant neighborhood, right. We

00:56:47 --> 00:56:50: want to show that this is an area that people

00:56:50 --> 00:56:52: don't just come to work and leave, but they actually

00:56:52 --> 00:56:55: come at mix it, It's a destination, right? And then

00:56:55 --> 00:56:58: within the first three years, we're going to again step

00:56:58 --> 00:57:01: back, look at the the viability of this campaign, maybe

00:57:01 --> 00:57:03: make some tweaks to it and then continue.

00:57:03 --> 00:57:06: To tell the story, right. And then lastly, let's look

00:57:06 --> 00:57:09: at the governance, right. Well, you already heard Paul and

00:57:09 --> 00:57:12: Carl talked about the Deputy Mayor position. We had some

00:57:12 --> 00:57:14: other names for it. We're going to go with Deputy

00:57:14 --> 00:57:17: Mayor for right now. We want to see that position

00:57:17 --> 00:57:19: really come in and have some real power facilitate the

00:57:19 --> 00:57:22: CBD 2.0 within the first year. Let's begin to begin

00:57:22 --> 00:57:25: to really, really have a public engagement opportunity. We

00:57:25 --> 00:57:28: heard

00:57:28 --> 00:57:31: from so many people that this should not just be

00:57:31 --> 00:57:33: a top down approach, but should include San Franciscans,

00:57:33 --> 00:57:35: should

00:57:35 --> 00:57:38: include people from the East Bay that come.

00:57:38 --> 00:57:41: In and out all the time and make it a

00:57:41 --> 00:57:43: very comprehensive effort. Look at permitting reform. Y'all

00:57:43 --> 00:57:46: got the

00:57:46 --> 00:57:48: reform, Y'all got the reform, the permits. Come on now.

00:57:48 --> 00:57:52: So let's do a permit reform in the first year.

00:57:52 --> 00:57:55: I know that might have to engage some state legislation,

00:57:55 --> 00:57:57: but let's do that. And then begin to work towards

00:57:57 --> 00:58:00: the formation of that downtown revitalization authority so that

00:58:00 --> 00:58:02: within

00:58:02 --> 00:58:04: three years you have your downtown authority that's really

00:58:04 --> 00:58:06: empowered

00:58:06 --> 00:58:08: and has the resources to do so. I'm going to

00:58:08 --> 00:58:10: pass it to my relay partner every Keno and bring

00:58:10 --> 00:58:12: it on home.

00:58:12 --> 00:58:14: Thank you.

00:58:14 --> 00:58:16: I have to say we are not alone, San Francisco.

00:58:16 --> 00:58:18: Not alone Your lives here. You have public, private

00:58:18 --> 00:58:20: partnerships.

00:58:20 --> 00:58:22: We have local and national partners here. San Francisco

matters.

00:58:15 --> 00:58:17: So we can do this. We have the talent in

00:58:17 --> 00:58:21: this room, in this ability. We have support from all

00:58:21 --> 00:58:24: across the country. We just need to be bold. We

00:58:24 --> 00:58:27: need to be courageous. We need to do things that

00:58:27 --> 00:58:31: we may not have thought possible before, but we can

00:58:31 --> 00:58:31: get there.

00:58:32 --> 00:58:36: No more their downtown. No more downtown interests. It's

00:58:36 --> 00:58:40: going

00:58:40 --> 00:58:44: to be our downtown. We make it economically culturally

00:58:44 --> 00:58:47: vibrant

00:58:47 --> 00:58:50: and sustainable, resilient place for all of San Francisco. And

00:58:50 --> 00:58:53: I hope that you understand we're here for San Francisco.

00:58:53 --> 00:58:57: We're here for you, Rich. You all eyes here for

00:58:57 --> 00:59:00: you. We have the country here for all of us.

00:59:00 --> 00:59:05: Let's work together. And I'm sure there's going to be

00:59:05 --> 00:59:09: one that we can give back to Detroit.

00:59:09 --> 00:59:10: Chicago Chicago's Why? I'm going to say Chicago, New

00:59:10 --> 00:59:11: Orleans,

00:59:11 --> 00:59:14: Seattle, Philadelphia and New York. And with that, I want.

00:59:14 --> 00:59:15: To thank.

00:59:15 --> 00:59:16: You all.

00:59:16 --> 00:59:19: I'm still.

00:59:19 --> 00:59:22: Smarting from Halle Villas when a bit lady got hurt

00:59:22 --> 00:59:25: but anyway so but with that I want to thank

00:59:25 --> 00:59:27: the city first time and we want to open up

00:59:27 --> 00:59:27: for some questions and answers so.

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