

# 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  
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  
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 District within downtown San Francisco.

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  
00:14:34 --> 00:14:38: understood that investors  
00:14:38 --> 00:14:42: were starting to turn to other markets for fear that  
00:14:42 --> 00:14:43: Downtown's challenges would not be turned around quickly if  
00:14:43 --> 00:14:43: 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  
00:15:13 --> 00:15:14: 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  
00:15:18 --> 00:15:21: 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  
00:15:24 --> 00:15:27: 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  
00:15:36 --> 00:15:40: residential  
00:15:36 --> 00:15:40: market indicates the ongoing desire to experience downtown  
00:15:40 --> 00:15:44: in San  
00:15:40 --> 00:15:44: Francisco overall, and that is indicative of its greatest  
00:15:44 --> 00:15:48: 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

not

00:17:28 --> 00:17:33: 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,

not

00:18:47 --> 00:18:48: 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  
Park Business Improvement District in downtown Los  
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  
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  
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  
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 --> 00:21:46: and financing and then organizing for action.  
00:21:46 --> 00:21:47: How do we?  
00:21:47 --> 00:21:52: Structure ourselves.  
00:21:52 --> 00:21:55: In order to accomplish these things, we recommended  
00:21:55 --> 00:21:59: Downtown Director  
00:21:59 --> 00:21:59: Position enhanced, coordinated or consolidated CBDS.  
00:22:00 --> 00:22:01: We need to take San Francisco from ACBD 2 point  
00:22:01 --> 00:22:03: O.  
00:22:03 --> 00:22:05: To ACVD 3 Point O or CVD 4 Point O,  
00:22:05 --> 00:22:06: And you'll hear more about that in the report.  
00:22:06 --> 00:22:11: And then having a downtown.  
00:22:11 --> 00:22:13: Revitalization Authority.  
00:22:13 --> 00:22:19: So I'll turn it over to Rico, who can jump  
00:22:19 --> 00:22:21: into some of the recommendations.  
00:22:21 --> 00:22:25: Good morning everyone.  
00:22:25 --> 00:22:27: My name is Rico Kitting Dongo.  
00:22:27 --> 00:22:32: I am the Director for the Office of Planning and  
00:22:32 --> 00:22:39: Community Development.  
00:22:39 --> 00:22:43: In the city of Seattle, I was for 27 years  
00:22:43 --> 00:22:47: a practicing architect, focusing on civic practice, working with  
00:22:47 --> 00:22:52: community,  
00:22:52 --> 00:22:57: and now have the honor of being able to lead  
00:22:57 --> 00:23:01: an office of 50, looking at what the future of  
00:23:01 --> 00:23:01: our city will be over the course of the next  
00:23:01 --> 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.  
00:24:45 --> 00:24:46: 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

00:26:31 --> 00:26:37: it is currently.

00:26:37 --> 00:26:38: So we we looking at examples in Brooklyn and in

00:26:41 --> 00:26:47: Dilworth Park.

00:26:47 --> 00:26:53: We see an opportunity to transform the Plaza and Sue

00:26:53 --> 00:27:01: Biermann Park into a new destination, which is a park

00:27:01 --> 00:27:07: for all serving families, serving visitors, serving people that

00:27:07 --> 00:27:10: live

00:27:12 --> 00:27:16: downtown and work downtown, which would be a mix of

00:27:17 --> 00:27:24: both hard and soft softscape.

00:27:24 --> 00:27:25: And include infrastructure to meet the needs for future uses.

00:27:26 --> 00:27:30: So the stage area, places for gathering, places for kids

00:27:30 --> 00:27:34: to play.

00:27:34 --> 00:27:37: And then, of course, utility needs trash and water service,

00:27:38 --> 00:27:41: all of those things, as well as to facilitate bike

00:27:42 --> 00:27:45: and pedestrian connections across the downtown.

00:27:46 --> 00:27:51: There's also a private partnership opportunity.

00:27:51 --> 00:27:55: We would love to transform the The Bay Club, which

00:27:55 --> 00:28:02: is immediately adjacent into a public community and

00:28:03 --> 00:28:08: neighborhood destination

00:28:08 --> 00:28:15: instead of being inward focused and only for private use.

