

Webinar

Advisory Services Panel Webinar: San Francisco, CA

Date: October 18, 2023

00:00:21 --> 00:00:22: Hi, everyone.

00:00:22 --> 00:00:23: Thank you for joining us.

00:00:23 --> 00:00:25: We're just going to give it a few minutes as

00:00:25 --> 00:00:26: people log in.

00:00:26 --> 00:00:29: We'll be starting in just about 30 seconds.

00:01:36 --> 00:01:37: All right.

00:01:37 --> 00:01:38: Hi, everyone.

00:01:38 --> 00:01:40: Thank you for joining us on today's webinar.

00:01:40 --> 00:01:42: My name is Natalie Sandoval.

00:01:42 --> 00:01:45: I'm the Executive Director at ULI San Francisco, and I'm

00:01:45 --> 00:01:48: very pleased to welcome you to our webinar focused on

00:01:48 --> 00:01:52: the recommendations out of the advisory services panel we recently

00:01:53 --> 00:01:56: completed for the city and County of San Francisco around

00:01:56 --> 00:01:57: downtown revitalization.

00:01:58 --> 00:02:01: So just to get started, we have a few housekeeping

00:02:01 --> 00:02:02: items.

00:02:02 --> 00:02:05: This is a webinar, so the audience will be muted.

00:02:05 --> 00:02:09: Closed captioning is available and we will be using the

00:02:09 --> 00:02:11: Q&A function to submit your questions.

00:02:11 --> 00:02:14: So please enter any questions you have throughout the

00:02:14 --> 00:02:17: webinar

00:02:14 --> 00:02:17: in there and if you like some particular questions, feel

00:02:17 --> 00:02:20: free to like them and they will be upvoted so

00:02:20 --> 00:02:21: we can prioritize them.

00:02:22 --> 00:02:25: The webinar is being recorded and will be distributed to

00:02:25 --> 00:02:28: all of attendees and posted on our website later this

00:02:28 --> 00:02:29: week.

00:02:29 --> 00:02:32: Feel free to take the conversation online at ULI San

00:02:32 --> 00:02:35: Francisco or on LinkedIn at ULI San Francisco.

00:02:36 --> 00:02:38: And if you are a member of the press and
00:02:38 --> 00:02:42: have additional media inquiries, you can reach out to
[**email protected**].

00:02:43 --> 00:02:46: So we are the Urban Land Institute.
00:02:46 --> 00:02:49: For those of you who are not familiar with ULI,
00:02:49 --> 00:02:51: we are a membership based nonprofit.
00:02:51 --> 00:02:56: We have about 42,000 members worldwide and 2100
members here
00:02:56 --> 00:02:58: in the Bay Area.
00:02:58 --> 00:03:01: The mission of ULI is to shape the future of
00:03:01 --> 00:03:04: the built environment for transformative impact in
communities worldwide.

00:03:05 --> 00:03:08: And ULI is made-up of members from all different disciplines
00:03:08 --> 00:03:12: within the land use industry, from developers, folks in
finance,
00:03:12 --> 00:03:16: engineers, city staff, nonprofit students, academics, etcetera.
00:03:16 --> 00:03:19: So we really bring together all different disciplines to share
00:03:19 --> 00:03:23: best practices, do convenience like these and educate.
00:03:24 --> 00:03:29: So today's panel and discussion is through our advisory
services
00:03:29 --> 00:03:33: program, which has been going on for over 75 years.
00:03:33 --> 00:03:37: So advisory services program is when a community comes to
00:03:37 --> 00:03:40: ULI with a complex land use issue and ULI and
00:03:40 --> 00:03:44: its members convene volunteers from around the country to
help
00:03:44 --> 00:03:46: address these issues.
00:03:46 --> 00:03:49: So in this case, we brought together about 9 panelists
00:03:49 --> 00:03:52: from all over the country to help address a challenge
00:03:52 --> 00:03:55: for the city and county of San Francisco related to
00:03:55 --> 00:03:59: downtown revitalization, something a lot of cities are facing
right
00:03:59 --> 00:03:59: now.

00:04:00 --> 00:04:03: Our panelists, like in all advisory services, come from all
00:04:03 --> 00:04:07: different disciplines and bring a different type of expertise to
00:04:07 --> 00:04:07: the table.
00:04:08 --> 00:04:11: As part of this process, the panelists come for between
00:04:11 --> 00:04:13: 3:00 to five days to a city.
00:04:14 --> 00:04:17: We do a site tour, meet with city staff, interview
00:04:17 --> 00:04:22: stakeholders and really hunger down and workshop to
provide recommendations
00:04:22 --> 00:04:25: for the city to consider as they move forward.
00:04:26 --> 00:04:29: Before we get started, I'd really like to thank all
00:04:29 --> 00:04:33: of the stakeholders and participants who provided great
insight to

00:04:33 --> 00:04:35: our panelists throughout this process.

00:04:35 --> 00:04:40: We interviewed over 90 stakeholders for this panel that included

00:04:40 --> 00:04:45: city staff, nonprofits, business owners, residents, folks who work in

00:04:45 --> 00:04:47: downtown San Francisco.

00:04:47 --> 00:04:50: We really tried to cover a broad range through our

00:04:50 --> 00:04:54: stakeholders and really thank thank you all stakeholders for your

00:04:54 --> 00:04:56: time in this process.

00:04:57 --> 00:04:59: I would also like to thank the City and County

00:04:59 --> 00:05:02: of San Francisco who brought you all I in to

00:05:02 --> 00:05:06: do this advisory services panel, in particular Lily Langua Principal

00:05:06 --> 00:05:09: Planner in for the citywide planning in City and County

00:05:09 --> 00:05:10: of San Francisco.

00:05:10 --> 00:05:14: She really helped to spearhead this effort and make this

00:05:14 --> 00:05:14: possible.

00:05:15 --> 00:05:17: So I'm going to invite Lily to turn on her

00:05:17 --> 00:05:18: camera and join us.

00:05:18 --> 00:05:22: Lily is going to talk us through kind of why

00:05:22 --> 00:05:26: an advisory services panel and how we scoped the questions

00:05:26 --> 00:05:30: and the scope area for the panelists to address Lily.

00:05:31 --> 00:05:31: Great.

00:05:31 --> 00:05:33: Thank you so much, Natalie, and good morning, everyone.

00:05:34 --> 00:05:37: The shift to remote work in San Francisco and the

00:05:37 --> 00:05:40: ripple effects on our economy is is really not unique

00:05:40 --> 00:05:43: to our city, but it has certainly been impactful.

00:05:43 --> 00:05:47: And the advisory services panel really provided an opportunity to

00:05:47 --> 00:05:49: reflect on the state of our city at this unique

00:05:49 --> 00:05:52: moment, to affirm the city's work and also to hear

00:05:52 --> 00:05:55: different perspectives that might influence the city's approach.

00:05:56 --> 00:06:00: The economic success of our city is largely dependent on

00:06:00 --> 00:06:02: the economic success of our downtown.

00:06:02 --> 00:06:06: Prior to the pandemic, about 2/3 of the city's jobs

00:06:06 --> 00:06:10: were located downtown, representing about 3/4 of the city's GDP.

00:06:11 --> 00:06:14: So downtown, when we think about the boundary, the boundary

00:06:14 --> 00:06:17: really means different things depending on the purpose at planning.

00:06:17 --> 00:06:20: When we talk about land use and zoning downtown, we're

00:06:20 --> 00:06:24: usually referring to our C3 zoning district, which includes Market

00:06:24 --> 00:06:27: Street from Van Ness to the waterfront, as well as

00:06:27 --> 00:06:30: the Financial District, Union Square, Trans Bay and other parts

00:06:30 --> 00:06:31: of Soma.

00:06:32 --> 00:06:35: We chose to narrow the downtown boundary and focus on

00:06:35 --> 00:06:38: the financial district, which is the area shown in yellow.

00:06:39 --> 00:06:41: This is our study area and it has a higher

00:06:41 --> 00:06:44: concentration of office than other parts of downtown and it

00:06:45 --> 00:06:47: includes the oldest commercial core of the city.

00:06:47 --> 00:06:52: Since the 1850s, commerce and office were organically concentrated here

00:06:52 --> 00:06:55: because it was close to the working waterfront.

00:06:56 --> 00:06:59: Just to put our our challenge in context for our

00:06:59 --> 00:07:01: work in the city, most of the planning work that

00:07:01 --> 00:07:04: we've been focused on in the last 20 years has

00:07:04 --> 00:07:07: been about creating capacity, more capacity for jobs, for housing,

00:07:07 --> 00:07:08: for institutions.

00:07:09 --> 00:07:12: And today, we find ourselves in this unique situation where

00:07:12 --> 00:07:13: we have tons of capacity.

00:07:14 --> 00:07:17: Fortunate for us in San Francisco, our downtown has tremendous

00:07:17 --> 00:07:19: physical assets that can be built upon.

00:07:19 --> 00:07:21: We have rich transit access.

00:07:21 --> 00:07:25: There's opportunities for creative activation of our plazas, our streets

00:07:25 --> 00:07:28: and our downtown is situated close to the waterfront.

00:07:29 --> 00:07:32: So as we seek to reactivate and reimagine downtown, we're

00:07:32 --> 00:07:35: also mindful of striving to make it a more inclusive

00:07:35 --> 00:07:38: place with uses and activities that speak to the.

00:07:38 --> 00:07:40: Diversity of our city and our region.

00:07:41 --> 00:07:44: In February, we started to prepare for this advisory services

00:07:44 --> 00:07:47: panel, including drafting our key questions.

00:07:47 --> 00:07:50: And it was important that the questions were focused and

00:07:50 --> 00:07:52: could be addressed in four days, which is a short

00:07:52 --> 00:07:53: amount of time.

00:07:54 --> 00:07:56: And at the same time, we wanted the questions to

00:07:56 --> 00:07:59: be relevant in four months and take into account the

00:07:59 --> 00:08:01: progress the city was making on the Mayor's Road map

00:08:02 --> 00:08:05: to downtown, which outlines specific goals and actions to guide

00:08:05 --> 00:08:06: the revitalization of downtown.

00:08:07 --> 00:08:09: So with that, I'll hand it over to Kate to

00:08:09 --> 00:08:11: talk more about the advisory services panel.

00:08:13 --> 00:08:14: Thanks so much, Lily.

00:08:15 --> 00:08:17: I I have to say I and I'm going to

00:08:17 --> 00:08:20: speak on behalf of all the panelists here today.

00:08:20 --> 00:08:22: I'm so excited to be with you to share what

00:08:22 --> 00:08:27: we learned and the key observations and recommendations that came

00:08:27 --> 00:08:29: out of the advisory services panel last May.

00:08:31 --> 00:08:32: I Kate Kalignon.

00:08:33 --> 00:08:36: Partner with HR and a Economic and Real Estate Advisors.

00:08:37 --> 00:08:41: I was delighted to Co chair the panel along with

00:08:41 --> 00:08:44: Eric Tao from L37 and a really top notch group

00:08:44 --> 00:08:52: of downtown revitalization experts, economic and community development professionals nationwide

00:08:52 --> 00:08:57: representing Detroit, Philadelphia, Los Angeles, Seattle and New York.

00:08:58 --> 00:09:00: We also and this was unusual for.

00:09:00 --> 00:09:03: UL is advisory services panels, as those who have participated

00:09:04 --> 00:09:05: in these in the past may recognize.

00:09:06 --> 00:09:10: Had some substantial representation from San Francisco specifically.

00:09:10 --> 00:09:14: Usually the focus is on bringing in external experts.

00:09:14 --> 00:09:17: Solely in this case, because of the importance and timeliness

00:09:17 --> 00:09:21: of the questions surrounding downtown San Francisco, there was a

00:09:21 --> 00:09:25: strong sense that we needed to absolutely ensure that recommendations

00:09:25 --> 00:09:28: were grounded in the reality of experience on the ground

00:09:28 --> 00:09:30: and what could be accomplished.

00:09:30 --> 00:09:34: So the following represents the observations of both local experts

00:09:34 --> 00:09:38: and national, and you'll have an opportunity to hear from

00:09:38 --> 00:09:40: many of these panelists going forward.

00:09:42 --> 00:09:48: The Advisory Services panel process is a targeted, condensed planning

00:09:48 --> 00:09:48: effort.

00:09:49 --> 00:09:49: That really.

00:09:49 --> 00:09:54: Focuses on building momentum and sustaining the focus of experts

00:09:54 --> 00:09:56: over a defined period of time.

00:09:56 --> 00:09:59: This is not a ground up planning effort, although we

00:09:59 --> 00:10:03: did interview over 90 stakeholders over the course of this

00:10:03 --> 00:10:03: work.

00:10:04 --> 00:10:07: It represents a four day process that started with a

00:10:07 --> 00:10:12: city briefing and presentation on the challenges facing the Financial

00:10:12 --> 00:10:14: District within downtown San Francisco.

00:10:15 --> 00:10:18: A walking tour of the study area and thank you

00:10:18 --> 00:10:21: to those who led us through those again, interviews with

00:10:21 --> 00:10:25: over 90 stakeholders representing the public sector, the private private

00:10:25 --> 00:10:27: sector and community stakeholders.

00:10:28 --> 00:10:31: And then this group of panelists locking ourselves in a

00:10:31 --> 00:10:34: room for really three subsequent days to generate the recommendations

00:10:34 --> 00:10:36: that you will see here today.

00:10:37 --> 00:10:39: Those recommendations are going to be shared in a report

00:10:39 --> 00:10:41: to be published and accessed shortly.

00:10:44 --> 00:10:47: I will have to say San Francisco is you know,

00:10:48 --> 00:10:52: recognized nationally at for its physical assets, for its climate

00:10:52 --> 00:10:55: and it really pulled out the stops for us during

00:10:55 --> 00:10:56: our walking tour.

00:10:56 --> 00:10:59: We could have not picked a better day to see

00:10:59 --> 00:11:03: downtown, but we did see over the course of that

00:11:03 --> 00:11:07: tour and over the course of the prior presentations and

00:11:07 --> 00:11:12: stakeholders, the combination of strengths and weaknesses that really shape

00:11:12 --> 00:11:14: its opportunities going forward.

00:11:15 --> 00:11:19: Significantly, the beauty of downtown San Francisco was apparent through

00:11:19 --> 00:11:24: its historic buildings, variety of different building types and access

00:11:24 --> 00:11:26: and views to the waterfront.

00:11:26 --> 00:11:31: It's access via transportation across the Bay Area is substantial

00:11:31 --> 00:11:35: and it's a walkable downtown, very distinctive in that regard

00:11:35 --> 00:11:37: Within the West Coast.

00:11:37 --> 00:11:41: It's also continues to be a center of regional technology.

00:11:42 --> 00:11:45: And a major driver of the regional economy.

00:11:46 --> 00:11:48: However, there are clear weaknesses that were apparent.

