

BOARD OF APPEALS, CITY & COUNTY OF SAN FRANCISCO

Appeal of
JOSHUA KLIPP,

Appeal No. 19-097

Appellant(s)

VS.

SAN FRANCISCO PUBLIC WORKS,
BUREAU OF URBAN FORESTRY,

Respondent

NOTICE OF APPEAL

NOTICE IS HEREBY GIVEN THAT on September 3, 2019, the above named appellant(s) filed an appeal with the Board of Appeals of the City and County of San Francisco from the decision or order of the above named department(s), commission, or officer.

The substance or effect of the decision or order appealed from is the ISSUANCE on August 26, 2019 to San Francisco Public Works Bureau of Urban Forestry, of a Public Works Order (Approval of a request to remove 48 street trees along 24th Street (between Potrero Avenue and Mission Street) with replacement unless otherwise noted by Public Works; additionally 17 new trees at new planting sites; addresses range from 2700 through the 3200 blocks of 24th Street).

APPLICATION NO. 201771

FOR HEARING ON November 6, 2019

Address of Appellant(s):

Joshua Klipp, Appellant(s)
884 Kansas Street
San Francisco, CA 94107

Address of Other Parties:

San Francisco Public Works Bureau of Urban Forestry,
Determination Holder(s)
c/o Chris Buck, Agent for Determination Holder(s)
1680 Mission Street, 1st Floor
San Francisco, CA 94103

BOARD OF APPEALS, CITY & COUNTY OF SAN FRANCISCO

Appeal of
ZACH KARNAZES.

Appeal No. 19-099

Appellant(s)

VS.

SAN FRANCISCO PUBLIC WORKS,
BUREAU OF URBAN FORESTRY,

Respondent

NOTICE OF APPEAL

NOTICE IS HEREBY GIVEN THAT on September 6, 2019, the above named appellant(s) filed an appeal with the Board of Appeals of the City and County of San Francisco from the decision or order of the above named department(s), commission, or officer.

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APPLICATION NO. 201771

FOR HEARING ON November 6, 2019

Address of Appellant(s):

Address of Other Parties:

Zach Karnazes, Appellant(s)
zkarnazes@gmail.com

San Francisco Public Works Bureau of Urban Forestry,
Determination Holder(s)
c/o Chris Buck, Agent for Determination Holder(s)
1680 Mission Street, 1st Floor
San Francisco, CA 94103

BOARD OF APPEALS, CITY & COUNTY OF SAN FRANCISCO

Appeal of
CALLE 24 LATINO CULTURAL DISTRICT,
Appellant(s)
vs.
SAN FRANCISCO PUBLIC WORKS,
BUREAU OF URBAN FORESTRY,
Respondent

Appeal No. **19-100**

NOTICE OF APPEAL

NOTICE IS HEREBY GIVEN THAT on September 9, 2019, the above named appellant(s) filed an appeal with the Board of Appeals of the City and County of San Francisco from the decision or order of the above named department(s), commission, or officer.

The substance or effect of the decision or order appealed from is the ISSUANCE on August 26, 2019 to Department of Public Works Bureau of Urban Forestry, of a Public Works Order (Approval of a request to remove 48 street trees along 24th Street (between Potrero Avenue and Mission Street) with replacement unless otherwise noted by Public Works; additionally 17 new trees at new planting sites; addresses range from 2700 through the 3200 blocks of 24th Street).

APPLICATION NO. 201771

FOR HEARING ON November 6, 2019

Address of Appellant(s):

Calle 24 Latino Cultural District, Appellant(s)
c/o Erick Arguello, Agent for Appellant(s)
1065 Hampshire Street
San Francisco, CA 94110

Address of Other Parties:

Department of Public Works Bureau of Urban Forestry,
Determination Holder(s)
c/o Chris Buck, Agent for Determination Holder(s)
1680 Mission Street, 1st Floor
San Francisco, CA 94103

BOARD OF APPEALS, CITY & COUNTY OF SAN FRANCISCO

Appeal of
KINDRA SCHARICH,

Appeal No. **19-101**

Appellant(s)

vs.

SAN FRANCISCO PUBLIC WORKS,
BUREAU OF URBAN FORESTRY,

Respondent

NOTICE OF APPEAL

NOTICE IS HEREBY GIVEN THAT on September 9, 2019, the above named appellant(s) filed an appeal with the Board of Appeals of the City and County of San Francisco from the decision or order of the above named department(s), commission, or officer.

The substance or effect of the decision or order appealed from is the ISSUANCE on August 26, 2019 to San Francisco Public Works Bureau of Urban Forestry, of a Public Works Order (Approval of a request to remove 48 street trees along 24th Street (between Potrero Avenue and Mission Street) with replacement unless otherwise noted by Public Works; additionally 17 new trees at new planting sites; addresses range from 2700 through the 3200 blocks of 24th Street.)