00:28:15 --> 00:28:20: Next slide and you know as AS.

00:28:20 --> 00:28:21: Many of you on on this webinar have probably experienced

00:28:23 --> 00:28:26: the vitality of Bourbon Street in New Orleans, the excitement

00:28:26 --> 00:28:30: of walking down the street in Granville, Granville St.

00:28:30 --> 00:28:31: in Vancouver.

00:28:33 --> 00:28:37: We looked at Front St.

00:28:37 --> 00:28:38: in the downtown as an opportunity to create that experience

00:28:39 --> 00:28:45: in San Francisco.

00:28:45 --> 00:28:51: You know thinking about how to capitalize on the idea

00:28:52 --> 00:28:59: of a a 24 hour city.

00:28:52 --> 00:28:59: How can we take the existing businesses and restaurants in

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

destination

**00:28:59 --> 00:28:59:** which.

**00:29:00 --> 00:29:06:** Becomes a place of celebration and really embodies the vibrant

**00:29:06 --> 00:29:08:** city that San Francisco is.

**00:29:09 --> 00:29:13:** So we would be in making that investment, creating a

**00:29:14 --> 00:29:20:** downtown late night focus for eating, drinking and gathering during

**00:29:20 --> 00:29:22:** the day and all night.

**00:29:23 --> 00:29:24:** Next slide.

**00:29:29 --> 00:29:30:** GTM turning over to you.

**00:29:31 --> 00:29:33:** Thanks, Rico.

**00:29:33 --> 00:29:34:** Hi, everybody.

**00:29:34 --> 00:29:38:** I am Geeti Salwal, a principal at Perkins and Will

**00:29:38 --> 00:29:39:** in the San Francisco office.

**00:29:39 --> 00:29:42:** And I lead the West Coast Urban Design Practice.

**00:29:42 --> 00:29:47:** So Rico spoke about three of the placemaking programming recommendations

**00:29:47 --> 00:29:49:** that the panelists came up with.

**00:29:50 --> 00:29:53:** The 4th one that we wanted to kind of highlight

**00:29:53 --> 00:29:57:** was to intentionally carve out a distinct.

**00:29:57 --> 00:30:00:** Arts, Culture and Entrepreneurship Zone.

**00:30:01 --> 00:30:05:** The intent with this move is to look to invite

**00:30:05 --> 00:30:10:** a demography of entrepreneurs and makers and creators and artists

**00:30:10 --> 00:30:12:** to live practice.

**00:30:12 --> 00:30:15:** And to kind of engage the visitors in their studios

**00:30:16 --> 00:30:19:** and their workshops and the galleries for a really, really

**00:30:19 --> 00:30:22:** unique and a palpable vibe of arts and culture, one

**00:30:22 --> 00:30:26:** that doesn't really exist in downtown right now and look

**00:30:26 --> 00:30:30:** to kind of transform this, the beautiful historic buildings in

**00:30:30 --> 00:30:31:** this part of downtown to.

**00:30:32 --> 00:30:35:** Open it up to a lot more activities and to

**00:30:35 --> 00:30:37:** a lot more diverse experiences.

**00:30:38 --> 00:30:40:** We heard from some of the 90 stakeholders we were

**00:30:40 --> 00:30:43:** interviewing that downtown does not really feel like it's for

**00:30:43 --> 00:30:46:** them and there's no reason for them to be there.

**00:30:46 --> 00:30:50:** And the panelists felt by creating the Zone, we're kind

**00:30:51 --> 00:30:55:** of purposefully making space for an emerging and artisan kind

**00:30:55 --> 00:30:58:** of industry to be represented in downtown.

**00:30:59 --> 00:31:02:** And we are kind of thoughtfully diversifying the mix of

**00:31:02 --> 00:31:07:** businesses to include local and small home grown creative

culture  
00:31:07 --> 00:31:07: enterprises.  
00:31:07 --> 00:31:11: That's beyond the tech and the finance industries the  
downtown  
00:31:11 --> 00:31:13: has been known to represent so far.  
00:31:14 --> 00:31:17: And the hope is that this kind of a multi  
00:31:17 --> 00:31:20: cultural focus zone takes a life of its own and  
00:31:20 --> 00:31:23: makes a visible mark on the visitors map and draws  
00:31:24 --> 00:31:26: people to this new destination.  
00:31:26 --> 00:31:29: And we've been proposing kind of focusing the energy on  
00:31:30 --> 00:31:33: a kind of seven block area between Montgomery and Battery  
00:31:33 --> 00:31:35: on either side of California St.  
00:31:35 --> 00:31:39: One that kind of extends N to include the Transamerica  
00:31:39 --> 00:31:41: Pyramid and the Leadisdorf Alley.  
00:31:42 --> 00:31:45: So that you're leveraging the private sector investment and  
