



# Video

## Advisory Services Panel Presentation: San Francisco, CA

Date: May 25, 2023

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

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

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

00:05:08 --> 00:05:12: the reason for the the perpetuation of that narrative may  
00:05:12 --> 00:05:15: be in part because as we heard over the course  
00:05:15 --> 00:05:19: of our conversations, San Francisco's residents don't feel  
that connection  
00:05:19 --> 00:05:23: to downtown. It doesn't feel like their backyard. They don't  
00:05:23 --> 00:05:26: feel ownership of it. And so it's hard to dispel  
00:05:26 --> 00:05:29: those notions when you don't have that built in advocacy  
00:05:29 --> 00:05:30: group around it.  
00:05:32 --> 00:05:35: It's made the more challenging by the fact that as  
00:05:35 --> 00:05:40: we've heard, despite the incredible amount of focus and work  
00:05:40 --> 00:05:44: that's being done around downtown San Francisco, systems  
of governance  
00:05:44 --> 00:05:48: are fragmented and it makes it harder to get things  
00:05:48 --> 00:05:52: done. And that has resulted in a permitting process that's  
00:05:52 --> 00:05:56: it's broken and it's not because people aren't trying to  
00:05:56 --> 00:05:57: make it happen.  
00:05:58 --> 00:06:01: But it does result in a lack of predictability. That,  
00:06:01 --> 00:06:05: in addition to the overarching challenges with respect to work  
00:06:05 --> 00:06:09: from home, with respect to office vacancy, means that those  
00:06:09 --> 00:06:12: who have the ability to bring the the capital and  
00:06:12 --> 00:06:16: investment that can help activate the 30 million square feet  
00:06:16 --> 00:06:20: of vacant office right now are getting nervous and are  
00:06:20 --> 00:06:22: starting to back away from the city.  
00:06:23 --> 00:06:26: So we need to turn around that narrative, make things  
00:06:26 --> 00:06:31: more predictable in order to drive revitalization, really starting  
with  
00:06:31 --> 00:06:35: engaging your greatest asset, which are San Franciscans,  
Eric.  
00:06:36 --> 00:06:36: Thank you, Kate.  
00:06:37 --> 00:06:40: So sorry, so if you're saying that sort of the  
00:06:40 --> 00:06:44: the the threat to the downtown reoccupancy is the permitting  
00:06:44 --> 00:06:47: process as opposed to financing everything else?  
00:06:48 --> 00:06:49: It is. It is all of the above.  
00:06:50 --> 00:06:53: But one of the one of the persistent things that  
00:06:53 --> 00:06:56: we heard was that the actions that are necessary in  
00:06:56 --> 00:06:59: order to change perceptions and start to make changes to  
00:07:00 --> 00:07:02: and as we'll talk through what what has to happen  
00:07:03 --> 00:07:06: at the public realm, which has to happen with businesses  
00:07:06 --> 00:07:09: coming back into downtown, you know all the way through  
00:07:09 --> 00:07:14: building permitting reduces predictability and continues those  
negative perceptions.  
00:07:15 --> 00:07:16: And we'll get into details on this.  
00:07:18 --> 00:07:21: So don't worry, I won't talk for very long. We