APPLICATION NO. 201771

FOR HEARING ON November 6, 2019

Address of Appellant(s):

Kindra Scharich, Appellant(s)
3158 24th Street, Apt. # 1
San Francisco, CA 94110

Address of Other Parties:

San Francisco Public Works Bureau of Urban Forestry,
Determination Holder(s)
c/o Chris Buck, Agent for Determination Holder(s)
1680 Mission Street, 1st Floor
San Francisco, CA 94103



Date Filed:

BOARD OF APPEALS

**CITY & COUNTY OF SAN FRANCISCO
BOARD OF APPEALS**

SEP 03 2019

PRELIMINARY STATEMENT OF APPEAL

APPEAL # 19-097

I / We, **Joshua Klipp**, hereby appeal the following departmental action: **ISSUANCE of PUBLIC WORKS ORDER**
No. 201771 by the **San Francisco Public Works, Bureau of Urban Forestry** which was issued or became effective on:
August 26, 2019, for the properties located at: **24th Street Between Potrero Avenue and Mission Street.**

BRIEFING SCHEDULE:

The Appellant may, but is not required to, submit a one page (double-spaced) supplementary statement with this Preliminary Statement of Appeal. No exhibits or other submissions are allowed at this time.

Appellant's Brief is due on or before: **October 17, 2019, (no later than three Thursdays prior to the hearing date)**, up to 12 pages in length, double-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible. *[Signature]*

Respondent's and Other Parties' Briefs are due on or before: **October 31, 2019, (no later than one Thursday prior to hearing date)**, up to 12 pages in length, double-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible.

Only photographs and drawings may be submitted by the parties at the hearing.

Hearing Date: **Wednesday, November 6, 2019, 5:00 p.m., City Hall, Room 416**, One Dr. Carlton B. Goodlett Place.

All parties to this appeal must adhere to the briefing schedule above, however if the hearing date is changed, the briefing schedule MAY also be changed. Written notice will be provided of any change to the briefing schedule.

In order to have their documents sent to the Board members prior to hearing, **members of the public** should submit eleven (11) copies of all documents of support/opposition no later than one Thursday prior to hearing date by 4:30 p.m. Please note that names and contact information included in submittals from members of the public will become part of the public record. Submittals from members of the public may be made anonymously.

Please note that in addition to the parties' briefs, any materials that the Board receives relevant to this appeal, including letters of support/opposition from members of the public, are distributed to Board members prior to hearing. All such materials are available for inspection at the Board's office. You may also request a copy of the packet of materials that are provided to Board members at a cost of 10 cents per page, per S.F. Admin. Code Ch. 67.28.

If you have any questions please call the Board of Appeals at 415-575-6880

The reasons for this appeal are as follows:

See attachment

Appellant or Agent (Circle One):

Signature: *[Signature]*

Print Name: **JOSH KLIPP**

Preliminary Statement of Appeal

BOARD OF APPEALS

SEP 03 2019

APPEAL # 17-097

This massive ficus tree removal constitutes a "project" under the California Environmental Quality Act (CEQA) and requires an environmental impact evaluation.

Additionally, this decision's replacement plan ignores our City's climate emergency. The City has failed to budget funds sufficient to account for the CO2 sequestration lost with these massive removals, and not recouped with existing replacement plans. The replacement plans are not even 1:1 in some instances, and certainly do not account for the hundreds of tons of CO2 sequestration benefits lost, and the decades it will take to recover from these losses.

In July 2019, San Francisco's Department of the Environment released a Climate Action Plan, "Focus 2030". Among other findings, the report found:

- "by 2050 demand for electricity could increase as much as 94%";
- we must "[get] people out of cars by increasing the share of trips made by sustainable modes such as biking, walking and transit"; and that
- "San Francisco can focus on sequestering carbon through ecosystem restoration and urban greening, urban forestry".

The Department's report concluded: "*A business-as-usual approach is not an option if San Francisco is serious about meeting its climate commitments and avoiding the worst consequences of the global climate crisis . . . it will be necessary to identify . . . and accelerate activities that sequester carbon.*" [Emphasis added].

Trees sequester carbon, reduce energy consumption, and encourage walking, biking and mass transit. We cannot claim to be a City of progressive climate politics if one Department raises alarms that another Department ignores for lack of funding. Appellant requests the Board vacate this decision pending adequate a CEQA evaluation and adequate replacement plans that account for the true environmental impact of this removal.

City and County of San Francisco

San Francisco Public Works



London N. Breed, Mayor
Mohammed Nuru, Director

BOARD OF APPEALS

SEP 03 2019

APPEAL # 19-097

GENERAL - DIRECTOR'S OFFICE

City Hall, Room 348

1 Dr. Carlton B. Goodlett Place, S.F., CA 94102

(415) 554-6920 www.SFPublicWorks.org



Public Works Order No: 201771

The Director of Public Works held a Public Hearing on Wednesday, June 5th, 2019 commencing at 5:30 PM at City Hall, Room 416, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102. The hearing was to consider Order No. 201124, the removal of fifty-two (52) street trees (51 Ficus / 1 Brisbane box) with replacement (unless otherwise noted) along 24th Street between Potrero Ave. and Mission St.