00:11:48 --> 00:11:52: It is largely a single use district, very heavily concentrated

00:11:53 --> 00:11:58: concentrations of office with very limited residential within the financial

00:11:58 --> 00:12:02: district core because of the heavy tech concentration there and

00:12:02 --> 00:12:06: the strong ability of tech workers to work remotely resulted

00:12:06 --> 00:12:10: in a very high vacancies downtown and resulting lack of
00:12:10 --> 00:12:11: vitality.
00:12:12 --> 00:12:16: That has been further exacerbated by high taxes in the
00:12:17 --> 00:12:17: downtown.
00:12:17 --> 00:12:21: Even the New Yorkers were in the within the group
00:12:21 --> 00:12:25: were stunned by the business and property taxes that
commercial
00:12:26 --> 00:12:27: uses paid and.
00:12:27 --> 00:12:30: While we did not see, in fact, challenges in terms
00:12:30 --> 00:12:34: of quote, clean and safe within the Financial District, in
00:12:34 --> 00:12:37: fact most of the visitors were sort of stunned given
00:12:37 --> 00:12:41: the national narrative around downtown about how clean and
safe
00:12:41 --> 00:12:46: the Financial District felt, the gateway experience within an
area
00:12:46 --> 00:12:51: that's already seeing fewer pedestrian pedestrians than it has
historically.
00:12:51 --> 00:12:55: The gateway experience for those arriving to work via Market
00:12:55 --> 00:12:59: Street via Transit is significantly marked by visible drug
abuse,
00:12:59 --> 00:13:03: individuals experiencing mental health challenges, and the
vestiges of deep
00:13:04 --> 00:13:04: poverty.
00:13:05 --> 00:13:08: The result has been a national narrative that is far
00:13:08 --> 00:13:12: more negative than the experience within the Financial
district itself.
00:13:12 --> 00:13:12: But.
00:13:12 --> 00:13:13: One that is.
00:13:13 --> 00:13:16: Frankly not countered by San Franciscans because those
who do
00:13:16 --> 00:13:18: not work in downtown San Francisco.
00:13:19 --> 00:13:21: Don't necessarily see it as their own.
00:13:21 --> 00:13:25: They're not spending time there because the financial district
is
00:13:25 --> 00:13:26: primarily office uses.
00:13:27 --> 00:13:31: Finally, despite the substantial amount of work underway by
the
00:13:31 --> 00:13:36: city employees and their partners, the permitting process, the
governance
00:13:36 --> 00:13:40: process for downtown San Francisco is fundamentally
broken in the
00:13:40 --> 00:13:45: conversations we had with stakeholders, efforts even to
activate through
00:13:45 --> 00:13:48: temporary installations and other uses.
00:13:49 --> 00:13:53: Solutions for the lack of vitality face substantial permitting

challenges

00:13:53 --> 00:13:58: that delayed implementation and really threatened the ability to take

00:13:58 --> 00:13:59: rapid action.

00:13:59 --> 00:14:03: There are other broader threats of course, some of those

00:14:03 --> 00:14:06: are national in character and we see across the city

00:14:06 --> 00:14:08: in terms of the rise of remote work, lack of

00:14:08 --> 00:14:11: affordable housing and shrinkage of the retail market.

00:14:12 --> 00:14:15: With that, we've seen already a weakening of the office

00:14:15 --> 00:14:15: market.

00:14:16 --> 00:14:20: In a time when residential conversion still don't pencil, but

00:14:20 --> 00:14:24: it's unclear what will actually fill 30 million vacant square

00:14:24 --> 00:14:24: feet downtown.

00:14:25 --> 00:14:29: Moreover, the lack of rapid action had been starting to

00:14:29 --> 00:14:34: jeopardize investment of capital downtown, where we understood that investors

00:14:34 --> 00:14:38: were starting to turn to other markets for fear that

00:14:38 --> 00:14:42: Downtown's challenges would not be turned around quickly if that

00:14:42 --> 00:14:43: continues unabated.

00:14:44 --> 00:14:48: We'll be looking at fiscal and service impacts across the

00:14:48 --> 00:14:51: city, threats to the transit system that is really the

00:14:51 --> 00:14:53: lifeblood of downtown overall.

00:14:54 --> 00:14:58: The observation is that San Francisco now as a buyer's

00:14:58 --> 00:15:01: market and has been a seller for a long time,

00:15:01 --> 00:15:04: and now it needs to seek investment.

00:15:05 --> 00:15:08: Seek businesses seek activity, which is a new approach to

00:15:08 --> 00:15:13: governance and and activation and very different than its experience

00:15:13 --> 00:15:14: in recent years.

00:15:14 --> 00:15:18: There are substantial opportunities to build from though to start

00:15:18 --> 00:15:21: to turn this around, certainly the major assets in terms

00:15:21 --> 00:15:24: of large open spaces, artists interested in downtown and existing

00:15:24 --> 00:15:27: underutilized commercial spaces which can be reactivated.

00:15:27 --> 00:15:31: It continues to be a destination for tourism and conventions,

00:15:31 --> 00:15:36: and while it faces affordability challenges, the high value residential

00:15:36 --> 00:15:40: market indicates the ongoing desire to experience downtown in San

00:15:40 --> 00:15:44: Francisco overall, and that is indicative of its greatest strength

00:15:44 --> 00:15:48: perhaps is the creativity and passion of San Franciscans in

00:15:48 --> 00:15:51: their city and its and its long term success.

00:15:52 --> 00:15:54: So I'm going to pass it over to my Co

00:15:54 --> 00:15:57: chair Eric Tao to talk through the Framework for Opportunities

00:15:57 --> 00:15:58: as suggested.

00:16:00 --> 00:16:01: Thank you, Kate.

00:16:03 --> 00:16:06: So I want to just talk a little bit about

00:16:06 --> 00:16:08: what happened about two years ago.

00:16:08 --> 00:16:11: I was chair of the San Francisco ULA District Council

00:16:11 --> 00:16:14: and everybody said, what are we going to do?

00:16:15 --> 00:16:16: We need to save downtown.

00:16:16 --> 00:16:18: We need to end the doom loop.

00:16:18 --> 00:16:19: I mean, that word had just popped up.

00:16:20 --> 00:16:21: We need downtown revitalization.

00:16:23 --> 00:16:26: And so this has been part of that process to

00:16:26 --> 00:16:30: respond to those those requests to do something about downtown.

00:16:31 --> 00:16:35: And when we convene our experts from around the country,

00:16:35 --> 00:16:39: they looked around downtown and they said and asked why,

00:16:39 --> 00:16:40: Why are you doing this?

00:16:40 --> 00:16:43: Why is everyone most of this?

00:16:43 --> 00:16:46: Not not because they questioned it, but they wanted to

00:16:46 --> 00:16:48: know why and what the background was and and I

00:16:48 --> 00:16:50: thought that's a great place to start from.

00:16:51 --> 00:16:53: Why are we doubling down on downtown?

00:16:53 --> 00:16:56: Kate pointed out the strengths and weaknesses and opportunities.

00:16:56 --> 00:16:58: But just stepping back, why are we doubling down on

00:16:58 --> 00:16:58: downtown?

00:16:58 --> 00:16:59: We have a lot of other neighbourhoods.

00:16:59 --> 00:17:00: We have a lot of other things.

00:17:00 --> 00:17:04: We can be spending our investment dollars on, our revitalization

00:17:04 --> 00:17:06: dollars on our political capital.

00:17:07 --> 00:17:10: So we stepped back and we evaluated why double down

00:17:10 --> 00:17:11: on downtown?

00:17:11 --> 00:17:13: It is a lot of what Kate said.

00:17:13 --> 00:17:14: There's a lot of strengths.

00:17:14 --> 00:17:16: This is an incredible location.

00:17:16 --> 00:17:19: It's close to the water, light and air.

00:17:20 --> 00:17:21: There's transportation.

00:17:21 --> 00:17:22: There's existing buildings.

00:17:23 --> 00:17:28: There's an existing working set of mixed-use that's maybe

00:17:28 --> 00:17:33: not residential but includes retail, entertainment, hospitality.

00:17:34 --> 00:17:37: And what we realized also is when downtown is better,

00:17:37 --> 00:17:41: the city is better, but we should be a neighborhood

00:17:41 --> 00:17:41: for all.

00:17:41 --> 00:17:43: So we need to double down on downtown.

00:17:43 --> 00:17:45: We made that conclusion.

00:17:45 --> 00:17:48: It's vitally important to the overall health of San Francisco,

00:17:48 --> 00:17:49: and because of its.

00:17:49 --> 00:17:52: Existing infrastructure and location, we can't abandoned it.

00:17:53 --> 00:17:54: Next slide please.

00:17:56 --> 00:17:57: So how do we do it.

00:17:57 --> 00:17:58: What should be the next downtown.

00:17:58 --> 00:18:02: Are we trying to rebuild and revitalize and bring it

00:18:02 --> 00:18:05: back to the old downtown to it was fantastic.

00:18:05 --> 00:18:06: It was the economic engine, it drove jobs.

00:18:06 --> 00:18:08: It drove revenue for the city.

00:18:09 --> 00:18:12: Well we determined that the next the downtown that we're

00:18:12 --> 00:18:14: going to revitalize our the downtown recovery.

00:18:15 --> 00:18:17: The doubling down on the down is to have this

00:18:17 --> 00:18:19: opportunity to make it different.

00:18:19 --> 00:18:23: Make it a socially economically resilient neighborhood for all.

00:18:23 --> 00:18:26: We heard a lot during our interviews of 90 plus

00:18:26 --> 00:18:28: different stakeholders.

00:18:28 --> 00:18:32: A lot of what we heard was it's their downtown.

00:18:32 --> 00:18:33: It's not our downtown.

00:18:34 --> 00:18:37: I think having a local panelist on the USB brought

00:18:37 --> 00:18:39: kind of a a good perspective.

00:18:39 --> 00:18:42: It's always been this place for commercial activity.

00:18:42 --> 00:18:47: There is a sense that you're detached outside businesses,

00:18:47 --> 00:18:48: not invested in the.

00:18:49 --> 00:18:51: In the community of San Francisco.

00:18:51 --> 00:18:54: So we need to have a more diversified industry mix,

00:18:54 --> 00:18:58: a neighborhood that let's just use that word again, a

00:18:58 --> 00:18:59: San Francisco neighborhood.

00:19:00 --> 00:19:01: We have such great neighborhoods.

00:19:01 --> 00:19:04: Chinatown, North Beach, Hayes Valley, the Mission.

00:19:05 --> 00:19:07: No one ever thinks of downtown as a neighborhood.

00:19:07 --> 00:19:11: We need it to be a San Francisco neighborhood, a

00:19:11 --> 00:19:13: hub for arts culture entrepreneurs.

00:19:15 --> 00:19:17: You know, people talk about how San Francisco been great

00:19:17 --> 00:19:19: as this place with brick and timber.

00:19:19 --> 00:19:22: You know people using doors and and and saw horses

00:19:22 --> 00:19:24: to make desks and get things going.

00:19:24 --> 00:19:28: We need to bring that back to downtown, important to

00:19:28 --> 00:19:31: include to focus on equity and inclusion so that it

00:19:31 --> 00:19:33: can be our downtown.

00:19:33 --> 00:19:37: Everyone's invested in making it a vital, vibrant place again

00:19:37 --> 00:19:41: and become a continuing economic driver for the city.

00:19:44 --> 00:19:46: So that's what it should look like.

00:19:46 --> 00:19:48: But how are we going to get there?

00:19:48 --> 00:19:51: And I'm going to hand it over to Nolan, who's

00:19:51 --> 00:19:53: going to explain a little bit more about the what

00:19:53 --> 00:19:56: we concluded and how we're going to get there.

00:19:56 --> 00:19:56: Thank you.

00:19:59 --> 00:20:03: Good morning, Nolan Marshall, the executive director of the

00:20:03 --> 00:20:06: South

00:20:03 --> 00:20:06: Park Business Improvement District in downtown Los

00:20:07 --> 00:20:10: Angeles.

00:20:07 --> 00:20:10: I've had the privilege of being a part of downtown

00:20:10 --> 00:20:13: recovery or growth in New Orleans, Dallas, Vancouver and

00:20:13 --> 00:20:16: now

00:20:13 --> 00:20:16: Los Angeles and I'm really excited to be here with

00:20:16 --> 00:20:17: you this morning.

00:20:18 --> 00:20:19: Next slide please.

00:20:19 --> 00:20:22: I I I'd be remiss if I didn't scribble in

00:20:22 --> 00:20:24: a bit of a why here before I get into

00:20:24 --> 00:20:25: the what.

00:20:25 --> 00:20:28: And that's my favorite Tennessee Williams quote, which is

00:20:28 --> 00:20:32: that

00:20:28 --> 00:20:32: America has three great cities, San Francisco, New York and

00:20:32 --> 00:20:32: New Orleans.

00:20:33 --> 00:20:36: Everywhere else is Cleveland, and so that is a big

00:20:36 --> 00:20:39: part of the why San Francisco is a great city.

00:20:40 --> 00:20:43: The what we've all heard a lot about ground playing,

00:20:44 --> 00:20:48: activation, physical transformations, and bringing in arts and

00:20:48 --> 00:20:50: culture.

00:20:48 --> 00:20:50: You've seen it whenever you activate a place.

00:20:50 --> 00:20:54: Whether that be an alleyway or a public triangle or

00:20:54 --> 00:20:56: a public park, people will show up.

00:20:57 --> 00:20:59: Business employee retention and attraction.

00:20:59 --> 00:21:01: We know we have to find a way to get

00:21:01 --> 00:21:02: office workers back.

00:21:03 --> 00:21:05: Residential and mixed-use conversions.

00:21:05 --> 00:21:06: You've heard a lot about it, but how do you

00:21:06 --> 00:21:06: do it?

00:21:07 --> 00:21:07: Where do you do it?

00:21:08 --> 00:21:10: Transit, robot reliability and quality.

00:21:10 --> 00:21:13: We heard a lot from the people that we interviewed

00:21:13 --> 00:21:15: that it has to be safe and reliable to get

00:21:15 --> 00:21:16: to downtown.

00:21:16 --> 00:21:19: We know that downtown matters because it's where they've

00:21:19 --> 00:21:22: spent

00:21:22 --> 00:21:23: a lot of money on transit, infrastructure, branding and public

00:21:23 --> 00:21:26: relations.

00:21:26 --> 00:21:30: We have to tell our story better in San Francisco

00:21:30 --> 00:21:34: and governance changes, tools to make it happen.

00:21:34 --> 00:21:36: We talk a lot about funding and financing, tax reductions

00:21:36 --> 00:21:42: and I know some of these things.

00:21:42 --> 00:21:45: The city is already progressing towards incentives for

00:21:45 --> 00:21:46: conversion, development

00:21:46 --> 00:21:47: and financing and then organizing for action.

00:21:47 --> 00:21:52: How do we?

00:21:52 --> 00:21:55: Structure ourselves.

00:21:55 --> 00:21:59: In order to accomplish these things, we recommended

00:21:59 --> 00:22:01: Downtown Director

00:22:01 --> 00:22:03: Position enhanced, coordinated or consolidated CBDS.

00:22:03 --> 00:22:05: We need to take San Francisco from ACBD 2 point

00:22:05 --> 00:22:06: O.