00:07:21 --> 00:07:24: want the people from out of town. We're much more  
00:07:24 --> 00:07:28: expert at this than myself to be spending most of  
00:07:28 --> 00:07:30: the time. But I I I just want to ask.  
00:07:30 --> 00:07:33: We have to step back and ask why Double down  
00:07:33 --> 00:07:37: on downtown? I came up with that mayor's office. If  
00:07:37 --> 00:07:40: you want to use it, feel free. No copyrights. So.  
00:07:40 --> 00:07:45: The obvious Everyone knows it's the economic engine. It  
supports  
00:07:45 --> 00:07:49: the rest of San Francisco. It's an incredible transit hub.  
00:07:49 --> 00:07:53: It's the gateway to San Francisco. It's we invested intensely  
00:07:53 --> 00:07:56: in this area. It's high density. But I I want  
00:07:56 --> 00:07:59: to step back. For me, why downtown? Why double down  
00:07:59 --> 00:08:02: on downtown? My first real job was downtown. I I  
00:08:02 --> 00:08:06: remember walking to my office job, feeling, looking at the  
00:08:06 --> 00:08:09: Bay, feeling the energy I felt walking there.  
00:08:10 --> 00:08:13: Anything is possible. I made it. I'm in downtown San  
00:08:13 --> 00:08:17: Francisco. There's a cachet to that. This is years ago.  
00:08:17 --> 00:08:20: And there's also the sense that you could be anyone.  
00:08:20 --> 00:08:24: You didn't have to be a white shoe, blue blooded  
00:08:24 --> 00:08:27: person. San Francisco is welcoming to all. I think that's  
00:08:27 --> 00:08:31: important for me, for San Francisco downtown. And I asked  
00:08:31 --> 00:08:35: the people from around the country, why did you give  
00:08:35 --> 00:08:37: up your lives for a week to come to San  
00:08:37 --> 00:08:39: Francisco to help us?  
00:08:39 --> 00:08:43: I appreciate it, but why? The answer was San Francisco  
00:08:43 --> 00:08:47: matters. San Francisco matters to the country. What we do  
00:08:47 --> 00:08:50: here and for us we know downtown matters to San  
00:08:50 --> 00:08:55: Francisco. Downtown was never, wasn't always what it is  
today.  
00:08:55 --> 00:08:59: Used to be a mixed-use waterfront working town. It evolved  
00:08:59 --> 00:09:02: into this economic engine. But we can make it better.  
00:09:02 --> 00:09:06: We can bring back. We can learn from the past,  
00:09:06 --> 00:09:08: bring back some of the past.  
00:09:08 --> 00:09:13: The diversity, the residents, the artists, we can maintain the  
00:09:13 --> 00:09:18: economic engine. What we're learning from the current into the  
the  
00:09:18 --> 00:09:21: future and what does that future look like? It's a  
00:09:21 --> 00:09:27: central business district with a much more  
diversified neighborhood  
00:09:27 --> 00:09:31: that people can work in different ways, be entertained, have  
00:09:31 --> 00:09:36: families to play, a hub for artist cultural entrepreneurship. It  
00:09:36 --> 00:09:38: will have equity and inclusion.  
00:09:39 --> 00:09:41: As we bring and spend money to make it the