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

in place South  
00:34:58 --> 00:35:01: of Market Street along Fulton St., along 2nd St.  
00:35:01 --> 00:35:06: and extend that public rim enhancements to carry on across  
00:35:06 --> 00:35:07: Market Street.  
00:35:08 --> 00:35:11: Maybe to want to come area to Pacific to Davis  
00:35:11 --> 00:35:15: streets and look to kind of really create a frameworks  
00:35:15 --> 00:35:18: such that you have a tying up of all of  
00:35:18 --> 00:35:22: these residential neighbourhoods into into a more of a  
complete  
00:35:22 --> 00:35:26: community and to look to welcome future residents.  
00:35:27 --> 00:35:30: The city has already invested in Pacific Ave.  
00:35:30 --> 00:35:32: as a bike and a friendly St.  
00:35:33 --> 00:35:37: Building on that great work and legibly connecting Pacific  
Ave.  
00:35:37 --> 00:35:38: across Embakador Rd.  
00:35:38 --> 00:35:41: To Pier 7 W, upon which is amazing views back  
00:35:41 --> 00:35:45: to downtown skyline with all the interventions that would start  
00:35:45 --> 00:35:49: to kind of prepare the downtown core to welcome the  
00:35:49 --> 00:35:50: future residents.  
00:35:50 --> 00:35:53: And the mayor and the city has been doing a  
00:35:53 --> 00:35:58: great job of announcing incentives and making regulatory  
changes so  
00:35:58 --> 00:36:02: that developers and property owners would look to.  
00:36:03 --> 00:36:06: Convert some of the unutilized commercial buildings to  
residential and  
00:36:06 --> 00:36:08: Carl is going to talk about that more.  
00:36:08 --> 00:36:11: And there will, there is a need to kind of  
00:36:11 --> 00:36:14: kick start a rethinking of the public ramp that feels  
00:36:14 --> 00:36:18: inviting and that allows for low carbon modes of mobility  
00:36:18 --> 00:36:20: for the residents to thrive in future.  
00:36:21 --> 00:36:25: And this is all intentionally creating a very tangible change  
00:36:25 --> 00:36:28: and a visible framework, and making it such that it  
00:36:28 --> 00:36:31: really welcomes and is equally accessible.  
00:36:31 --> 00:36:35: And equally inviting and enjoyable for diverse user groups,  
and  
00:36:35 --> 00:36:39: allows for and offers a diverse array of shared experience.  
00:36:40 --> 00:36:43: With that, I'll pass her to Carl to talk about  
00:36:43 --> 00:36:44: essential elements.  
00:37:02 --> 00:37:03: Carl, you may be on mute there.  
00:37:10 --> 00:37:11: Sorry about that.  
00:37:11 --> 00:37:12: Thank you, Kitty.  
00:37:12 --> 00:37:13: And hello, everyone.  
00:37:13 --> 00:37:15: 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  
Francisco  
00:49:09 --> 00:49:11: to make sure that we can continue to provide a  
00:49:11 --> 00:49:14: safe, clean environment for people to return to work and  
00:49:14 --> 00:49:18: a return to the cultural institutions and to the environment  
00:49:18 --> 00:49:20: that we hope to build in downtown San Francisco.  
00:49:21 --> 00:49:22: Next slide.  
00:49:26 --> 00:49:27: Carl, this is you again.  
00:49:34 --> 00:49:50: I can't video for some reason.  
00:49:58 --> 00:49:59: We can hear you when you go off mute.  
00:49:59 --> 00:50:00: Yeah.  
00:50:00 --> 00:50:02: Some reason my video doesn't start.  
00:50:02 --> 00:50:07: So let me the host to stop my video but  
00:50:07 --> 00:50:08: why don't I?  
00:50:09 --> 00:50:13: I speak in any event in in many respects I  
00:50:13 --> 00:50:18: think this is the the most important section of all  
00:50:18 --> 00:50:21: of our recommendations.  
00:50:22 --> 00:50:24: I'm really ah, thank you.  
00:50:27 --> 00:50:28: Oops.  
00:50:31 --> 00:50:31: Oops.  
00:50:32 --> 00:50:36: I'm really a a a great believer in in the  
00:50:36 --> 00:50:39: power of government to get things done.  
00:50:40 --> 00:50:43: And I think this is a time when government really  
00:50:43 --> 00:50:46: has to step up to get things done.  
00:50:46 --> 00:50:53: We heard repeatedly and from almost all of our interviewers  
00:50:53 --> 00:50:59: that the decision making process and the approvals that are  
00:51:00 --> 00:51:06: necessary to move to get anything done in San Francisco  
00:51:06 --> 00:51:12: 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  
00:57:34 --> 00:57:35: greater budget.  
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,