00:22:06 --> 00:22:08: To ACVD 3 Point O or CVD 4 Point O,

00:22:08 --> 00:22:10: And you'll hear more about that in the report.

00:22:10 --> 00:22:13: And then having a downtown.

00:22:13 --> 00:22:15: Revitalization Authority.

00:22:15 --> 00:22:18: So I'll turn it over to Rico, who can jump

00:22:18 --> 00:22:21: into some of the recommendations.

00:22:21 --> 00:22:23: Good morning everyone.

00:22:23 --> 00:22:25: My name is Rico Kitting Dongo.

00:22:25 --> 00:22:27: I am the Director for the Office of Planning and

00:22:27 --> 00:22:29: Community Development.

00:22:29 --> 00:22:32: In the city of Seattle, I was for 27 years

00:22:32 --> 00:22:39: a practicing architect, focusing on civic practice, working with

00:22:39 --> 00:22:43: community,

00:22:43 --> 00:22:47: and now have the honor of being able to lead

00:22:47 --> 00:22:52: an office of 50, looking at what the future of

00:22:52 --> 00:22:57: our city will be over the course of the next

00:22:57 --> 00:23:01: 20 years in our land use planning and policy development.

00:23:01 --> 00:23:01: As well as what the future of our downtown is

00:23:01 --> 00:23:05: and as has already been stated, San Francisco's not unique
00:23:05 --> 00:23:08: in the the challenges that we all see in our
00:23:08 --> 00:23:11: downtowns across the nation and it is no less true
00:23:11 --> 00:23:13: in the city of Seattle.
00:23:13 --> 00:23:14: Next slide please.
00:23:16 --> 00:23:20: So when we all came together, one of the things
00:23:20 --> 00:23:23: that that we spent a fair amount of time on
00:23:23 --> 00:23:26: was trying to look take a 50,000 foot.
00:23:26 --> 00:23:31: View at the city from a planning perspective and look
00:23:31 --> 00:23:35: at all the assets that make up downtown, how to
00:23:35 --> 00:23:40: capitalize on those assets and how to transform some parts
00:23:40 --> 00:23:44: of the city that we or some parts of the
00:23:44 --> 00:23:48: downtown that we really see are underutilized.
00:23:48 --> 00:23:49: So what?
00:23:49 --> 00:23:51: We're going to talk through GT and I?
00:23:52 --> 00:23:56: Are the following areas that you see here that we've
00:23:56 --> 00:24:01: identified to help make downtown a the next phase of
00:24:01 --> 00:24:06: being a destination location And as you see in the
00:24:06 --> 00:24:11: slide of magnet for residents and businesses as well as
00:24:11 --> 00:24:15: visitors from out of town, we're going to talk about
00:24:15 --> 00:24:18: transformation of Waterfront Park.
00:24:19 --> 00:24:24: The creation of a Wellness zone in the downtown, we
00:24:24 --> 00:24:27: want to spend a little bit time on a vision
00:24:28 --> 00:24:30: for a market front Plaza.
00:24:31 --> 00:24:36: Talk about the North-south connectors that that weave the
00:24:36 --> 00:24:40: downtown
00:24:40 --> 00:24:45: together, as well as discussion of an art, culture and
00:24:45 --> 00:24:46: entrepreneurial zone, as well as an entertainment zone on
00:24:46 --> 00:24:47: Front.
00:24:46 --> 00:24:47: St.
00:24:46 --> 00:24:47: Next slide.
00:24:50 --> 00:24:52: So first, we want to talk a little bit about
00:24:52 --> 00:24:52: Market Street.
00:24:52 --> 00:24:58: So it is obviously a huge asset to downtown with
00:24:59 --> 00:25:05: great views out to the water and across the city.
00:25:07 --> 00:25:13: While this happens very periodically now, we wanted to think
00:25:13 --> 00:25:14: about how.
00:25:15 --> 00:25:19: Market Street is a or can become a living room
00:25:20 --> 00:25:25: for the city and how we can create a destination
00:25:25 --> 00:25:29: that is like the slide that you see of Pike
00:25:29 --> 00:25:35: Place Market in Seattle's Street activation, how we can bring
00:25:36 --> 00:25:43: a market experience, small vendors, local vendors, BIPOC
entrepreneurs.

00:25:45 --> 00:25:52: Marketplace sales to Market Street on a regular weekly basis

00:25:52 --> 00:25:58: on on a regular weekend basis to activate the public

00:25:58 --> 00:26:05: realm and bring people into the downtown for that market

00:26:05 --> 00:26:07: front experience.

00:26:08 --> 00:26:08: Next slide.

00:26:12 --> 00:26:16: We also you know we were really struck as we

00:26:16 --> 00:26:21: did our tour of downtown at the huge asset that

00:26:21 --> 00:26:28: is Embarcadero Plaza, but also acknowledged how frankly

00:26:28 --> 00:26:30: how underutilized

00:26:28 --> 00:26:30: it is currently.

00:26:31 --> 00:26:37: So we we looking at examples in Brooklyn and in

00:26:37 --> 00:26:38: Dilworth Park.

00:26:41 --> 00:26:47: We see an opportunity to transform the Plaza and Sue

00:26:47 --> 00:26:53: Biermann Park into a new destination, which is a park

00:26:53 --> 00:27:01: for all serving families, serving visitors, serving people that

00:27:01 --> 00:27:07: live

00:27:01 --> 00:27:07: downtown and work downtown, which would be a mix of

00:27:07 --> 00:27:10: both hard and soft softscape.

00:27:12 --> 00:27:16: And include infrastructure to meet the needs for future uses.

00:27:17 --> 00:27:24: So the stage area, places for gathering, places for kids

00:27:24 --> 00:27:25: to play.

00:27:26 --> 00:27:30: And then, of course, utility needs trash and water service,

00:27:30 --> 00:27:34: all of those things, as well as to facilitate bike

00:27:34 --> 00:27:37: and pedestrian connections across the downtown.

00:27:38 --> 00:27:41: There's also a private partnership opportunity.

00:27:42 --> 00:27:45: We would love to transform the The Bay Club, which

00:27:46 --> 00:27:51: is immediately adjacent into a public community and

00:27:51 --> 00:27:55: neighborhood destination

00:27:51 --> 00:27:55: instead of being inward focused and only for private use.

00:27:55 --> 00:28:02: Next slide and you know as AS.

00:28:03 --> 00:28:08: Many of you on on this webinar have probably experienced

00:28:08 --> 00:28:15: the vitality of Bourbon Street in New Orleans, the excitement

00:28:15 --> 00:28:20: of walking down the street in Granville, Granville St.

00:28:20 --> 00:28:21: in Vancouver.

00:28:23 --> 00:28:26: We looked at Front St.

00:28:26 --> 00:28:30: in the downtown as an opportunity to create that experience

00:28:30 --> 00:28:31: in San Francisco.

00:28:33 --> 00:28:37: You know thinking about how to capitalize on the idea

00:28:37 --> 00:28:38: of a a 24 hour city.

00:28:39 --> 00:28:45: How can we take the existing businesses and restaurants in

00:28:45 --> 00:28:51: and bars along Front Street, make some investments there,

00:28:52 --> 00:28:59: capitalize

00:28:52 --> 00:28:59: on a public privateship opportunity and create a nightlife

00:28:59 --> 00:28:59: destination
 00:29:00 --> 00:29:06: which.
 00:29:06 --> 00:29:08: Becomes a place of celebration and really embodies the
 00:29:09 --> 00:29:13: vibrant
 00:29:14 --> 00:29:20: city that San Francisco is.
 00:29:20 --> 00:29:22: So we would be in making that investment, creating a
 00:29:23 --> 00:29:24: downtown late night focus for eating, drinking and gathering
 00:29:29 --> 00:29:30: during
 00:29:31 --> 00:29:33: the day and all night.
 00:29:33 --> 00:29:34: Next slide.
 00:29:34 --> 00:29:38: GTM turning over to you.
 00:29:38 --> 00:29:39: Thanks, Rico.
 00:29:39 --> 00:29:42: Hi, everybody.
 00:29:42 --> 00:29:47: I am Geeti Salwal, a principal at Perkins and Will
 00:29:47 --> 00:29:49: in the San Francisco office.
 00:29:50 --> 00:29:53: And I lead the West Coast Urban Design Practice.
 00:29:53 --> 00:29:57: So Rico spoke about three of the placemaking programming
 00:29:57 --> 00:30:00: recommendations
 00:30:01 --> 00:30:05: that the panelists came up with.
 00:30:05 --> 00:30:10: The 4th one that we wanted to kind of highlight
 00:30:10 --> 00:30:12: was to intentionally carve out a distinct.
 00:30:12 --> 00:30:15: Arts, Culture and Entrepreneurship Zone.
 00:30:16 --> 00:30:19: The intent with this move is to look to invite
 00:30:19 --> 00:30:22: a demography of entrepreneurs and makers and creators
 00:30:22 --> 00:30:26: and artists
 00:30:26 --> 00:30:30: to live practice.
 00:30:30 --> 00:30:31: And to kind of engage the visitors in their studios
 00:30:32 --> 00:30:35: and their workshops and the galleries for a really, really
 00:30:35 --> 00:30:37: unique and a palpable vibe of arts and culture, one
 00:30:38 --> 00:30:40: that doesn't really exist in downtown right now and look
 00:30:40 --> 00:30:43: to kind of transform this, the beautiful historic buildings in
 00:30:43 --> 00:30:46: this part of downtown to.
 00:30:46 --> 00:30:50: Open it up to a lot more activities and to
 00:30:51 --> 00:30:55: a lot more diverse experiences.
 00:30:55 --> 00:30:58: We heard from some of the 90 stakeholders we were
 00:30:59 --> 00:31:02: interviewing that downtown does not really feel like it's for
 00:31:02 --> 00:31:07: them and there's no reason for them to be there.
 00:31:07 --> 00:31:10: And the panelists felt by creating the Zone, we're kind
 00:31:10 --> 00:31:13: of purposefully making space for an emerging and artisan
 00:31:13 --> 00:31:16: kind
 00:31:16 --> 00:31:19: of industry to be represented in downtown.
 00:31:19 --> 00:31:22: And we are kind of thoughtfully diversifying the mix of
 00:31:22 --> 00:31:25: businesses to include local and small home grown creative

culture enterprises.

00:31:07 --> 00:31:07: That's beyond the tech and the finance industries the downtown

00:31:07 --> 00:31:11: has been known to represent so far.

00:31:11 --> 00:31:13: And the hope is that this kind of a multi

00:31:14 --> 00:31:17: cultural focus zone takes a life of its own and

00:31:17 --> 00:31:20: makes a visible mark on the visitors map and draws

00:31:20 --> 00:31:23: people to this new destination.

00:31:24 --> 00:31:26: And we've been proposing kind of focusing the energy on

00:31:26 --> 00:31:29: a kind of seven block area between Montgomery and Battery

00:31:30 --> 00:31:33: on either side of California St.

00:31:33 --> 00:31:35: One that kind of extends N to include the Transamerica

00:31:35 --> 00:31:39: Pyramid and the Leadisdorf Alley.

00:31:39 --> 00:31:41: So that you're leveraging the private sector investment and

00:31:42 --> 00:31:45: the

00:31:45 --> 00:31:50: Business Improvement District placemaking efforts that are already in play.

00:31:51 --> 00:31:53: Next please this.

00:31:54 --> 00:31:56: Idea is not a new concept, and it's definitely not

00:31:56 --> 00:31:57: far into this blog.

00:31:58 --> 00:32:02: As we kind of dragged through the archives, we realized

00:32:02 --> 00:32:05: back in 1930 this used to be the Montgomery block

00:32:05 --> 00:32:09: that had as many as 75 artists, writers, poets, living

00:32:09 --> 00:32:13: and working and telling the story of San Francisco right

00:32:13 --> 00:32:15: from the heart of downtown.

00:32:15 --> 00:32:19: And over the years there were tailors, Jewelers, fortune tellers,

00:32:19 --> 00:32:20: musicians, sculptors.

00:32:21 --> 00:32:21: All.

00:32:21 --> 00:32:22: Kind of.

00:32:22 --> 00:32:26: Co living and occupying these spaces, there was a place

00:32:26 --> 00:32:27: for all.

00:32:27 --> 00:32:29: And that is what we want to hearken to.

00:32:29 --> 00:32:31: We want to hearken to to for to the need

00:32:31 --> 00:32:35: to make this possible again and to truly celebrate the

00:32:35 --> 00:32:39: kind of enterprising culture that San Francisco is known for

00:32:39 --> 00:32:40: and revealing it.

00:32:40 --> 00:32:42: It's in its downtown.

00:32:42 --> 00:32:43: Next please.

00:32:44 --> 00:32:46: The 5th intervention is.

00:32:46 --> 00:32:50: To complement the Waterfront Park that Frico just talked about,

00:32:50 --> 00:32:54: and to look to repurpose the embarked retail centre right
00:32:54 --> 00:32:58: adjacent to the Waterfront Park as a place of Wellness.
00:32:58 --> 00:33:02: Much like malls in many other cities, embarked on, a
00:33:02 --> 00:33:06: mall could provide an opportunity to be about activities and
00:33:06 --> 00:33:11: program for downtown workers, for future residents, current
residents, future
00:33:11 --> 00:33:14: residents, and for families and visitors.
00:33:14 --> 00:33:18: And also for demographics that we tend to neglect in
00:33:18 --> 00:33:22: downtown, like the youth and the kids, What can there
00:33:22 --> 00:33:26: be here such that we are inviting that clientele into
00:33:26 --> 00:33:27: this into downtown?
00:33:28 --> 00:33:31: The mall has beautiful bones and has a really porous
00:33:31 --> 00:33:32: ground floor.
00:33:32 --> 00:33:36: It's a space we felt as hackable and that could
00:33:36 --> 00:33:40: house very many user groups and very many users it
00:33:40 --> 00:33:41: could be about.
00:33:42 --> 00:33:46: Things that we started defining as a in a Wellness
00:33:46 --> 00:33:50: zone about a daycare centre after school, program, night
classes,
00:33:50 --> 00:33:55: lifelong learning opportunities and look to partner with
vocational institutions
00:33:55 --> 00:33:59: and community colleges and industry anchors that would
provide for
00:33:59 --> 00:34:00: workforce training.
00:34:01 --> 00:34:04: All with an intent to offer an environment of both
00:34:04 --> 00:34:10: physical and mental well-being and opportunities for
professional growth and
00:34:10 --> 00:34:11: for upward social mobility.
00:34:12 --> 00:34:16: This would be a great repurposing and a repositioning of
00:34:16 --> 00:34:20: a mall that continues to bring the community together, but
00:34:20 --> 00:34:22: now with a focus on a health, on a health
00:34:23 --> 00:34:24: and a Wellness aspect.
00:34:24 --> 00:34:25: Next, please.
00:34:26 --> 00:34:29: And the last of the six moves that we proposed
00:34:29 --> 00:34:34: was an overarching recommendation to connect the
residential neighbourhoods which
00:34:34 --> 00:34:39: are immediately South of downtown extends the thriving East
Coast.
00:34:40 --> 00:34:45: Eastcott neighbourhood where Perkinson Mills offices and
neighbourhood with existing
00:34:45 --> 00:34:49: residential blocks to the north of downtown around the
Sydney
00:34:49 --> 00:34:53: Walton Square and by extending the kind of robust like
00:34:53 --> 00:34:58: pedestrian green infrastructure improvements that have been