00:09:41 --> 00:09:45: new downtown, and it'll be a continuing economic driver for  
00:09:45 --> 00:09:50: the city, but not one-dimensional. It'll be multifaceted. This all  
00:09:50 --> 00:09:53: sounds great. This is the future, I see, and no  
00:09:53 --> 00:09:56: one's going to tell us how we get there. Thank  
00:09:56 --> 00:09:57: you, Nolan.  
00:10:00 --> 00:10:03: I love those, those Great Expectations. Thank you.  
00:10:06 --> 00:10:09: It's interesting. I began my career almost or this part  
00:10:09 --> 00:10:12: like part of my career almost 18 years ago when  
00:10:12 --> 00:10:15: Hurricane Katrina gets to New Orleans and displaced the  
entire  
00:10:15 --> 00:10:18: city. So when we talk about displacement of workers from  
00:10:18 --> 00:10:21: downtowns and we talk about that in Los Angeles, we  
00:10:21 --> 00:10:24: talk about that in all of our cities. That means  
00:10:24 --> 00:10:28: something very significant to me. And during that time people  
00:10:28 --> 00:10:31: would ask, but why does New Orleans matter? And when  
00:10:31 --> 00:10:33: Eric asked me, well, why are you here? Why does  
00:10:33 --> 00:10:35: San Francisco matter?  
00:10:35 --> 00:10:37: I repeat it to him, but we repeat it to  
00:10:37 --> 00:10:40: everyone in the nation in the world back in 2006  
00:10:40 --> 00:10:43: and 2005, this Tennessee Williams quote that there are three  
00:10:43 --> 00:10:46: great cities in North America. It's New York, San Francisco  
00:10:46 --> 00:10:50: and New Orleans. Everywhere else is Cleveland. This is  
important  
00:10:50 --> 00:10:52: work and this is what I love doing it. So  
00:10:52 --> 00:10:55: I'm excited about being here. I've been a part of  
00:10:55 --> 00:10:59: rebuilding communities, economy, school systems, the  
criminal justice system in  
00:10:59 --> 00:11:02: New Orleans. I was a part of building a district  
00:11:02 --> 00:11:04: at Dallas that's one of the largest mixed-use.  
00:11:05 --> 00:11:07: Mixed-use districts in Texas, I I was in Vancouver as  
00:11:08 --> 00:11:11: the CEO of downtown Vancouver during the pandemic and  
now  
00:11:11 --> 00:11:13: I'm in Los Angeles and I can tell you that  
00:11:13 --> 00:11:16: your challenges are the challenges that every city is making  
00:11:16 --> 00:11:19: and facing right now. So what is it that we're  
00:11:19 --> 00:11:21: going to do in this city? Really well in New  
00:11:21 --> 00:11:24: Orleans we can say to people come for the culture  
00:11:24 --> 00:11:27: and stayed for the commerce because we didn't have much  
00:11:27 --> 00:11:30: Congress till we have a lot of culture and Vancouver  
00:11:30 --> 00:11:32: they don't have a lot of culture. So I flipped  
00:11:32 --> 00:11:34: that around and I would say.  
00:11:34 --> 00:11:37: Come for the commerce and stay for the culture because  
00:11:37 --> 00:11:39: we would try to sneak that in for them. In