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

01:07:44 --> 01:07:48: which really waives the majority of planning code requirements for

01:07:48 --> 01:07:52: existing buildings and released a request for interest for specific

01:07:52 --> 01:07:54: projects to convert to residential.

01:07:54 --> 01:07:58: The city is currently reviewing those submissions, and just

01:07:58 --> 01:08:01: yesterday the mayor announced A proposed ballot measure to waive

01:08:01 --> 01:08:04: the city's transfer tax on buildings that convert from non

01:08:04 --> 01:08:05: residential 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

01:08:12 --> 01:08:15: attraction campaign 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

01:08:38 --> 01:08:41: transformations were really helpful to illustrate how a specific space could be

01:08:41 --> 01:08:42: transformed and what it might look like.

01:08:42 --> 01:08:46: And the planning department will be working with downtown

01:08:46 --> 01:08:49: stakeholders 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

01:08:56 --> 01:08:59: are on 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  
under  
01:12:56 --> 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  
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 --> 01:17:43: Hurricane

01:17:43 --> 01:17:48: Katrina.

01:17:48 --> 01:17:53: And part of that recovery we weren't allowed to and

01:17:53 --> 01:17:58: I chaired the Planning Commission in New Orleans was

01:17:58 --> 01:18:03: doctor

01:18:03 --> 01:18:08: policy for the downtown development district, Chief

01:18:08 --> 01:18:13: 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  
legislation to create  
01:20:55 --> 01:21:00: a special use district, making it automatic for educational  
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  
situation  
01:21:37 --> 01:21:41: and the stores leaving the downtown because of the  
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  
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  
01:23:54 --> 01:23:57: housing stabilization for folks who are vulnerable.  
01:23:59 --> 01:24:01: So those are the types of policies that we're working  
01:24:01 --> 01:24:03: on that are really more upstream solutions.  
01:24:03 --> 01:24:08: It's not Spur doesn't work directly on social services, but  
01:24:08 --> 01:24:12: we do support the city continuing to generate the resources  
01:24:12 --> 01:24:16: and the funding to be able to access those.  
01:24:16 --> 01:24:21: And also thinking about good government practices to create  
01:24:22 --> 01:24:26: accountability  
01:24:22 --> 01:24:26: on how well the city is delivering those those services  
01:24:26 --> 01:24:27: to the most vulnerable.  
01:24:29 --> 01:24:30: Thanks Sujata.  
01:24:31 --> 01:24:35: There are a number of comments and questions around the  
01:24:35 --> 01:24:39: need for APR Firm to battle the negative narrative that's  
01:24:40 --> 01:24:42: taken place across the country.  
01:24:42 --> 01:24:45: And I think some of those questions came in, in  
01:24:45 --> 01:24:48: advance of the moment within the presentation that  
01:24:49 --> 01:24:51: addressed that.  
01:24:49 --> 01:24:51: But Nolan, did you want to expand a little bit  
01:24:51 --> 01:24:54: on that, given what you know that the city has  
01:24:54 --> 01:24:58: already advanced since we produced the initial  