00:34:58 --> 00:35:01: in place South
 00:35:01 --> 00:35:06: of Market Street along Fulton St., along 2nd St.
 00:35:06 --> 00:35:07: and extend that public rim enhancements to carry on across
 00:35:08 --> 00:35:11: Market Street.
 00:35:11 --> 00:35:15: Maybe to want to come area to Pacific to Davis
 00:35:15 --> 00:35:18: streets and look to kind of really create a frameworks
 00:35:18 --> 00:35:22: such that you have a tying up of all of
 00:35:22 --> 00:35:26: these residential neighbourhoods into into a more of a
 00:35:27 --> 00:35:30: complete
 00:35:30 --> 00:35:32: community and to look to welcome future residents.
 00:35:33 --> 00:35:37: The city has already invested in Pacific Ave.
 00:35:37 --> 00:35:38: as a bike and a friendly St.
 00:35:38 --> 00:35:41: Building on that great work and legibly connecting Pacific
 00:35:41 --> 00:35:45: Ave.
 00:35:45 --> 00:35:49: across Embakador Rd.
 00:35:49 --> 00:35:50: To Pier 7 W, upon which is amazing views back
 00:35:50 --> 00:35:53: to downtown skyline with all the interventions that would start
 00:35:53 --> 00:35:58: to kind of prepare the downtown core to welcome the
 00:35:58 --> 00:36:02: future residents.
 00:36:03 --> 00:36:06: And the mayor and the city has been doing a
 00:36:06 --> 00:36:08: great job of announcing incentives and making regulatory
 00:36:08 --> 00:36:11: changes so
 00:36:11 --> 00:36:14: that developers and property owners would look to.
 00:36:14 --> 00:36:18: Convert some of the unutilized commercial buildings to
 00:36:18 --> 00:36:20: residential and
 00:36:21 --> 00:36:25: Carl is going to talk about that more.
 00:36:25 --> 00:36:28: And there will, there is a need to kind of
 00:36:28 --> 00:36:31: kick start a rethinking of the public ramp that feels
 00:36:31 --> 00:36:35: inviting and that allows for low carbon modes of mobility
 00:36:35 --> 00:36:39: for the residents to thrive in future.
 00:36:40 --> 00:36:43: And this is all intentionally creating a very tangible change
 00:36:43 --> 00:36:44: and a visible framework, and making it such that it
 00:37:02 --> 00:37:03: really welcomes and is equally accessible.
 00:37:10 --> 00:37:11: And equally inviting and enjoyable for diverse user groups,
 00:37:11 --> 00:37:12: and
 00:37:12 --> 00:37:13: allows for and offers a diverse array of shared experience.
 00:37:13 --> 00:37:15: With that, I'll pass her to Carl to talk about
 essential elements.
 Carl, you may be on mute there.
 Sorry about that.
 Thank you, Kitty.
 And hello, everyone.
 My name is Carl Weisbrod.

00:37:15 --> 00:37:18: I am a former chair and director of the New
00:37:18 --> 00:37:22: York City Planning Commission and New York City
Department of
00:37:22 --> 00:37:26: City Planning, as well as a former president of the
00:37:26 --> 00:37:29: city New York City Economic Development Corporation.
00:37:30 --> 00:37:32: And I was deeply involved in the.
00:37:33 --> 00:37:38: Reimagination of lower Manhattan both before and after 911.
00:37:39 --> 00:37:40: Next slide please.
00:37:42 --> 00:37:45: It has been alluded to and alluded to by by
00:37:45 --> 00:37:48: Kate in her in her opening statement.
00:37:48 --> 00:37:53: But the the business value and proposition of San Francisco
00:37:53 --> 00:37:58: has changed and this is not unique to San Francisco.
00:37:58 --> 00:38:03: It is certainly being seen by CBDS around the country.
00:38:03 --> 00:38:07: And we believe this is not simply cyclical, it is
00:38:07 --> 00:38:13: systemic and consequently it's really important for the city to
00:38:13 --> 00:38:16: react to it and respond in a in a way
00:38:16 --> 00:38:19: that is going to be meaningful.
00:38:20 --> 00:38:24: Business taxes here are far higher than they are in
00:38:24 --> 00:38:27: in incomparable and nearby cities.
00:38:27 --> 00:38:31: I come from a city that is an extraordinarily high
00:38:31 --> 00:38:31: tax city.
00:38:32 --> 00:38:36: And the business taxes here are even higher than they
00:38:36 --> 00:38:37: are in New York.
00:38:37 --> 00:38:40: And I have to say that's that's really saying something.
00:38:42 --> 00:38:47: It is a burdensome for a professional service company to
00:38:48 --> 00:38:53: absorb and live under these taxes and clearly they are
00:38:53 --> 00:38:57: of just a fraction of what they are in in
00:38:57 --> 00:38:59: in neighbouring cities.
00:38:59 --> 00:39:04: So it's really gonna be important to reduce and restructure
00:39:04 --> 00:39:09: the tax structure in the short term to preserve business
00:39:09 --> 00:39:12: and and the business and tax base in the long
00:39:13 --> 00:39:16: term and incentivize in person work.
00:39:17 --> 00:39:22: I I know particularly the gross receipts tax here, which
00:39:22 --> 00:39:28: actually currently incentivizes companies to have their
employees work from
00:39:28 --> 00:39:29: home.
00:39:29 --> 00:39:33: They're non San Francisco resident employees.
00:39:33 --> 00:39:37: They actually benefit from a tax perspective if they're non
00:39:38 --> 00:39:40: San Francisco employees work from home.
00:39:41 --> 00:39:44: I'm very, very pleased to see that the city is
00:39:44 --> 00:39:48: beginning to respond to to to these concerns.
00:39:49 --> 00:39:55: The city is now passed an office activation tax credit.

00:39:55 --> 00:39:56: Its extended.

00:39:57 --> 00:40:03: Tax relief through 1920 or 2026 for retail, restaurants and

00:40:03 --> 00:40:07: arts and cultural uses and it started a a gross

00:40:07 --> 00:40:14: receipts tax review and a comprehensive business tax review process

00:40:14 --> 00:40:19: and I hope that moves forward and is is successful.

00:40:19 --> 00:40:20: It really has to be done.

00:40:20 --> 00:40:22: Next slide here please.

00:40:24 --> 00:40:30: As has been mentioned, one important way in which downtown

00:40:30 --> 00:40:36: can be reactivated is to convert empty office buildings, non

00:40:36 --> 00:40:41: productive office buildings to residential use.

00:40:42 --> 00:40:46: It will serve many, many purposes of first conversions and

00:40:46 --> 00:40:47: people.

00:40:47 --> 00:40:48: It supports retail.

00:40:49 --> 00:40:50: It activates the streets.

00:40:51 --> 00:40:54: It takes underutilized office space off the market.

00:40:55 --> 00:40:57: We've done that in Lower Manhattan.

00:40:57 --> 00:41:05: It produced 30,000 units converted from older office buildings between

00:41:05 --> 00:41:06: 1994 and 2020.

00:41:07 --> 00:41:11: 13,000 of them were done with a very significant tax

00:41:11 --> 00:41:12: abatement.

00:41:12 --> 00:41:17: But after that tax abatement expired because the business proposition,

00:41:17 --> 00:41:22: the economic proposition made residential conversions work.

00:41:23 --> 00:41:28: An additional 17,000 units have been converted and clearly here

00:41:28 --> 00:41:32: conversions are not going to work without incentives.

00:41:33 --> 00:41:36: I would like to stress that it's going to be

00:41:37 --> 00:41:42: very, very important to provide not only incentives to produce

00:41:42 --> 00:41:46: market rate housing, but there really has to be a

00:41:46 --> 00:41:50: very significant affordable housing component to it.

00:41:50 --> 00:41:54: Because not only is that an issue of equity as

00:41:54 --> 00:41:59: has been mentioned but it's also a reality that affordable

00:41:59 --> 00:42:04: housing and people who live in affordable housing, families who

00:42:04 --> 00:42:09: live in affordable housing are much more likely to work

00:42:09 --> 00:42:14: to purchase their goods to use retail to activate the

00:42:14 --> 00:42:18: streets than people who may in fact rent or buy

00:42:18 --> 00:42:23: apartments and converted buildings simply as Pieta Terrace and and

00:42:24 --> 00:42:27: so it serves really a a double purpose.

00:42:27 --> 00:42:32: So again, I think the city has has made an

00:42:32 --> 00:42:35: an early effort here.

00:42:36 --> 00:42:41: It has proposed, the mayor has proposed to a valid

00:42:41 --> 00:42:47: initiative to eliminate the transfer tax for conversions.

00:42:47 --> 00:42:48: That's a very good first step.

00:42:49 --> 00:42:52: Whether that's enough I think remains to be seen.

00:42:52 --> 00:42:56: But keeping the eye on the ball to convert older

00:42:56 --> 00:43:00: office buildings to residential use is really important.

00:43:00 --> 00:43:03: And with that, I would like to turn it over,

00:43:03 --> 00:43:04: I think to Nolan.

00:43:12 --> 00:43:13: Hello again.

00:43:14 --> 00:43:16: There are a couple of questions in the chat about

00:43:17 --> 00:43:20: organic development of downtown and I think this is an

00:43:20 --> 00:43:22: important slide to sort of focus in on.

00:43:22 --> 00:43:27: When we talk about recovering San Francisco's downtown,

00:43:27 --> 00:43:29: most people

00:43:27 --> 00:43:29: experience a downtown at the ground level.

00:43:30 --> 00:43:33: I'm thinking about retail uses at the down ground floor

00:43:33 --> 00:43:33: level.

00:43:33 --> 00:43:37: Traditionally food and beverage uses uses and what

00:43:37 --> 00:43:39: happens on

00:43:37 --> 00:43:39: second stories often times as well.

00:43:41 --> 00:43:44: One of the main ways that we can activate retail

00:43:44 --> 00:43:48: and ground floor uses is through partnership and through

00:43:49 --> 00:43:53: consolidation

00:43:49 --> 00:43:53: of those assets in a community partnerships with your local.

00:43:53 --> 00:43:54: CBDS can be used.

00:43:54 --> 00:43:56: To master lease the ground floors.

00:43:57 --> 00:44:00: And what we're trying to do is we're trying to

00:44:00 --> 00:44:04: provide opportunity for local entrepreneurs and not just

00:44:04 --> 00:44:08: chains for

00:44:04 --> 00:44:08: arts and cultural institutions, for Bipac entrepreneurs for

00:44:08 --> 00:44:09: people who

00:44:08 --> 00:44:09: typically.

00:44:09 --> 00:44:14: As downtown San Francisco grew and as ground floor leases

00:44:14 --> 00:44:18: grew and cost didn't have access to those spaces.

00:44:18 --> 00:44:20: And so this is really an effort to try to

00:44:20 --> 00:44:24: create opportunities to create a diverse cultural environment

00:44:24 --> 00:44:28: on those

00:44:24 --> 00:44:28: ground floors, to create that sort of organic growth of

00:44:28 --> 00:44:32: what downtown San Francisco can come, because we

00:44:32 --> 00:44:32: recognize that

00:44:32 --> 00:44:32: most people.

00:44:33 --> 00:44:36: Whether it be through residential conversions of the office

spaces

00:44:36 --> 00:44:40: or getting office workers back into the district, most people

00:44:40 --> 00:44:43: will experience your downtown at the ground floor level.

00:44:43 --> 00:44:46: And so we suggest these partnerships and master leases with

00:44:47 --> 00:44:47: CBDS.

00:44:47 --> 00:44:52: But also, the city should consider guaranteeing against early lease

00:44:52 --> 00:44:55: to fall so so that landlords have some confidence as

00:44:55 --> 00:44:58: they begin to lease out to new uses such as

00:44:58 --> 00:45:02: cultural daycare centers, other nonprofits, restaurants.

00:45:03 --> 00:45:07: Something interesting that Arlington, VA did was create buy right

00:45:07 --> 00:45:10: use for many uses that weren't traditional to downtown.

00:45:10 --> 00:45:15: So you're thinking breweries, distribution centers, grocery stores, things that

00:45:15 --> 00:45:19: typically today have to go through a long permitting process.

00:45:19 --> 00:45:22: Arlington, VA is part of their recovery switch to buy

00:45:22 --> 00:45:24: right use to try to activate some of these empty

00:45:24 --> 00:45:27: spaces, particularly on the ground floor and 2nd floor.

00:45:28 --> 00:45:29: Next slide please.

00:45:32 --> 00:45:36: So what we've all read and what we've all heard

00:45:36 --> 00:45:39: is that San Francisco is struggling.

00:45:39 --> 00:45:40: San Francisco is dying.

00:45:40 --> 00:45:42: San Francisco is a horrible place you don't want to

00:45:42 --> 00:45:43: visit anymore.

00:45:43 --> 00:45:47: We've seen it in blogs, we've seen it done papers

00:45:47 --> 00:45:49: of some significance.

00:45:49 --> 00:45:52: And what we've really focused on is San Francisco has

00:45:52 --> 00:45:55: to do a better job of telling his story.

00:45:55 --> 00:45:58: One of the analogies that I always frame out is

00:45:58 --> 00:46:00: downtown Austin or Austin.

00:46:01 --> 00:46:04: Decided, in spite of being one hour flight from New

00:46:04 --> 00:46:08: Orleans and one hour flight from Nashville, that they were

00:46:08 --> 00:46:10: going to be the live music capital of the world.

00:46:10 --> 00:46:13: And so they told everybody they were the live music

00:46:13 --> 00:46:15: capital of the world and the audacity of them to

00:46:15 --> 00:46:18: do so, being so close to New Orleans and so

00:46:18 --> 00:46:19: close to Nashville.

00:46:19 --> 00:46:21: But they claimed it, and that's the story that they

00:46:21 --> 00:46:21: told.

00:46:21 --> 00:46:23: And their policies followed suit.