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

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



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

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

when

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

these

00:22:00 --> 00:22:02: types of districts that have these specific uses.

00:22:03 --> 00:22:06: They also would come visitor attractions. Visitors want to see

00:22:06 --> 00:22:09: the authentic San Francisco and we have as a case

00:22:09 --> 00:22:13: study the Detroit Arts, Culture, Entrepreneurship District, which is certainly

00:22:13 --> 00:22:16: something that you should pay a great deal of attention

00:22:16 --> 00:22:19: to. Antoine and Troy just tell you all about that

00:22:19 --> 00:22:22: if you have questions, but you've done this before. The

00:22:22 --> 00:22:25: best case study is just looking back as you will

00:22:25 --> 00:22:28: reimagine what downtown San Francisco can be. You

00:22:29 --> 00:22:29: remember what

00:22:29 --> 00:22:29: it once was.

00:22:30 --> 00:22:33: Monkey Plot In the 1930s, I was as many as

00:22:33 --> 00:22:39: 75 artists, artists and writers telling San Francisco's story. Creating

00:22:39 --> 00:22:44: wears, living, working, prospering at downtown, diverse people from all

00:22:44 --> 00:22:47: over the world, and the speed.

00:22:49 --> 00:22:52: Thank you, Nolan. Hi everybody. Again, I am GD. So

00:22:52 --> 00:22:56: well I have been living in the barrier for the

00:22:56 --> 00:22:59: last 20 years and working in San Francisco.

00:22:59 --> 00:23:02: And have been part of the team that Perkinson will

00:23:02 --> 00:23:05: led the Better Market Street 10 years back and we're

00:23:06 --> 00:23:08: still waiting for it to be better. So let's get

00:23:08 --> 00:23:11: going. But definitely and also a lot of projects in

00:23:12 --> 00:23:15: the East waterfront area of Mission Rock and Petra power

00:23:15 --> 00:23:18: stations so deeply care, deeply care about what happens to

00:23:19 --> 00:23:21: downtown San Francisco and what we need to do as

00:23:21 --> 00:23:25: community. So building on what Nolan said about bringing in

00:23:25 --> 00:23:28: other use of growth, the artists and entrepreneurs.

00:23:29 --> 00:23:33: What might be other areas of intervention that builds on

00:23:33 --> 00:23:38: what Rico said around the waterfront park taking that marketer

00:23:38 --> 00:23:43: Plaza, taking this segment of Market Street between Embakater and

00:23:43 --> 00:23:47: front to be a front door Plaza living room space?