01:24:59 --> 01:25:01: recommendations?  
01:25:02 --> 01:25:05: Or I I can't it it was.  
01:25:02 --> 01:25:05: It was striking and it continues to be striking the  
01:25:05 --> 01:25:08: narrative that has come out about San Francisco and that  
01:25:08 --> 01:25:09: just wasn't our experience.  
01:25:09 --> 01:25:11: And it's one of the lessons that I took back  
01:25:11 --> 01:25:14: to Los Angeles from this panel is that we talk  
01:25:14 --> 01:25:17: about downtown as a as a monolith, but really downtown  
01:25:17 --> 01:25:21: and most of our downtowns are made-up of micro  
01:25:21 --> 01:25:25: neighborhoods.  
01:25:21 --> 01:25:25: And so we we use non specific language when we  
01:25:25 --> 01:25:28: are more capable of using very precise.  
01:25:28 --> 01:25:29: Language to talk about.  
01:25:29 --> 01:25:31: Our downtown's even and so.  
01:25:32 --> 01:25:34: Part of the recommendation is to hire APR firm that  
01:25:34 --> 01:25:37: can work with us on how to communicate what we're  
01:25:37 --> 01:25:38: actually talking about.  
01:25:39 --> 01:25:42: I know my district in Los Angeles, South Park, home  
01:25:42 --> 01:25:44: to crypto.com Arena in LA Live, is very different from  
01:25:45 --> 01:25:48: the historic Core in downtown Los Angeles or very different  
01:25:48 --> 01:25:49: from the Arts District.  
01:25:49 --> 01:25:52: 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  
01:28:03 --> 01:28:08: something  
01:28:08 --> 01:28:11: called Detroit Homecoming, and it was a conference  
01:28:11 --> 01:28:12: specifically targeting  
01:28:12 --> 01:28:13: people that left and want to come back, either for  
01:28:13 --> 01:28:17: business purposes.  
01:28:17 --> 01:28:20: Or to relocate.  
01:28:21 --> 01:28:23: And every year it's called Detroit Expat or Detroit X  
01:28:24 --> 01:28:26: has been growing and growing and been incredibly  
01:28:26 --> 01:28:27: successful.  
01:28:28 --> 01:28:29: And people seeing quote UN quote, the true Detroit.  
01:28:29 --> 01:28:31: And I think the same kind of thing can happen  
01:28:31 --> 01:28:34: in San Francisco.  
01:28:34 --> 01:28:35: People need to see the true San Francisco.  
01:28:35 --> 01:28:37: I lived in the Bay Area 20 years ago and  
01:28:38 --> 01:28:40: now that I come back, I've heard all the same  
01:28:40 --> 01:28:40: narrative that we all heard.  
01:28:41 --> 01:28:42: But I think what we also heard from the team  
01:28:42 --> 01:28:45: is that most of what we heard, we did not  
01:28:45 --> 01:28:46: experience.  
01:28:47 --> 01:28:47: And so you really have to put boots on the  
01:28:47 --> 01:28:50: ground personally, to be able to begin to combat the  
01:28:50 --> 01:28:52: narrative that's out there.  
01:28:52 --> 01:28:54: OK.  
01:28:54 --> 01:28:58: I'll I'll just share one more thing that I, I  
01:28:58 --> 01:29:00: share with the group New Orleans's home.  
01:29:01 --> 01:29:04: Don't get me wrong, I I love New Orleans, but  
01:29:04 --> 01:29:05: it is one of the most violent cities and historically  
01:29:05 --> 01:29:06: has been in North America.  
01:29:06 --> 01:29:06: That's just the truth.  
01:29:06 --> 01:29:06: Most people don't know that because we don't tell you  
01:29:06 --> 01:29:06: that.  
01:29:06 --> 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](http://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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