00:46:23 --> 00:46:26: They created policies for live music so that when you

00:46:26 --> 00:46:29: get off the plane in Austin's airport, you hear a
00:46:29 --> 00:46:30: live music.
00:46:31 --> 00:46:33: San Francisco has to do a much better job of
00:46:33 --> 00:46:37: reclaiming its narrative and telling its story, and then
00:46:37 --> 00:46:39: matching
00:46:37 --> 00:46:39: policies and investment to tell that story.
00:46:40 --> 00:46:44: The narrative that San Francisco is a failed city is
00:46:44 --> 00:46:48: widespread and damaging, both internally and externally, is
00:46:48 --> 00:46:49: what we
00:46:48 --> 00:46:49: found.
00:46:49 --> 00:46:51: So we've got to also do a better job of
00:46:51 --> 00:46:55: marketing to San Francisco residents, to frequent visitors, to
00:46:55 --> 00:46:59: people
00:46:55 --> 00:46:59: who haven't been downtown since the onset of the
00:46:59 --> 00:47:03: pandemic.
00:46:59 --> 00:47:03: To get them back into the community as well, we
00:47:03 --> 00:47:06: found that San Francisco travel has not been able to
00:47:07 --> 00:47:12: adequately counter that narrative and that a significant
00:47:12 --> 00:47:16: investment needs
00:47:12 --> 00:47:16: to be made in marketing to international visitors and again
00:47:16 --> 00:47:21: to future residents, workers, locally national visitors as well.
00:47:21 --> 00:47:24: And that San Francisco really needs to invest in a
00:47:24 --> 00:47:28: top flight professional marketing firm to engage in some of
00:47:28 --> 00:47:28: this work.
00:47:29 --> 00:47:30: Next slide please.
00:47:33 --> 00:47:37: Transit safety and reliability is something that we also heard
00:47:37 --> 00:47:39: a lot about and it has been critical to downtowns
00:47:39 --> 00:47:43: that are further along in their recovery than San Francisco
00:47:43 --> 00:47:44: currently is.
00:47:44 --> 00:47:48: Public transit and downtown's have a very close relationship.
00:47:48 --> 00:47:52: Because Downtown's are traditionally the central business
00:47:53 --> 00:47:56: districts where offices
00:47:53 --> 00:47:56: have developed, all of the transit infrastructure tends to
00:47:57 --> 00:47:59: determine.
00:47:57 --> 00:47:59: Tends to terminate in downtown or there tends to be
00:47:59 --> 00:48:02: a significant investment in transit infrastructure downtown.
00:48:02 --> 00:48:05: We have to leverage that and make sure that it
00:48:05 --> 00:48:09: is both safe and reliable so that people return to
00:48:09 --> 00:48:12: using transit and return to to downtown San Francisco.
00:48:13 --> 00:48:16: One of the things that struck me as the CEO
00:48:16 --> 00:48:19: of downtown Vancouver was that most of the rides through
00:48:19 --> 00:48:23: the recovery of downtown San Francisco, most of the rides.
00:48:24 --> 00:48:27: Or Translink or BC Transit terminated in downtown.
00:48:27 --> 00:48:29: And So what we found is that if we could

00:48:29 --> 00:48:32: invest and making sure that the arrival points that the

00:48:32 --> 00:48:35: transit stations were both clean and safe, that more people

00:48:35 --> 00:48:37: would begin to come downtown.

00:48:37 --> 00:48:40: And the same thing has to happen in San Francisco.

00:48:41 --> 00:48:44: But in addition to that, we do need some additional

00:48:44 --> 00:48:46: state funding to avoid a fiscal Cliff.

00:48:46 --> 00:48:48: Vancouver has been fortunate.

00:48:48 --> 00:48:52: Its transit recovery recovery is currently at 90%, which leads

00:48:52 --> 00:48:53: North America.

00:48:54 --> 00:48:58: But transit, their finances have not quite recovered at 100%.

00:48:58 --> 00:49:01: And so BC Transit invested half a billion dollars in

00:49:01 --> 00:49:04: Translink to make sure that it could sustain its growth

00:49:04 --> 00:49:05: and recovery.

00:49:05 --> 00:49:09: We see a similar investment needed in downtown San

00:49:09 --> 00:49:11: Francisco

00:49:11 --> 00:49:14: to make sure that we can continue to provide a

00:49:14 --> 00:49:18: safe, clean environment for people to return to work and

00:49:18 --> 00:49:20: a return to the cultural institutions and to the environment

00:49:21 --> 00:49:22: that we hope to build in downtown San Francisco.

00:49:26 --> 00:49:27: Next slide.

00:49:34 --> 00:49:50: Carl, this is you again.

00:49:58 --> 00:49:59: I can't video for some reason.

00:49:59 --> 00:50:00: We can hear you when you go off mute.

00:50:00 --> 00:50:02: Yeah.

00:50:02 --> 00:50:07: Some reason my video doesn't start.

00:50:07 --> 00:50:08: So let me the host to stop my video but

00:50:09 --> 00:50:13: why don't I?

00:50:13 --> 00:50:18: I speak in any event in in many respects I

00:50:18 --> 00:50:21: think this is the the most important section of all

00:50:22 --> 00:50:24: of our recommendations.

00:50:27 --> 00:50:28: I'm really ah, thank you.

00:50:31 --> 00:50:31: Oops.

00:50:32 --> 00:50:36: Oops.

00:50:36 --> 00:50:39: I'm really a a a great believer in in the

00:50:40 --> 00:50:43: power of government to get things done.

00:50:43 --> 00:50:46: And I think this is a time when government really

00:50:46 --> 00:50:53: has to step up to get things done.

00:50:53 --> 00:50:59: We heard repeatedly and from almost all of our interviewers

00:51:00 --> 00:51:06: that the decision making process and the approvals that are

00:51:06 --> 00:51:12: necessary to move to get anything done in San Francisco

00:51:12 --> 00:51:14: requires and and leads to a great deal of uncertainty

00:51:12 --> 00:51:14: and time delays.

00:51:14 --> 00:51:21: There's a breakdown among silos that prevent coordination among various

00:51:21 --> 00:51:27: city agencies and don't provide the kind of expeditious response

00:51:27 --> 00:51:32: that business needs and and residents need in order to

00:51:32 --> 00:51:36: get on with their work and get on with their

00:51:36 --> 00:51:36: lives.

00:51:36 --> 00:51:41: And there needs to be a new delivery mechanisms for

00:51:41 --> 00:51:47: downtown focused investment, for strengthening the private sector and for

00:51:47 --> 00:51:53: identifying and deploying the financial tools that will drive investment.

00:51:54 --> 00:51:58: Next slide please And one of our key recommendations was

00:51:58 --> 00:52:03: that a a downtown director be appointed by the mayor

00:52:03 --> 00:52:05: who reports to the Mayor.

00:52:06 --> 00:52:09: We were very, very pleased to see that Sarah Dennis

00:52:09 --> 00:52:13: Phillips has been named as the Executive Director of the

00:52:13 --> 00:52:17: San Francisco Office of Economic Development and Workforce Development.

00:52:19 --> 00:52:23: And I I I know that she brings to this

00:52:23 --> 00:52:27: tremendous energy and has to have a sense of real

00:52:27 --> 00:52:34: impatience, skill with community groups and stakeholders and understanding of

00:52:34 --> 00:52:39: the inner workings of the government and being able to

00:52:39 --> 00:52:44: relate with the to the Board of Supervisors and real

00:52:44 --> 00:52:49: Estate and have real estate and financial expertise, a strong

00:52:49 --> 00:52:54: civic vision, but most importantly be empowered by the mayor

00:52:55 --> 00:52:58: with the ability to get things done.

00:52:59 --> 00:53:00: Next slide please.

00:53:05 --> 00:53:09: I think that she has to have the authority to

00:53:09 --> 00:53:17: resolve interdepartmental issues, expedite approvals, especially among for building and

00:53:17 --> 00:53:23: and public work permits for business permitting for special events.

00:53:24 --> 00:53:27: All of the kinds of things that we've talked about

00:53:27 --> 00:53:32: here requires city approval at various stages and those city

00:53:32 --> 00:53:37: approvals really have to be expedited as efficiently and expeditiously

00:53:37 --> 00:53:38: as possible.

00:53:39 --> 00:53:41: There needs to be a plan for incentives.

00:53:41 --> 00:53:45: That's starting already as we've seen and and creating a

00:53:46 --> 00:53:49: strategy for economic and social inclusion.

00:53:49 --> 00:53:53: And again, I go back to the need for residential

00:53:53 --> 00:53:59: conversions to include a healthy component of affordable housing.

00:54:01 --> 00:54:02: Next slide please.

00:54:04 --> 00:54:08: There also has to be vehicles which she and others

00:54:08 --> 00:54:13: can use in order to accomplish investment by the city

00:54:13 --> 00:54:16: and to keep a focus on on the downtown area.

00:54:17 --> 00:54:20: There are many models by which you can do this.

00:54:20 --> 00:54:25: In lower Manhattan, we created a Lower Manhattan Development Corporation,

00:54:25 --> 00:54:29: which is a a joint city state corporation still in

00:54:29 --> 00:54:31: existence after 9-11.

00:54:31 --> 00:54:35: To coordinate the rebuilding of Lower Manhattan, it established a

00:54:35 --> 00:54:35: focus.

00:54:36 --> 00:54:40: That entity in turn, created a construction command center to

00:54:40 --> 00:54:44: mesh all construction activity in low Manhattan.

00:54:44 --> 00:54:46: But that's not the only way to do it.

00:54:47 --> 00:54:52: There's, I know that's underway now at least, the city

00:54:52 --> 00:54:57: working with the state on whether there are vehicles and

00:54:57 --> 00:55:03: mechanisms within the state using state powers that can work

00:55:03 --> 00:55:06: with the city in a joint effort to keep a

00:55:07 --> 00:55:12: focus and have a vehicle for redevelopment, both physical and

00:55:12 --> 00:55:16: social redevelopment in the downtown area.

00:55:16 --> 00:55:19: And with that, I think I'm giving it back to

00:55:19 --> 00:55:19: you, Kate.

00:55:23 --> 00:55:23: Over to Sujata.

00:55:24 --> 00:55:26: Hi, I'm Sujata Srivastava.

00:55:26 --> 00:55:26: Oh, Sujata.

00:55:27 --> 00:55:27: Pardon me?

00:55:27 --> 00:55:28: Thanks, Carl.

00:55:29 --> 00:55:30: I'm Sujata Srivastava.

00:55:30 --> 00:55:34: I'm with Spur and I to kind of continue on

00:55:34 --> 00:55:36: Carl's governance.

00:55:38 --> 00:55:42: Discussion one one of the major components that we talked

00:55:42 --> 00:55:45: about too was how do we coordinate some of the

00:55:45 --> 00:55:49: private entities that are also working on downtown revitalization.

00:55:50 --> 00:55:54: In San Francisco, the business improvement districts are called community

00:55:54 --> 00:55:55: benefit districts or CBDS.

00:55:56 --> 00:55:58: There are four of them that kind of touched on

00:55:59 --> 00:56:00: the core of the downtown.

00:56:00 --> 00:56:03: There are many others that are along the Market Street

00:56:03 --> 00:56:06: Spine and in an adjacent neighborhoods.

00:56:07 --> 00:56:10: And each of them has limited budget and capacity to

00:56:10 --> 00:56:13: be able to do primarily clean and safe streets to

00:56:13 --> 00:56:17: some extent, some, you know, wayfinding and and those kinds

00:56:17 --> 00:56:19: of essential services.

00:56:20 --> 00:56:23: But we believe that if there were the ability to

00:56:23 --> 00:56:27: expand the capacity and and consolidate the activities of these

00:56:27 --> 00:56:30: CBDS into kind of ACBD 2 point O, it would

00:56:30 --> 00:56:33: really help to overcome some of the fragmentation.

00:56:33 --> 00:56:36: It would also benefit some of these holes in the

00:56:36 --> 00:56:39: doughnut that you can see in the map showing the

00:56:39 --> 00:56:39: CBDS.

00:56:39 --> 00:56:44: There are certain portions of downtown and and other neighborhoods

00:56:44 --> 00:56:48: that don't have that CBD presence, which kind of creates.

00:56:50 --> 00:56:53: Inequity in terms of the services that are provided in

00:56:53 --> 00:56:57: these different areas, so that integration we believe would provide

00:56:57 --> 00:57:01: a greater incentive for private sector to get engaged and

00:57:01 --> 00:57:01: involved.

00:57:01 --> 00:57:06: It would provide more resources and expand the efficiency and

00:57:06 --> 00:57:09: effectiveness of the services that are being provided.

00:57:10 --> 00:57:14: It also would allow because you'd have greater revenue generation

00:57:14 --> 00:57:14: potential.

00:57:15 --> 00:57:18: To then have be working at a greater scale and

00:57:18 --> 00:57:24: attract other types of philanthropic and corporate contributions in some

00:57:24 --> 00:57:25: cases as well.

00:57:25 --> 00:57:28: And this would require some changes to state law.

00:57:28 --> 00:57:34: But SCBD can also do capital improvement projects with a greater budget.

00:57:34 --> 00:57:35:

00:57:36 --> 00:57:39: So one example of this is the Center City.

00:57:40 --> 00:57:45: District of Philadelphia, where they've really been able to expand

00:57:45 --> 00:57:49: the capacity of their CBD and do major projects like

00:57:49 --> 00:57:54: parks to be able to bond against those future revenues

00:57:54 --> 00:57:57: and do those kinds of greater scale projects.

00:57:58 --> 00:58:02: In Downtown Brooklyn, there were three separate CBDS that got

00:58:02 --> 00:58:06: merged into one consolidated Downtown Brooklyn CBD which also enabled

00:58:06 --> 00:58:07: for greater coordination.

00:58:08 --> 00:58:09: Next slide.

00:58:11 --> 00:58:13: Another thing, and this is sort of going kind of

00:58:13 --> 00:58:16: expanding on Carl's point, there needs to be some greater

00:58:16 --> 00:58:20: structures that enable the type of revitalization that we're talking

00:58:20 --> 00:58:20: about.

00:58:21 --> 00:58:25: So in California, we no longer have redevelopment agencies that

00:58:25 --> 00:58:28: would have done a lot of the kinds of things

00:58:28 --> 00:58:30: that we're talking about.

00:58:31 --> 00:58:35: There isn't an authority right now that can do strategic

00:58:35 --> 00:58:38: land acquisition and assembly.

00:58:38 --> 00:58:42: And that can more nimbly execute some of these public

00:58:42 --> 00:58:45: private partnerships that we're talking about.

00:58:46 --> 00:58:49: And that gap really requires new tools to be able

00:58:49 --> 00:58:52: to respond to the scale of the crisis that we're

00:58:52 --> 00:58:55: seeing in San Francisco, where you have over 30 million

00:58:55 --> 00:58:58: square feet of vacant space and only about 40% of

00:58:58 --> 00:59:01: the foot traffic that existed before the pandemic.

00:59:01 --> 00:59:05: So to be able to generate that type of authority

00:59:05 --> 00:59:07: would require some state legislative.

00:59:08 --> 00:59:09: Action.

00:59:09 --> 00:59:13: So the city is currently working with legislators to identify

00:59:13 --> 00:59:17: potential financing structures and other kinds of authorities that would

00:59:17 --> 00:59:21: enable the kinds of activities that we're talking about that

00:59:21 --> 00:59:23: would help to finance those.

00:59:23 --> 00:59:27: Improvements close the gap financing gap so that you can

00:59:27 --> 00:59:31: enable conversions and also create mixed income housing so that

00:59:31 --> 00:59:35: you can create the arts, culture and entrepreneurship districts and

00:59:35 --> 00:59:38: do more on the ground floor as well as the

00:59:38 --> 00:59:39: upper floors.

00:59:40 --> 00:59:44: And that you can then also bond against those future

00:59:44 --> 00:59:46: revenues to do those larger scale projects.

00:59:46 --> 00:59:49: And there are many examples of this in other cities.

00:59:49 --> 00:59:50: Philadelphia.

00:59:50 --> 00:59:51: Houston.