00:23:47 --> 00:23:51: How can we look at the Embakater retail center area

00:23:51 --> 00:23:55: as being continuing to be a place for the community,

00:23:55 --> 00:23:58: but building it back to be now about a place?

00:23:59 --> 00:24:04: Very intentionally about Wellness. Is there a way to rethink

00:24:04 --> 00:24:08: that to use and repurpose the mall to provide opportunities

00:24:08 --> 00:24:12: and users and programs that is about Wellness for the

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:26:30 --> 00:26:34: options for people to move around? Where can we identify  
00:26:34 --> 00:26:39: green infrastructure to really start showcasing your  
commitment towards climate  
00:26:39 --> 00:26:43: change adaptation right visibly and tangibly on the street so  
00:26:43 --> 00:26:47: that people feel inspired and renewed in your commitment?  
00:26:48 --> 00:26:51: This is a a very visible framework and we bring  
00:26:51 --> 00:26:54: this graphic back because we want to kind of remind  
00:26:55 --> 00:26:58: you all of these is really reinforcing each other. The  
00:26:58 --> 00:27:02: the waterfront park, the market to water Front Plaza, the  
00:27:02 --> 00:27:07: Wellness zone, the ACE district entertainment zone, the  
sorry the  
00:27:07 --> 00:27:11: front St. entertainment zone, the the ACE district. This is  
00:27:11 --> 00:27:13: all about reinforcing.  
00:27:13 --> 00:27:17: The diverse users, the diverse people and are really a  
00:27:17 --> 00:27:21: diversity of shared experiences and making it as it includes  
00:27:21 --> 00:27:24: it. With that I will pass it to call to  
00:27:24 --> 00:27:26: talk about essential elements.  
00:27:27 --> 00:27:30: Thank you very much, Geedy and good to see you  
00:27:30 --> 00:27:33: all those who you I haven't met. I am called  
00:27:33 --> 00:27:38: Weisbrod, I used to many years ago oversee economic  
development  
00:27:38 --> 00:27:41: for the city of New York and most recently was  
00:27:41 --> 00:27:43: both the chair and.  
00:27:43 --> 00:27:48: Director of the New York City Planning Department and the  
00:27:48 --> 00:27:52: New York City Planning Commission. But in 1994, I was  
00:27:52 --> 00:27:56: hired by the business community in lower Manhattan to  
address  
00:27:56 --> 00:28:01: the challenges of lower Manhattan. And the challenges of  
Lower  
00:28:01 --> 00:28:05: Manhattan were almost a mirror image of the challenges that  
00:28:05 --> 00:28:09: downtown San Francisco is facing today. We were.  
00:28:10 --> 00:28:13: In the first half of the 20th century, the capital  
00:28:13 --> 00:28:17: of the age of capitalism and over the most of  
00:28:17 --> 00:28:21: the 20th century, we were highly dependent on the business  
00:28:21 --> 00:28:25: cycle through a series of booms and busts. But by  
00:28:25 --> 00:28:29: the latter half of, especially the latter decades of the  
00:28:29 --> 00:28:33: 20th century, we realized that our challenges were no longer  
00:28:33 --> 00:28:36: just subject to the business cycle.  
00:28:36 --> 00:28:41: But we're really structural because we were A1 dimensional  
neighborhood.  
00:28:41 --> 00:28:46: We were boring neighborhoods, frankly, to a great extent.  
Businesses  
00:28:46 --> 00:28:49: didn't want to be there. They wanted to drift and  
00:28:50 --> 00:28:53: they were drifting out of Lower Manhattan to other parts