00:59:51 --> 00:59:54: In lower Manhattan, which Carl already spoke about.

00:59:55 --> 00:59:58: In essence, what we're thinking about here is both a
00:59:58 --> 01:00:03: combination of having that organizational structure and the
financial resources.

01:00:06 --> 01:00:08: And I'll turn it over to Antoine.

01:00:10 --> 01:00:11: Thanks, Ajaza.

01:00:11 --> 01:00:12: Appreciate it.

01:00:12 --> 01:00:13: Glad to be here.

01:00:13 --> 01:00:17: Name is Antoine Bryant, Director of planning and
development for
01:00:17 --> 01:00:18: the City of Detroit.

01:00:18 --> 01:00:22: And have a history and planning, community development
and engagement.

01:00:22 --> 01:00:25: And we're going to talk about looking at all the
01:00:25 --> 01:00:29: fantastic recommendations and analysis that we had and
begin to
01:00:29 --> 01:00:31: tear it, begin to phase it.

01:00:32 --> 01:00:34: There's some great ideas here, but we know we can't
01:00:34 --> 01:00:37: roll out everything all at one time and we do
01:00:37 --> 01:00:39: have to phase things into implementation.

01:00:40 --> 01:00:44: There are about 6 different sections that we looked at,
01:00:44 --> 01:00:44: right?

01:00:45 --> 01:00:47: So the first one is kind of our ground plane
01:00:47 --> 01:00:52: activation and physical transformations business and
employee retention and attraction
01:00:52 --> 01:00:55: and also resi conversions, which are hot and heavy and
01:00:55 --> 01:00:58: a real opportunity here in San Francisco.

01:00:58 --> 01:01:02: But also really wanted to concentrate, OK, what can be
01:01:02 --> 01:01:05: done now like right now, right, as well as what
01:01:05 --> 01:01:08: we're calling near term, which is within the next year
01:01:08 --> 01:01:12: to 18 months and then midterm, right, what might take
01:01:12 --> 01:01:15: a while either because of municipal or legislative of things
01:01:15 --> 01:01:19: that have to be addressed or just market forces, right.

01:01:19 --> 01:01:22: And so when we think about what can be done
01:01:22 --> 01:01:25: now let's establish those corridors and you know as well
01:01:25 --> 01:01:28: as highlight the strengths of each one of them such
01:01:28 --> 01:01:31: as Leitisdorf that I mean that's a tremendous opportunity that
01:01:31 --> 01:01:33: some of us just learned about we think has a
01:01:34 --> 01:01:37: great history establishment market front established the front
St.
01:01:37 --> 01:01:38: entertainment zone.

01:01:38 --> 01:01:40: You know we choke with a few people, this will
01:01:40 --> 01:01:42: be one of the few times it'll be OK to
01:01:42 --> 01:01:43: be put on Front Street, right.

01:01:43 --> 01:01:46: So let's make sure we get that happen and get
01:01:46 --> 01:01:47: that happening as soon as possible.

01:01:48 --> 01:01:51: We can reduce the business taxes to be able to
01:01:51 --> 01:01:55: preserve long term the tax base and attract new businesses.

01:01:55 --> 01:01:59: We heard over and over how onerous the tax structure
01:01:59 --> 01:02:00: is.

01:02:00 --> 01:02:02: We have to find a way to begin to really
01:02:02 --> 01:02:06: reduce that business tax to really find the pump if
01:02:06 --> 01:02:08: you will, to get activity rolling here.

01:02:09 --> 01:02:12: And then on the resi conversions, we understand that some
01:02:12 --> 01:02:14: of the code changes are in process.

01:02:14 --> 01:02:16: So it's great to be able to hear that.

01:02:17 --> 01:02:19: But we also believe if you can find a way
01:02:19 --> 01:02:23: to waive those impact fees and the transfer taxes for
01:02:23 --> 01:02:26: the first 5,000,000 square feet, which could be up to
01:02:26 --> 01:02:31: 5000 units, again something that will tremendously help
accelerate the

01:02:31 --> 01:02:33: ability to get those conversions in place.

01:02:33 --> 01:02:36: We want to be able to bring people back into
01:02:36 --> 01:02:39: town and bring them back into town as easy and
01:02:39 --> 01:02:40: seamlessly as possible.

01:02:41 --> 01:02:42: It might take a year to start the the ACE
01:02:43 --> 01:02:45: district to get it up and running, but that can
01:02:45 --> 01:02:46: that can be done.

01:02:46 --> 01:02:49: We have an ACE entity here in Detroit and it's
01:02:49 --> 01:02:52: done phenomenally well with, you know, some of the things
01:02:52 --> 01:02:55: that we looked at was removing the fountain.

01:02:55 --> 01:02:58: I know it may be controversial, but it's not nearly
01:02:58 --> 01:03:01: the amenity that it needs to be opening up the
01:03:01 --> 01:03:05: open space, which means making your open space clearer
and

01:03:05 --> 01:03:09: make it much more amenable from an urban design
standpoint

01:03:09 --> 01:03:13: and a a continued activation of a Barkadero Plaza and
01:03:13 --> 01:03:14: of Market Street.

01:03:15 --> 01:03:19: We want to restructure your gross receipts tax and we
01:03:19 --> 01:03:23: want to also look at and really pursue property tax
01:03:23 --> 01:03:25: abatements for 10 years as well.

01:03:25 --> 01:03:27: Those things we think might take about a year or
01:03:27 --> 01:03:30: so to implement, but once they do, they could be
01:03:30 --> 01:03:33: transformative to getting a lot of these other initiatives up
01:03:33 --> 01:03:33: and running.

01:03:34 --> 01:03:37: And then it might take us several years to kind

01:03:37 --> 01:03:41: of begin to invest in larger infrastructure projects at the
01:03:41 --> 01:03:42: Park.
01:03:42 --> 01:03:46: Nembarka Front Plaza might take a couple years again to
01:03:46 --> 01:03:50: really analyze and find the right balance of these tax
01:03:50 --> 01:03:54: changes versus the benefits that would accrue from those
changes
01:03:54 --> 01:03:56: across the entire city.
01:03:56 --> 01:03:59: And then within three years, let's do a check in
01:03:59 --> 01:04:02: to see if those incentives we talked about for the
01:04:02 --> 01:04:05: RESI conversions, are they really successful or do we need
01:04:05 --> 01:04:07: to make adjustments after that, right.
01:04:07 --> 01:04:10: So that'll take about three years to really begin to
01:04:10 --> 01:04:13: analyze what those RESI conversions and the tax
abatements will
01:04:13 --> 01:04:14: turn into.
01:04:15 --> 01:04:18: We've got next slide three more areas we were looking
01:04:18 --> 01:04:23: at with obviously San Francisco is a tremendously successful
as
01:04:23 --> 01:04:27: far as how many multimodal opportunities are available.
01:04:27 --> 01:04:29: But do we have a way to really begin to
01:04:29 --> 01:04:32: align those transit entities both from a delivery, not only
01:04:32 --> 01:04:35: from a delivery standpoint but also from a maintenance
standpoint
01:04:35 --> 01:04:37: and then a real commitment to cleanliness.
01:04:37 --> 01:04:39: Those are things that we can do right now.
01:04:39 --> 01:04:42: We can really be really serious about it and address
01:04:42 --> 01:04:42: it.
01:04:43 --> 01:04:47: We talked extensively about the branding and the PRI think
01:04:47 --> 01:04:50: and we all thought that it's a fantastic city that
01:04:50 --> 01:04:53: needs to tell the story better.
01:04:53 --> 01:04:55: And so let's really begin to to nail that and
01:04:55 --> 01:04:56: do that immediately.
01:04:57 --> 01:04:59: And then a creation of the, you know, the downtown
01:05:00 --> 01:05:03: Deputy Director, it sounds like not only is that immediately,
01:05:03 --> 01:05:04: but that got done already.
01:05:04 --> 01:05:08: So you know kudos and Congrats to everyone for getting
01:05:08 --> 01:05:11: that knocked out the box within the first next year
01:05:11 --> 01:05:12: to 18 months.
01:05:12 --> 01:05:16: Let's really be intentional to invest in Bart and MUNI
01:05:16 --> 01:05:18: and maybe re establish some routes.
01:05:18 --> 01:05:21: We understand that that was a real challenge that some
01:05:21 --> 01:05:24: of them had to be sunset, some of them had
01:05:24 --> 01:05:27: to be adjusted and that's really put a hampering on

01:05:27 --> 01:05:30: some of the transit routes especially for not only for
01:05:30 --> 01:05:32: your daily commute and let's find a way to kind
01:05:32 --> 01:05:35: of begin to bring those back post pandemic, we can
01:05:35 --> 01:05:39: put more resources from a branding standpoint which would
really
01:05:39 --> 01:05:41: brand the city and take that might take a year.
01:05:41 --> 01:05:44: So let's really take some time to do that and
01:05:44 --> 01:05:47: look at this as a neighbourhood and not just a
01:05:47 --> 01:05:49: business district.
01:05:49 --> 01:05:52: We thought that there's a real challenge but a real
01:05:52 --> 01:05:55: opportunity there to give this particular area its own identity
01:05:55 --> 01:05:58: outside of just a financial district and then from a
01:05:58 --> 01:06:03: governance standpoint have a real extensive and
comprehensive public engagement
01:06:03 --> 01:06:03: plan.
01:06:04 --> 01:06:07: One of the things we heard extensively is that there
01:06:07 --> 01:06:10: are people that actually live here as well as are
01:06:10 --> 01:06:14: shopping here and so how do we ensure they're engaging
01:06:14 --> 01:06:17: all San Franciscans and not just people that are coming
01:06:17 --> 01:06:19: to visit as well.
01:06:19 --> 01:06:22: And then as we transition into the three years out,
01:06:22 --> 01:06:27: four years outlet's really really embrace that multi modal
model,
01:06:27 --> 01:06:30: let's success the the the PR campaign like where are
01:06:30 --> 01:06:34: we now, like where what have we truly trached down
01:06:34 --> 01:06:37: some of the naysayers that have seemed to exist.
01:06:37 --> 01:06:41: And then let's really begin to form a downtown revitalization
01:06:41 --> 01:06:42: authority.
01:06:42 --> 01:06:44: You heard some of that in the comments that Carl
01:06:44 --> 01:06:46: had and the comments that Nolan had.
01:06:46 --> 01:06:49: And there's a real opportunity that we think we can
01:06:49 --> 01:06:53: leverage all of this by having an entity that would
01:06:53 --> 01:06:57: be truly focused on vitalization of the downtown and really
01:06:57 --> 01:06:58: emphasize that.
01:06:58 --> 01:07:02: And we can really spend our time putting together that
01:07:02 --> 01:07:06: over the next three years and really catapult San Francisco
01:07:06 --> 01:07:08: to its next glory days.
01:07:08 --> 01:07:10: And right now I will pass it to Lily.
01:07:14 --> 01:07:15: Thanks so much, Antoine.
01:07:15 --> 01:07:16: Next slide please.
01:07:18 --> 01:07:20: So I just wanted to highlight some of the progress
01:07:21 --> 01:07:24: that the city has made since this advisory services panel
01:07:24 --> 01:07:25: took place in May.

01:07:26 --> 01:07:29: There has been significant progress on a number of the

01:07:29 --> 01:07:30: findings and recommendations.

01:07:30 --> 01:07:34: Many of the findings affirm the city's direction, particularly in

01:07:34 --> 01:07:38: areas of residential conversion, branding and public relations, and business

01:07:38 --> 01:07:40: and employee retention and attraction.

01:07:40 --> 01:07:44: This summer, the city established an adaptive use program which

01:07:44 --> 01:07:48: really waives the majority of planning code requirements for existing

01:07:48 --> 01:07:52: buildings and released a request for interest for specific projects

01:07:52 --> 01:07:54: to convert to residential.

01:07:54 --> 01:07:58: The city is currently reviewing those submissions, and just yesterday

01:07:58 --> 01:08:01: the mayor announced A proposed ballot measure to waive the

01:08:01 --> 01:08:04: city's transfer tax on buildings that convert from non residential

01:08:04 --> 01:08:05: to residential.

01:08:06 --> 01:08:08: The city also launched a new Heart of SF social

01:08:08 --> 01:08:12: media campaign and OE San Francisco national visitor attraction campaign

01:08:12 --> 01:08:15: which will really help the city tell our story.

01:08:16 --> 01:08:19: And this month the Vacant to Vibrant program was launched

01:08:19 --> 01:08:22: with 17 pop ups in spaces that were previously vacant

01:08:22 --> 01:08:25: and so for our local participants would encourage you to

01:08:25 --> 01:08:26: take a look at those.

01:08:27 --> 01:08:30: Some of the findings also gave additional perspective to help

01:08:30 --> 01:08:33: shape the implementation actions that the city is exploring.

01:08:34 --> 01:08:38: So the ground playing activation and physical transformations were really

01:08:38 --> 01:08:41: helpful to illustrate how a specific space could be transformed

01:08:41 --> 01:08:42: and what it might look like.

01:08:42 --> 01:08:46: And the planning department will be working with downtown stakeholders

01:08:46 --> 01:08:49: to develop a public realm vision and implementation plan for

01:08:49 --> 01:08:52: key locations kind of building on this work.

01:08:53 --> 01:08:56: The perspectives are on governance and the perspectives are on

01:08:56 --> 01:08:59: governance were in were insightful and in response the city

01:09:00 --> 01:09:01: is expanding staff.

01:09:01 --> 01:09:04: To help build capacity and coordination of their among the

01:09:04 --> 01:09:08: various CBDS, Sudatta mentioned that the city is also

exploring

01:09:08 --> 01:09:13: additional public private partnerships and revitalization mechanisms to better support

01:09:13 --> 01:09:17: things like land acquisition, leasing capacity and financing.

01:09:18 --> 01:09:20: So I just wanted to conclude by thanking ULI for

01:09:20 --> 01:09:23: their partnership on this advisory services panel and express my

01:09:23 --> 01:09:26: gratitude to the panelists who volunteered their time and to

01:09:26 --> 01:09:29: all the stakeholders who were interviewed and helped shape the

01:09:29 --> 01:09:30: findings and recommendations.

01:09:31 --> 01:09:34: Myself and my colleagues in the city really look forward

01:09:34 --> 01:09:36: to working with all of you to enliven our buildings

01:09:36 --> 01:09:39: and our spaces and really bring more people and energy

01:09:39 --> 01:09:40: to our downtown.

01:09:41 --> 01:09:42: So with that, I'll hand it back to Kate.

01:09:47 --> 01:09:48: Thanks, Lily.

01:09:48 --> 01:09:51: And I'll invite all of our panelists to rejoin us

01:09:51 --> 01:09:54: on the screen here as we go through Q&A.

01:09:54 --> 01:09:56: Thank you all for your your questions and some of

01:09:57 --> 01:09:59: your comments that have been shared along the way.

01:09:59 --> 01:10:02: I don't know that we'll get through every single one

01:10:02 --> 01:10:04: of these, but let's see what we can do here.