00:28:53 --> 00:28:56: of the city or to other parts of the region  
00:28:56 --> 00:28:59: or to other parts of the country. And so we  
00:28:59 --> 00:29:03: realized that we had to address in a very, very  
00:29:03 --> 00:29:04: fundamental way.  
00:29:05 --> 00:29:08: The challenges that the area faced and to do it  
00:29:08 --> 00:29:12: in a way that would transform low Manhattan from A1  
00:29:12 --> 00:29:17: dimensional neighborhood into a multidimensional  
neighborhood. From a nine to  
00:29:17 --> 00:29:22: five neighborhood speaking somewhat but not that much  
pejoratively to  
00:29:22 --> 00:29:27: a 24/7 neighborhood speaking somewhat but not that much  
pejoratively.  
00:29:29 --> 00:29:31: And the first step and I think we had to  
00:29:31 --> 00:29:34: address it and we believe that it really has to  
00:29:35 --> 00:29:39: be addressed here is business competitiveness business.  
The business value  
00:29:40 --> 00:29:43: proposition in San Francisco has changed and I think it's  
00:29:43 --> 00:29:47: something that you have to address that you are no  
00:29:47 --> 00:29:50: longer and we've heard it from a number of the  
00:29:50 --> 00:29:54: people we've interviewed that San Francisco is no longer a  
00:29:54 --> 00:29:57: buyer, you're a seller and you have to make yourself.  
00:29:58 --> 00:30:03: Viable and and costeffective really for companies that you  
want  
00:30:03 --> 00:30:06: to keep here and that you want to attract here.  
00:30:06 --> 00:30:10: That doesn't mean that you are ever going to be  
00:30:10 --> 00:30:13: any more than New York is going to be the  
00:30:13 --> 00:30:17: low price alternative. That's never going to happen. You're a  
00:30:17 --> 00:30:21: high price place, but you have to be more competitive  
00:30:21 --> 00:30:25: than you are because the business tax is here.  
00:30:25 --> 00:30:31: Are far, far higher than comparable areas. Regional areas,  
nearby  
00:30:31 --> 00:30:36: cities, competitive cities, and frankly, coming from what I  
thought  
00:30:37 --> 00:30:41: was the highest tax city in the entire country, in  
00:30:41 --> 00:30:46: a city that thought it had invented every tax imaginable  
00:30:46 --> 00:30:49: to human beings, I'm pretty surprised by the.  
00:30:50 --> 00:30:55: Burden that business taxes bear here and it really is  
00:30:56 --> 00:31:02: something that really has to be addressed if your  
competitiveness,  
00:31:02 --> 00:31:07: strictly in an economic sense is going to improve. And  
00:31:07 --> 00:31:12: there there a panoply of taxes that businesses here pay  
00:31:12 --> 00:31:15: they in in the aggregate.  
00:31:15 --> 00:31:19: Have to be reduced. I know that there's some efforts  
00:31:19 --> 00:31:23: underway for looking at that and what should be reduced

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



needs to  
00:33:57 --> 00:34:01: be some incentives in order to convert buildings.  
00:34:01 --> 00:34:06: From commercial use to residential use. Here obviously to include  
00:34:06 --> 00:34:11: affordability requires somewhat more incentives. We propose that you waive  
00:34:11 --> 00:34:14: your impact fees, your transfer tax for 10 years at  
00:34:14 --> 00:34:18: least for the 1st 5,000,000 square feet of converted space.  
00:34:18 --> 00:34:22: We want to see this jump started. That's why we  
00:34:22 --> 00:34:25: suggest just having a limit on the program for the  
00:34:25 --> 00:34:26: first five years.  
00:34:28 --> 00:34:32: And and to provide affordability as one component, there really  
00:34:32 --> 00:34:36: has to be a property tax abatement as well. I  
00:34:36 --> 00:34:38: will say to you and I know that and I  
00:34:38 --> 00:34:42: am in many ways highly skeptical of tax abatements, but  
00:34:43 --> 00:34:46: the evidence is absolutely clear that in the long run,  
00:34:46 --> 00:34:51: just economically, just in terms of city revenues, this more  
00:34:51 --> 00:34:54: than pays for itself. I'll just give one example.  
00:34:55 --> 00:34:59: Of but there are legion examples of buildings in lower  
00:34:59 --> 00:35:05: Manhattan commercial buildings that were paying much  
lower assessments than  
00:35:05 --> 00:35:11: ultimately the residential conversions ended up paying even  
after the  
00:35:11 --> 00:35:15: tax abatement. Expired. And we have a disadvantage that I  
00:35:15 --> 00:35:19: don't believe you have which is that our.  
00:35:19 --> 00:35:24: Residential assessment rate and tax rate is much lower than  
00:35:24 --> 00:35:28: our commercial tax rate, whereas here it's much more as  
00:35:28 --> 00:35:31: I understand it, much more even. I think you also  
00:35:31 --> 00:35:35: should explore and I think if I understand the planning  
00:35:35 --> 00:35:40: department is undertaking this that hasn't if it hasn't already  
00:35:40 --> 00:35:45: been approved code changes to incentivize conversion make  
it easier  
00:35:45 --> 00:35:47: have incentives targeted to.  
00:35:48 --> 00:35:53: Particularly the low performing B&C class office buildings and  
again  
00:35:53 --> 00:35:57: going back to something that I think Kate said, it  
00:35:57 --> 00:36:01: is really important to have these kinds of endeavors as  
00:36:01 --> 00:36:06: of right as opposed to done on a discretionary basis.  
00:36:06 --> 00:36:09: Time is money and if you can improve time, if  
00:36:09 --> 00:36:14: you can provide certainty, that's a huge advantage to anyone  
00:36:14 --> 00:36:15: making an investment.  
00:36:17 --> 00:36:23: 2nd, That's while residential conversions are the most visible  
and