01:10:05 --> 01:10:08: I think the first one here is around the the

01:10:08 --> 01:10:12: the potential associated with the AI industry and the role

01:10:12 --> 01:10:16: of tech within downtown San Francisco's future as an asset,

01:10:17 --> 01:10:20: not strictly a challenge given its concentration.

01:10:20 --> 01:10:22: Eric, would you be interested in addressing that?

01:10:24 --> 01:10:25: Sure so.

01:10:27 --> 01:10:28: We are blessed in the Bay Area.

01:10:28 --> 01:10:30: We attract amazing talent.

01:10:30 --> 01:10:35: We have amazing education institutions, We have a critical mass

01:10:35 --> 01:10:38: of venture capitalists and a history and a culture of

01:10:38 --> 01:10:39: entrepreneurship.

01:10:40 --> 01:10:43: So by any but by no means are we discounting

01:10:43 --> 01:10:47: the value and the blessings of having a tech driven

01:10:47 --> 01:10:47: economy.

01:10:47 --> 01:10:50: However, I think part of our finding was that what

01:10:50 --> 01:10:54: has happened with the downtown, why we're in this situation

01:10:54 --> 01:10:56: is because we became so dependent.

01:10:56 --> 01:11:00: On the tech industry that one of the things we

01:11:00 --> 01:11:04: wanted to do in the recommendation in order to avoid

01:11:04 --> 01:11:07: a boom and bust cycle for San Francisco and to

01:11:07 --> 01:11:12: have a little more continued economic predictability and and balance

01:11:12 --> 01:11:16: was to use this opportunity to diversify downtown.

01:11:17 --> 01:11:22: So hope that answers the question as a finding again

01:11:22 --> 01:11:25: to make downtown a 24/7 multi use.

01:11:26 --> 01:11:30: In the neighborhood instead of just in office park for

01:11:30 --> 01:11:31: tech industry.

01:11:32 --> 01:11:32: Thank you.

01:11:33 --> 01:11:36: Can I to just add to that Kate, which is

01:11:36 --> 01:11:40: that one of the things we've seen around the country

01:11:41 --> 01:11:44: and in fact around the world is that a tech

01:11:44 --> 01:11:48: has just about the lowest return to office of any

01:11:48 --> 01:11:52: major industry and in terms of reactivating.

01:11:53 --> 01:11:56: Downtown, as Eric said, that really needs to be a

01:11:56 --> 01:12:00: a a much greater diversity of uses, and particularly the

01:12:00 --> 01:12:04: kinds of uses that will help bring office workers back

01:12:04 --> 01:12:07: to the district as well, obviously, as residents.

01:12:12 --> 01:12:15: Thanks, Carl and thanks Eric.

01:12:16 --> 01:12:18: There were a number of physical.

01:12:18 --> 01:12:20: Questions that we received here.

01:12:21 --> 01:12:24: Katie, I'm going to ask you to take a few

01:12:24 --> 01:12:25: of these.

01:12:26 --> 01:12:29: First, does the panel feel that connecting 4th and King

01:12:29 --> 01:12:33: to Salesforce should be a priority project along with these

01:12:33 --> 01:12:34: other great initiatives?

01:12:35 --> 01:12:38: There was a question around the role of bike access

01:12:38 --> 01:12:42: downtown and you know how we thought about that within

01:12:42 --> 01:12:44: the context of the overall project.

01:12:45 --> 01:12:48: And then there was also a larger question that either

01:12:48 --> 01:12:52: you or Rico may be interested in answering around whether

01:12:52 --> 01:12:56: the vision for the Embarcadero really changes going forward

01:12:56 --> 01:12:58: under

01:12:58 --> 01:12:58: this, master under this.

01:12:58 --> 01:12:58: Plan.

01:12:59 --> 01:13:00: Eddie, do you want to start with that?

01:13:00 --> 01:13:02: Yeah, absolutely.

01:13:02 --> 01:13:03: And Rico, please chime in.

01:13:04 --> 01:13:07: I think these are all absolutely great ideas.

01:13:08 --> 01:13:10: I was kind of reading to the chat too.

01:13:10 --> 01:13:13: And Kate, yeah, the grand and bucket or ideas around

01:13:14 --> 01:13:18: making it, making sure that it's about resiliency, it's about

01:13:18 --> 01:13:20: car free, it's about 0 carbon.

01:13:20 --> 01:13:24: These are exactly the ideas that we are looking to

01:13:24 --> 01:13:28: kind of bring, have it emphasize or be highlighted

01:13:28 --> 01:13:31: through projects and opportunities.

01:13:31 --> 01:13:35: And the goal with the Waterfront Park in particular was

01:13:35 --> 01:13:38: to see how we can look at Embarcador Plaza, which

01:13:38 --> 01:13:41: when we kind of really added up or aggregated all

01:13:42 --> 01:13:45: the parcels and looked at the Bay Club too, that's

01:13:45 --> 01:13:48: an opportunity of 7 to 8 acres of real estate

01:13:48 --> 01:13:52: that can offer a place of absolutely welcoming everybody into

01:13:52 --> 01:13:55: downtown with an open space kind of a move.

01:13:55 --> 01:13:58: And look to also be the first line of defense

01:13:58 --> 01:14:01: as we look at sea level rise opportunities.

01:14:01 --> 01:14:04: So absolutely kind of think the ideas around the Grand

01:14:04 --> 01:14:08: bucket row are great fault and connecting fault and king

01:14:08 --> 01:14:11: to Salesforce that was a little outside our area.

01:14:11 --> 01:14:15: But again as we think at the larger framework or

01:14:15 --> 01:14:19: of how we connect people to transit rich nodes and

01:14:19 --> 01:14:21: finding ways for people to.

01:14:23 --> 01:14:26: Have other kind of low carbon modes of mobility to

01:14:26 --> 01:14:29: stitch back to downtown is an absolutely great idea to

01:14:29 --> 01:14:30: kind of move, move forward.

01:14:31 --> 01:14:34: And Kate, remind me, what is the last one you

01:14:34 --> 01:14:35: talked about?

01:14:36 --> 01:14:38: I think those are the two primary ones and if

01:14:38 --> 01:14:40: I remember another one I'll I'll send it back your

01:14:40 --> 01:14:41: direction.

01:14:41 --> 01:14:41: Awesome.

01:14:42 --> 01:14:43: Rico, do you want to chime in?

01:14:44 --> 01:14:47: Well, I would just want to chime in regarding the

01:14:47 --> 01:14:51: the community effort that I saw related to the Grand

01:14:51 --> 01:14:52: Embarcadero.

01:14:53 --> 01:14:56: I I mean it, it seems to me that there's

01:14:56 --> 01:14:59: a great vision there and that it's actually a very

01:14:59 --> 01:15:02: similar to a lot of things that we discussed on

01:15:02 --> 01:15:06: the panel in terms of a transformative vision along the

01:15:06 --> 01:15:07: waterfront.

01:15:08 --> 01:15:12: And as everybody on this call knows, like cities are

01:15:12 --> 01:15:19: including Seattle are investing in their transformation of their

01:15:19 --> 01:15:22: waterfront.

01:15:19 --> 01:15:22: And while I I mean we're going through a.

01:15:22 --> 01:15:29: A major infrastructure investment on our waterfront currently

01:15:22 --> 01:15:29: turning it

01:15:29 --> 01:15:32: into a 26 block park parkfront.

01:15:34 --> 01:15:40: I think that the idea of making that additional investment

01:15:40 --> 01:15:45: is a great part of the vision for a transformed

01:15:45 --> 01:15:47: San Franciscan downtown.

01:15:48 --> 01:15:50: I also think that.

01:15:50 --> 01:15:55: That being able to bring together the community and have

01:15:55 --> 01:16:01: a political voice in that vision is something that's actually

01:16:01 --> 01:16:07: really helpful for government officials to be able to both

01:16:07 --> 01:16:11: point to and leverage that community interest.

01:16:15 --> 01:16:18: Thanks, Rico and thanks, Katie.

01:16:18 --> 01:16:23: I wanted to go to the question that's specifically around

01:16:23 --> 01:16:27: the organic nature of some other downtowns, in particular

01:16:27 --> 01:16:30: elements

01:16:30 --> 01:16:33: of which were cited as inspiration.

01:16:33 --> 01:16:35: For components of the plan described here specifically, I

01:16:35 --> 01:16:37: think

01:16:37 --> 01:16:39: the comment was that New Orleans grew organically.

01:16:41 --> 01:16:44: This doesn't just create it that way.

01:16:44 --> 01:16:48: There's an entire Down neighborhood downtown.

01:16:48 --> 01:16:51: And people who live there and don't just show up

01:16:51 --> 01:16:52: for the nightlife.

01:16:52 --> 01:16:54: I know that this was a big part of conversations

01:16:54 --> 01:16:57: that the panel looked at in terms of the.

01:16:57 --> 01:17:00: Diversity of uses.

01:17:00 --> 01:17:05: Nolan, do you want to talk a little bit about?

01:17:05 --> 01:17:06: How you've thought about that in New Orleans specifically

01:17:06 --> 01:17:09: and

01:17:09 --> 01:17:12: some of the lessons that you've drawn there?

01:17:12 --> 01:17:13: So, yeah, so that's that's both true and not true

01:17:13 --> 01:17:17: historically.

01:17:17 --> 01:17:18: I'm in New Orleans sort of the the culture of

01:17:18 --> 01:17:23: New Orleans, the the makeup, the land use did grow

01:17:23 --> 01:17:26: organically.

01:17:26 --> 01:17:29: But we recall New Orleans, everyone sort of left New

01:17:29 --> 01:17:33: Orleans in 2005.

01:17:33 --> 01:17:38: New Orleans was victim of a mass displacement event,

01:17:38 --> 01:17:41: Hurricane

01:17:41 --> 01:17:44: Katrina.

01:17:44 --> 01:17:47: And part of that recovery we weren't allowed to and

01:17:47 --> 01:17:50: I chaired the Planning Commission in New Orleans was

01:17:50 --> 01:17:53: doctor

01:17:53 --> 01:17:56: policy for the downtown development district, Chief

01:17:56 --> 01:17:59: engagement Solutions officer

01:17:33 --> 01:17:36: for the New Orleans Business Alliance and New Orleans native.

01:17:37 --> 01:17:39: I'm so I know that that city quite well.

01:17:39 --> 01:17:42: But just in the work in any of our cities,

01:17:42 --> 01:17:45: we often think of organic as being something that has

01:17:45 --> 01:17:46: to develop over time.

01:17:46 --> 01:17:50: And what I would share is that what organic really

01:17:50 --> 01:17:54: means is that we are intentional about being one local,

01:17:54 --> 01:17:57: indigenous, independent and multicultural.

01:17:57 --> 01:18:01: And you can implement policies and some of the policies

01:18:01 --> 01:18:04: that we suggested in this report around giving people access

01:18:04 --> 01:18:08: to ground floor uses, around bringing in and changing uses

01:18:08 --> 01:18:11: for office development to bring in housing, both market rate

01:18:11 --> 01:18:13: and affordable housing.

01:18:13 --> 01:18:16: That's how you sort of speed up what we come

01:18:16 --> 01:18:17: to think of as organic.

01:18:17 --> 01:18:20: We do it through policy, we do it through intentionality.

01:18:21 --> 01:18:24: And we just want to really make sure that we're

01:18:24 --> 01:18:28: capturing again local indigenous, independent, multicultural uses.

01:18:28 --> 01:18:31: And if you can do that quickly, you can develop

01:18:31 --> 01:18:34: that over the course of two years, three years, even

01:18:35 --> 01:18:38: quicker, you can start to see ground floor uses change.

01:18:38 --> 01:18:42: And what we think of as organic was really an

01:18:42 --> 01:18:48: intentional, quick policy driven approach to reactivating ground floor uses

01:18:48 --> 01:18:52: and creating diversity and upper floor uses in a downtown.

01:18:54 --> 01:18:56: Carl, do you want to add to?

01:18:56 --> 01:18:56: That.

01:18:56 --> 01:19:00: Yeah, I I would just you know Lower Manhattan and

01:19:00 --> 01:19:04: is in many respects very similar to the downtown San

01:19:04 --> 01:19:06: Francisco area.

01:19:06 --> 01:19:10: It's the the birth place of the city and pre

01:19:10 --> 01:19:17: 911 there were probably fewer people living in Lower Manhattan

01:19:17 --> 01:19:22: in 1990 then we're living there in 1700.

01:19:22 --> 01:19:24: And so it's really.

01:19:25 --> 01:19:29: In a way as as Nolan said, organic is is

01:19:29 --> 01:19:34: is not simply letting things just sort of ooze out

01:19:34 --> 01:19:38: but but but having a a plan that is going

01:19:38 --> 01:19:43: to go back and and and and make the kind

01:19:43 --> 01:19:49: of diversified neighborhoods that really are are what we now

01:19:49 --> 01:19:54: know are healthy neighborhoods and and that's.

01:19:54 --> 01:19:58: A function of both public policy as well as private
01:19:58 --> 01:19:59: investment.
01:20:01 --> 01:20:02: Thanks, Carl.
01:20:03 --> 01:20:05: Stacy Renaker typed in.
01:20:05 --> 01:20:08: Did they consider a UCSF undergrad UC Berkeley campus?
01:20:08 --> 01:20:10: It would provide a platform for a lot of this
01:20:10 --> 01:20:12: and our state needs more UC seats.
01:20:13 --> 01:20:15: Eric, we did talk about education.
01:20:15 --> 01:20:16: Do you want to address this?
01:20:16 --> 01:20:20: Yes, obviously we have people from New York and we
01:20:20 --> 01:20:23: know what NYU does for Manhattan.
01:20:24 --> 01:20:27: So we did look at bringing in an institution and
01:20:27 --> 01:20:31: we did also want to acknowledge that there had been
01:20:31 --> 01:20:34: a long standing university in downtown Golden Gate.
01:20:34 --> 01:20:38: University had its downtown campus and it was pretty robust
01:20:39 --> 01:20:40: and vibrant for a while.
01:20:41 --> 01:20:42: But I think as.
01:20:44 --> 01:20:46: Less and less folks were coming to downtown work in
01:20:46 --> 01:20:48: a pandemic they have shuttered.
01:20:48 --> 01:20:50: They've abandoned their downtown campus.
01:20:50 --> 01:20:55: Recently, Supervisor Asha Safayi has been proposing
01:20:55 --> 01:21:00: legislation to create
01:21:00 --> 01:21:02: a special use district, making it automatic for educational
01:21:00 --> 01:21:02: uses
01:21:00 --> 01:21:02: to try to encourage a downtown campus.
01:21:03 --> 01:21:06: So we've definitely considered, I think it's, you know at
01:21:06 --> 01:21:10: this point that fits neatly into everything we've been talking
01:21:10 --> 01:21:11: about a diverse resilient.
01:21:13 --> 01:21:16: Downtown that is not overly dependent on a single use.
01:21:17 --> 01:21:18: So we we support it.
01:21:18 --> 01:21:21: We support anything the city does to to bring that,
01:21:21 --> 01:21:24: but it there has been challenges as witness with the
01:21:24 --> 01:21:26: Golden Gate University leaving.
01:21:29 --> 01:21:29: Thanks Eric.
01:21:30 --> 01:21:34: One question that I think encapsulated a number of different
01:21:34 --> 01:21:37: questions that folks typed in what about the homeless
01:21:37 --> 01:21:41: situation
01:21:37 --> 01:21:41: and the stores leaving the downtown because of the
01:21:41 --> 01:21:42: significant
01:21:41 --> 01:21:42: number of burglaries?
01:21:42 --> 01:21:44: How can these issues be addressed?
01:21:44 --> 01:21:49: If they're not, then people, particularly visitors, won't come
01:21:44 --> 01:21:49: downtown

01:21:49 --> 01:21:52: as, as we noted at the outset, the financial district

01:21:52 --> 01:21:53: that we examined here.