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

00:39:06 --> 00:39:10: Unmatched anywhere in the world. And there's a great story  
 00:39:10 --> 00:39:15: to tell. And then finally, public transit. Downtown and public  
 00:39:15 --> 00:39:20: transit really have to be married at the hip. They  
 00:39:20 --> 00:39:24: are mutually dependent on each other. They have a  
 symbiotic  
 00:39:24 --> 00:39:30: relationship. The business plan for transit, particularly for Bart  
 but  
 00:39:30 --> 00:39:34: for Muni as well, requires robust ridership.  
 00:39:34 --> 00:39:40: That ridership has to come downtown. That's where ridership  
 is  
 00:39:40 --> 00:39:45: oriented and that's with transit. Infrastructure is oriented and  
 at  
 00:39:45 --> 00:39:50: the same time, for downtown to achieve its full potential,  
 00:39:50 --> 00:39:55: it also requires high quality transit. So there is a  
 00:39:55 --> 00:40:00: mutual benefit here that must be addressed. And while transit  
 00:40:00 --> 00:40:04: here does get high marks for reliability.  
 00:40:05 --> 00:40:10: At least reputationally, and maybe beyond reputationally it  
 had comes  
 00:40:10 --> 00:40:15: in for a lot of criticism for safety. Cleanliness, especially  
 00:40:16 --> 00:40:20: on bar and public transit, really does need an infusion  
 00:40:20 --> 00:40:25: of funds. Again, all transitoriented cities, including my own,  
 have  
 00:40:26 --> 00:40:30: suffered because of the pandemic, and it's important to get  
 00:40:30 --> 00:40:32: ridership back. But even.  
 00:40:33 --> 00:40:38: With recovery from the pandemic, even if return to work  
 00:40:38 --> 00:40:43: improves, unless safe, unless safety and quality and  
 cleanliness are  
 00:40:43 --> 00:40:47: addressed, we are going to continue to have very, very  
 00:40:47 --> 00:40:53: serious challenges. So real emphasis on on cleanliness and  
 safety  
 00:40:53 --> 00:40:56: as part of the funding of of both MUNI and  
 00:40:56 --> 00:41:00: Bart are really essential. And with that, I'll turn it  
 00:41:00 --> 00:41:01: over to Paul.  
 00:41:05 --> 00:41:08: Thank you, Carl. I'm I'm Paul Levy from the Center  
 00:41:08 --> 00:41:12: City District in Philadelphia. It's a large Business  
 Improvement District  
 00:41:12 --> 00:41:16: or CBD. After spending four years in city government in  
 00:41:16 --> 00:41:20: the 1980s and then five years doing real estate development  
 00:41:20 --> 00:41:23: in Philadelphia, I had the opportunity to create our first  
 00:41:23 --> 00:41:27: Improvement District in Philadelphia in 1990. At the time, we  
 00:41:27 --> 00:41:30: had a reputation of being a city that was dirty,  
 00:41:30 --> 00:41:31: dangerous and boring.  
 00:41:32 --> 00:41:35: We had a nine to five downtown. We had just  
 00:41:35 --> 00:41:39: gone through a major office development boom of the 80s,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:49:33 --> 00:49:36: all different. Our Improvement District is an authority.  
00:49:37 --> 00:49:39: That can bond. So you have a model of an  
00:49:39 --> 00:49:43: Improvement District that has financing capability. That's  
Model 1. Go  
00:49:43 --> 00:49:47: down to Houston, their improvement, their CBD is merged  
with  
00:49:47 --> 00:49:51: their TIF districts. Now they have less government in  
Houston  
00:49:51 --> 00:49:53: than we have and that you have, but they give  
00:49:53 --> 00:49:57: more power to that entity or the Lower Manhattan  
Development  
00:49:57 --> 00:50:00: Corporation. You probably need to create a hybrid, but we  
00:50:00 --> 00:50:04: think you need more powers and more consolidated  
organizations in  
00:50:04 --> 00:50:05: order to implement.  
00:50:06 --> 00:50:09: So the next step is really to talk phasing and  
00:50:09 --> 00:50:10: implementation alternative.  
00:50:11 --> 00:50:15: Thank you, Paul. Appreciate it. Phasing and implementation  
is how  
00:50:15 --> 00:50:17: we get this done, right. So it's I'm excited to  
00:50:17 --> 00:50:21: talk to another city that great cultural history, great strength  
00:50:21 --> 00:50:24: and deals with narrative, right deal with a little media  
00:50:24 --> 00:50:28: challenges. We've seen or heard that movie before in Detroit.  
00:50:28 --> 00:50:30: So I'm very excited to be here.  
00:50:30 --> 00:50:32: But you may have heard from this team about all  
00:50:32 --> 00:50:36: the different ways that we can see San Francisco  
traversing.  
00:50:36 --> 00:50:38: And so now we want to talk about the way  
00:50:38 --> 00:50:40: to do so, right. And so we've divided it up  
00:50:40 --> 00:50:42: until basically immediately.  
00:50:42 --> 00:50:44: Near term, which is basically up to a year and  
00:50:45 --> 00:50:47: then midterm which is up to three years, right. So  
00:50:47 --> 00:50:49: basically this is not now, but right now this is  
00:50:49 --> 00:50:51: a we do this real, real quick and this is  
00:50:51 --> 00:50:54: soon and very soon. That's what we're going to look  
00:50:54 --> 00:50:56: at it that way. OK. The very first one with  
00:50:56 --> 00:50:59: the ground plane activation, that's the what we're going to  
00:50:59 --> 00:51:02: do physically and you heard that from Rico, you heard  
00:51:02 --> 00:51:02: that from Gita.  
00:51:03 --> 00:51:05: We think that right now you can begin to establish  
00:51:05 --> 00:51:09: those corridors that we talked about, those the internal  
districts  
00:51:09 --> 00:51:11: and highlight Lesdorf when we told us about Lesdorf. That  
00:51:11 --> 00:51:14: history there I thought was outstanding and I've actually lived