01:21:54 --> 01:21:59: We really did not see significant visible homelessness on the

01:21:59 --> 01:22:04: streets, did not hear about substantial incidences of crime within

01:22:04 --> 01:22:06: the district itself.

01:22:07 --> 01:22:10: We did certainly see that again at the gateways on

01:22:10 --> 01:22:15: Market Street at the transit stations because it was not

01:22:15 --> 01:22:19: specifically in the financial district and given.

01:22:19 --> 01:22:22: The very substantial nature of the question as a citywide

01:22:22 --> 01:22:25: challenge, it was not a question that the panel addressed

01:22:25 --> 01:22:26: directly.

01:22:26 --> 01:22:30: However, we absolutely recognize the need for a careful and

01:22:30 --> 01:22:33: thoughtful approach to this across downtown.

01:22:33 --> 01:22:36: Now, San Francisco is not the only city that is

01:22:36 --> 01:22:39: grappling with this, and I don't think anybody has identified

01:22:39 --> 01:22:41: the perfect solution here.

01:22:42 --> 01:22:44: Lily, I don't want to put you on the spot

01:22:44 --> 01:22:44: here.

01:22:44 --> 01:22:47: Anything that you can say about this at this stage

01:22:47 --> 01:22:50: and and or if not Sujata, I know Spur has

01:22:50 --> 01:22:54: been thinking a lot about housing strategies specifically.

01:22:54 --> 01:22:55: Maybe there's something you'd want to chime.

01:22:55 --> 01:22:56: In here on.

01:22:59 --> 01:23:01: So Jack, I'll let you go ahead, OK.

01:23:02 --> 01:23:05: I mean, regarding homelessness, I mean, clearly we've been thinking

01:23:06 --> 01:23:08: a lot about housing affordability in the Bay Area and

01:23:08 --> 01:23:11: the city has as well has just had a housing

01:23:11 --> 01:23:14: element approved and we're working a lot on the implementation

01:23:14 --> 01:23:16: of that housing element, which includes.

01:23:18 --> 01:23:22: Providing A variety of different kinds of housing, affordable to

01:23:22 --> 01:23:26: market rate housing and also creating I think very importantly

01:23:26 --> 01:23:30: creating the funding sources that would enable the city to

01:23:30 --> 01:23:33: be able to subsidize the housing for the extremely low

01:23:33 --> 01:23:34: income.

01:23:34 --> 01:23:38: We also think it's incredibly important to think about anti

01:23:38 --> 01:23:42: displacement strategies and thinking about prevention of homelessness.

01:23:42 --> 01:23:45: So folks that who are at most risk of homelessness

01:23:45 --> 01:23:46: are people who are.

01:23:47 --> 01:23:51: Low income and disproportionately black and brown people.

01:23:51 --> 01:23:54: So thinking about housing security and how we create more housing stabilization for folks who are vulnerable.

01:23:54 --> 01:23:57: So those are the types of policies that we're working on that are really more upstream solutions.

01:23:59 --> 01:24:01: It's not Spur doesn't work directly on social services, but we do support the city continuing to generate the resources and the funding to be able to access those.

01:24:01 --> 01:24:03: And also thinking about good government practices to create accountability on how well the city is delivering those those services to the most vulnerable.

01:24:03 --> 01:24:08: Thanks Sujata.

01:24:08 --> 01:24:12: There are a number of comments and questions around the need for APR Firm to battle the negative narrative that's taken place across the country.

01:24:12 --> 01:24:16: And I think some of those questions came in, in advance of the moment within the presentation that addressed that.

01:24:16 --> 01:24:21: But Nolan, did you want to expand a little bit on that, given what you know that the city has already advanced since we produced the initial recommendations?

01:24:22 --> 01:24:26: Or I I can't it it was.

01:24:26 --> 01:24:27: It was striking and it continues to be striking the narrative that has come out about San Francisco and that just wasn't our experience.

01:24:29 --> 01:24:30: And it's one of the lessons that I took back to Los Angeles from this panel is that we talk about downtown as a as a monolith, but really downtown and most of our downtowns are made-up of micro neighborhoods.

01:24:31 --> 01:24:35: And so we we use non specific language when we are more capable of using very precise.

01:24:35 --> 01:24:39: Language to talk about.

01:24:40 --> 01:24:42: Our downtown's even and so.

01:24:42 --> 01:24:45: Part of the recommendation is to hire APR firm that can work with us on how to communicate what we're actually talking about.

01:24:45 --> 01:24:48: I know my district in Los Angeles, South Park, home to crypto.com Arena in LA Live, is very different from the historic Core in downtown Los Angeles or very different from the Arts District.

01:24:49 --> 01:24:51: And when you begin to talk about them and promote

01:25:52 --> 01:25:56: them in a professional way as specific neighborhoods and not

01:25:56 --> 01:25:59: just this monolith of downtown, that can be painted with

01:25:59 --> 01:26:01: a broad brush because of a couple of.

01:26:01 --> 01:26:06: Pockets or gateways within the community, you can effectively market

01:26:06 --> 01:26:11: then both locally, nationally, internationally and attract people to areas

01:26:11 --> 01:26:14: intentionally around where they you want them to go.

01:26:14 --> 01:26:17: And so I think that's really the core of our

01:26:17 --> 01:26:20: recommendation being specific, being articulate.

01:26:21 --> 01:26:23: And being broad in our message, but making sure that

01:26:23 --> 01:26:26: that message is also external and internal because one of

01:26:27 --> 01:26:29: the things that we know and tourism and hospitality is

01:26:30 --> 01:26:32: that people want to come to a community and have

01:26:32 --> 01:26:33: the local experience.

01:26:34 --> 01:26:36: That's what they're seeking out often times.

01:26:36 --> 01:26:39: And so you have to promote the experiences you want

01:26:39 --> 01:26:43: people to gravitate towards to locals, so that it becomes

01:26:43 --> 01:26:47: once again the local experience for downtown for the financial

01:26:48 --> 01:26:49: district to be.

01:26:49 --> 01:26:51: That cool neighborhood that people want to hang out in,

01:26:52 --> 01:26:54: that people want to go to restaurants and that people

01:26:54 --> 01:26:55: want to shop in.

01:26:55 --> 01:26:58: And so you've you've got to be very intentional and

01:26:58 --> 01:27:01: very specific in how you're communicating about your communities.

01:27:02 --> 01:27:05: I wanted to add Karen, Kate very quickly.

01:27:05 --> 01:27:07: I mean as as you know being in Detroit, you

01:27:07 --> 01:27:09: know we're in a city that has had a black

01:27:09 --> 01:27:12: eye for for quite some time quite frankly.

01:27:12 --> 01:27:15: But one of the things that's been exciting and been

01:27:15 --> 01:27:17: interesting, we have been successful with.

01:27:17 --> 01:27:20: Is not only doing kind of PR, but often times

01:27:20 --> 01:27:23: some of the best PR are the people themselves, right.

01:27:23 --> 01:27:26: And so when you're engaging with your peers, when you're

01:27:26 --> 01:27:29: engaging with your colleagues and friends and they ask you

01:27:29 --> 01:27:32: about San Francisco, well, we've done in Detroit, people say,

01:27:32 --> 01:27:34: you know, I've heard Detroit, it's scary.

01:27:34 --> 01:27:35: I heard it's this or that.

01:27:36 --> 01:27:38: I usually ask, when was the last time you've been

01:27:38 --> 01:27:38: here?

01:27:38 --> 01:27:41: Most people haven't been here in 10 years or 15

01:27:41 --> 01:27:42: years, so they haven't.

01:27:42 --> 01:27:44: And so I encourage them to come back.

01:27:44 --> 01:27:47: And I also say don't believe everything you've read, right.

01:27:47 --> 01:27:48: Come down.

01:27:48 --> 01:27:50: And then when they come almost to a man and

01:27:50 --> 01:27:53: to a woman, people are blown away about how different

01:27:53 --> 01:27:56: the city actually is from the narrative that they hear,

01:27:56 --> 01:27:57: right?

01:27:57 --> 01:27:59: And so we encourage people aggressively to come.

01:27:59 --> 01:28:03: And 10 years ago, ironically enough, Detroit started doing something

01:28:03 --> 01:28:08: called Detroit Homecoming, and it was a conference specifically targeting

01:28:08 --> 01:28:11: people that left and want to come back, either for

01:28:11 --> 01:28:12: business purposes.

01:28:12 --> 01:28:13: Or to relocate.

01:28:13 --> 01:28:17: And every year it's called Detroit Expat or Detroit X

01:28:17 --> 01:28:20: has been growing and growing and been incredibly successful.

01:28:21 --> 01:28:23: And people seeing quote UN quote, the true Detroit.

01:28:24 --> 01:28:26: And I think the same kind of thing can happen

01:28:26 --> 01:28:27: in San Francisco.

01:28:28 --> 01:28:29: People need to see the true San Francisco.

01:28:29 --> 01:28:31: I lived in the Bay Area 20 years ago and

01:28:31 --> 01:28:34: now that I come back, I've heard all the same

01:28:34 --> 01:28:35: narrative that we all heard.

01:28:35 --> 01:28:37: But I think what we also heard from the team

01:28:38 --> 01:28:40: is that most of what we heard, we did not

01:28:40 --> 01:28:40: experience.

01:28:41 --> 01:28:42: And so you really have to put boots on the

01:28:42 --> 01:28:45: ground personally, to be able to begin to combat the

01:28:45 --> 01:28:46: narrative that's out there.

01:28:47 --> 01:28:47: OK.

01:28:47 --> 01:28:50: I'll I'll just share one more thing that I, I

01:28:50 --> 01:28:52: share with the group New Orleans's home.

01:28:52 --> 01:28:54: Don't get me wrong, I I love New Orleans, but

01:28:54 --> 01:28:58: it is one of the most violent cities and historically

01:28:58 --> 01:28:59: has been in North America.

01:28:59 --> 01:29:00: That's just the truth.

01:29:01 --> 01:29:04: Most people don't know that because we don't tell you

01:29:04 --> 01:29:05: that.

01:29:05 --> 01:29:06: We don't share that with you.

01:29:06 --> 01:29:09: We you see photos of jazz musicians and gumbo and
01:29:09 --> 01:29:11: alligators and all that kind of stuff.
01:29:12 --> 01:29:14: I mean, you go to New Orleans and you have
01:29:14 --> 01:29:16: a great time on Bourbon Street because that's what we
01:29:16 --> 01:29:18: market to you and that's what we tell you and
01:29:18 --> 01:29:20: that's what locals will tell you.
01:29:21 --> 01:29:21: It's a secret.
01:29:21 --> 01:29:23: It's one of the most violent cities in North America.
01:29:23 --> 01:29:26: We don't share that with everyone and whatever is not
01:29:26 --> 01:29:28: working in San Francisco.
01:29:28 --> 01:29:31: The people of San Francisco have to be intentional about
01:29:31 --> 01:29:33: working on that, but then not sharing it.
01:29:33 --> 01:29:35: With the rest of the world sharing a different narrative.
01:29:38 --> 01:29:40: Thanks so much, Nolan and Antoine, I think this is
01:29:41 --> 01:29:44: our really our last question, but actually Jacob are joining
01:29:44 --> 01:29:45: us from the city.
01:29:45 --> 01:29:48: Anything else you wanted to expand on, on that question?
01:29:50 --> 01:29:52: Yeah, absolutely.
01:29:52 --> 01:29:53: Thanks Kaden.
01:29:53 --> 01:29:54: Thanks everyone.
01:29:54 --> 01:29:56: Jacob Bentley with Office of Economic and Workforce
Development.
01:29:56 --> 01:29:59: Just on the you know tourism front, you know we
01:29:59 --> 01:30:02: do have an always San Francisco advertising campaign
nationally that
01:30:02 --> 01:30:05: is a \$6 million campaign funded mostly by the state
01:30:05 --> 01:30:08: that began actually I think the week that the panel
01:30:08 --> 01:30:11: met back in May and it's still running through the
01:30:11 --> 01:30:13: fall and we're getting great results from that.
01:30:13 --> 01:30:15: In terms of the engagement we're seeing with folks.
01:30:16 --> 01:30:19: Lily also mentioned the social media campaign as well.
01:30:20 --> 01:30:20: I would just.
01:30:20 --> 01:30:21: Also.
01:30:22 --> 01:30:24: You know add that we have, you know, invested significant
01:30:24 --> 01:30:27: resources into the clean and safe issues that have come
01:30:27 --> 01:30:29: up and we and I just want to really thank
01:30:29 --> 01:30:32: all of the panelists not only for all of your
01:30:32 --> 01:30:35: work but also for really re emphasizing your impressions on
01:30:35 --> 01:30:36: the ground of coming here.
01:30:36 --> 01:30:39: And I think really emphasizing that message of don't believe
01:30:39 --> 01:30:41: everything you read in print and you know come on
01:30:41 --> 01:30:43: down and see it for yourself.

01:30:43 --> 01:30:45: I encourage everyone on the call to to do that.
01:30:45 --> 01:30:46: Thank you.
01:30:47 --> 01:30:48: Thanks, Jacob.
01:30:48 --> 01:30:50: We are out of time.
01:30:50 --> 01:30:53: So I think that leaves about 75 questions we didn't
01:30:53 --> 01:30:55: actually get to in today's conversation.
01:30:55 --> 01:30:57: So we will look for opportunities to follow.
01:30:57 --> 01:30:57: Up on those.
01:30:57 --> 01:31:00: Separately, I want to wrap up by thanking all of
01:31:00 --> 01:31:04: our panelists for your time at the advisory services panel.
01:31:04 --> 01:31:08: And today, as was noted in the chat, the recording
01:31:08 --> 01:31:11: will be distributed in the next few days to those
01:31:11 --> 01:31:12: who participated here.
01:31:12 --> 01:31:14: So keep an eye out for that.
01:31:14 --> 01:31:18: If there's any city or agency on the call that's
01:31:18 --> 01:31:22: interested in bringing an advisory services panel to your
community,
01:31:22 --> 01:31:26: please reach out to the ULI Advisory Services team at
01:31:26 --> 01:31:30: the e-mail that I believe Victoria is pulling into the
01:31:30 --> 01:31:31: chat right now.
01:31:31 --> 01:31:34: Advisory services at uli.org.
01:31:35 --> 01:31:38: Thank you everybody for your time and your attention and
01:31:38 --> 01:31:41: your commitment to those working in San Francisco.
01:31:43 --> 01:31:43: Thanks again.

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