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

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

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

00:56:32 --> 00:56:35: out of San Francisco. You need to come out tomorrow.  
00:56:35 --> 00:56:38: Right. Then within the first year, let's increase those resources,  
00:56:38 --> 00:56:41: Let's really begin to pump this out internally and externally  
00:56:41 --> 00:56:44: and make this tell that this particular area is not  
00:56:44 --> 00:56:47: just a business district, but a vibrant neighborhood, right. We  
00:56:47 --> 00:56:50: want to show that this is an area that people  
00:56:50 --> 00:56:52: don't just come to work and leave, but they actually  
00:56:52 --> 00:56:55: come at mix it, It's a destination, right? And then  
00:56:55 --> 00:56:58: within the first three years, we're going to again step  
00:56:58 --> 00:57:01: back, look at the the viability of this campaign, maybe  
00:57:01 --> 00:57:03: make some tweaks to it and then continue.  
00:57:03 --> 00:57:06: To tell the story, right. And then lastly, let's look  
00:57:06 --> 00:57:09: at the governance, right. Well, you already heard Paul and  
00:57:09 --> 00:57:12: Carl talked about the Deputy Mayor position. We had some  
00:57:12 --> 00:57:14: other names for it. We're going to go with Deputy  
00:57:14 --> 00:57:17: Mayor for right now. We want to see that position  
00:57:17 --> 00:57:19: really come in and have some real power facilitate the  
00:57:19 --> 00:57:22: CBD 2.0 within the first year. Let's begin to begin  
00:57:22 --> 00:57:25: to really, really have a public engagement opportunity. We  
heard  
00:57:25 --> 00:57:28: from so many people that this should not just be  
00:57:28 --> 00:57:31: a top down approach, but should include San Franciscans,  
should  
00:57:31 --> 00:57:33: include people from the East Bay that come.  
00:57:33 --> 00:57:35: In and out all the time and make it a  
00:57:35 --> 00:57:38: very comprehensive effort. Look at permitting reform. Y'all  
got the  
00:57:38 --> 00:57:41: reform, Y'all got the reform, the permits. Come on now.  
00:57:41 --> 00:57:43: So let's do a permit reform in the first year.  
00:57:43 --> 00:57:46: I know that might have to engage some state legislation,  
00:57:46 --> 00:57:48: but let's do that. And then begin to work towards  
00:57:48 --> 00:57:52: the formation of that downtown revitalization authority so that  
within  
00:57:52 --> 00:57:55: three years you have your downtown authority that's really  
empowered  
00:57:55 --> 00:57:57: and has the resources to do so. I'm going to  
00:57:57 --> 00:58:00: pass it to my relay partner every Keno and bring  
00:58:00 --> 00:58:00: it on home.  
00:58:02 --> 00:58:02: Thank you.  
00:58:03 --> 00:58:06: I have to say we are not alone, San Francisco.  
00:58:06 --> 00:58:10: Not alone Your lives here. You have public, private  
partnerships.  
00:58:10 --> 00:58:15: We have local and national partners here. San Francisco

matters.

00:58:15 --> 00:58:17: So we can do this. We have the talent in  
00:58:17 --> 00:58:21: this room, in this ability. We have support from all  
00:58:21 --> 00:58:24: across the country. We just need to be bold. We  
00:58:24 --> 00:58:27: need to be courageous. We need to do things that  
00:58:27 --> 00:58:31: we may not have thought possible before, but we can  
00:58:31 --> 00:58:31: get there.  
00:58:32 --> 00:58:36: No more their downtown. No more downtown interests. It's  
going  
00:58:36 --> 00:58:40: to be our downtown. We make it economically culturally  
vibrant  
00:58:40 --> 00:58:44: and sustainable, resilient place for all of San Francisco. And  
00:58:44 --> 00:58:47: I hope that you understand we're here for San Francisco.  
00:58:47 --> 00:58:50: We're here for you, Rich. You all eyes here for  
00:58:50 --> 00:58:53: you. We have the country here for all of us.  
00:58:53 --> 00:58:57: Let's work together. And I'm sure there's going to be  
00:58:57 --> 00:58:59: one that we can give back to Detroit.  
00:59:00 --> 00:59:05: Chicago Chicago's Why? I'm going to say Chicago, New  
Orleans,  
00:59:05 --> 00:59:09: Seattle, Philadelphia and New York. And with that, I want.  
00:59:10 --> 00:59:10: To thank.  
00:59:11 --> 00:59:11: You all.  
00:59:14 --> 00:59:15: I'm still.  
00:59:16 --> 00:59:19: Smarting from Halle Villas when a bit lady got hurt  
00:59:20 --> 00:59:22: but anyway so but with that I want to thank  
00:59:22 --> 00:59:25: the city first time and we want to open up  
00:59:25 --> 00:59:27: for some questions and answers so.

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