Findings:

The Bureau of Urban Forestry (BUF) representative, Chris Buck, gave testimony explaining the decision to remove 52 street trees (51 ficus and 1 Brisbane box) along 24th Street. BUF staff approved the removal of the street trees and the public protested. Mr. Buck explained the problems caused by ficus trees and outlined the department's policy toward removal of ficus trees, which is contained in DPW Order No. 183151.

Initially, the department sought to remove 77 street trees, as stated at the first community meeting for reasons that included poor health and safety concerns (such as instability caused by split branches and trunks). Following multiple community meetings and extensive outreach, based on the large amount of community feedback against the proposed removals, BUF reduced the number of trees proposed for removal from 77 to 52 and proposed experimental/aggressive pruning on 25 of the ficus trees. He noted the requirement that the City replace removed trees, but noted that in this case there are locations where replacement is not possible because of lack of space, interference with utility poles, etc. For that reason, he said that some of the tree basins will be filled in but that trees will be planted in other locations, leading to a net increase of 17 trees along the street. The removed trees would be replaced by red maples and ginkgo trees.

Several written protests were submitted and over 50 people spoke in opposition to the removal of the trees. While a few people acknowledged the need to remove severely damaged or unhealthy trees, the vast majority of speakers detailed the negative effects that the removals would have on the community. Themes that came up repeatedly:

- Such a dramatic loss of tree canopy would have a detrimental health affect due to lack of shade/increased temperatures.
- Removing such a large number of trees runs counter to the City's environmental efforts to reduce global warming.
- The environmental and health benefits of newly planted trees would not be felt for many years, if not decades.



San Francisco Public Works

Making San Francisco a beautiful, livable, vibrant, and sustainable city.

- The ficus trees are a symbol of the Mission District and hold special significance to residents.
- The City would never propose such a radical removal in wealthier neighborhoods.
- Replacement of the ficus trees with red maples and ginkos ignores the cultural significance of the trees and threatens to speed the gentrification of the neighborhood.
- If the City had maintained the trees properly, the damage would not have been so severe, so the City should fix the problem rather than clear-cutting the trees.
- Technology should be available to maintain rather than cut down the trees.
- If the City decides that the ficus trees need to be removed, this should not happen all at once, but rather the removal should be spread out over time to lessen the impact.

Concerns were raised whether the proposed tree removals had received CEQA clearance. Removal of hazardous and dying trees was considered in the Categorical Exemption granted in the 2014 Urban Forest Plan, (case no 2013.1517E) which also analyzed the cumulative impacts associated with the plan.

Following the hearing, based on the large amount of negative feedback received during public comment, Urban Forestry staff reviewed the 52 trees proposed for removal on site, to see if any additional trees could be retained, and some of the structural issues mitigated through experimental/aggressive pruning. Based on this review, four of the 52 trees proposed for removal will now be retained:

2836 24th St (tree no. 2): Remove very large eastern stem that is being damaged by autos and has a weak attachment, and perform canopy reduction to rest of tree;

2850 24th St. (tree no. 1): Main stem union is wide and the site is not replantable due to the bus zone. The tree has other structural issues, but experimental/aggressive pruning would reduce potential failures;

3200 24th St. (tree no. 1): Remove the large stem damaged by autos. The tree is smaller than the others and if it is retained, along with 3230 (tree no. 1), it would preserve a row of 4 trees;

3230 24th St. (tree no. 1): Relatively small ficus that was heavily shaded by larger tree that failed/split apart during a storm. The tree has large gaps in canopy but could be pruned.

Recommendation:

After consideration of correspondence and testimony provided at the hearing, the decision is to approve the removal of 48 street trees along 24th Street with replacement. There is room to plant an additional 17 street trees along 24th St. which will also be done as part of the replacement tree plantings. The replacement tree sizes will be both 24" box and 36" box size trees, depending on required space from utilities and species availability. The species will be both red maple (*Acer rubrum*) and ginkgo (*Ginkgo biloba*). The replacement trees and necessary sidewalk repairs shall be completed within three months after the removal of the trees and stumps have occurred. The trees will be removed and the stumps grinded/removed, before the tree contractor moves onto the next block.

List of 48 trees approved for removal on 24th Street:

2700 (removal of 3); 2726-2736 (no replacement/stop sign); 2701-2749 (3 trees); 2752 (no replacement-street light); 2782-2786; 2792-2794 (remove 2, replace 1/stop sign/intersection); 2773-2781; 2751; 2800 (possible replacement/shift bike rack); 2804; 2824-2826; 2836-2838 (tree no. 1); 2839-2847; 2850 (tree no.

2); 2858-2860; 2870; 2872-2876; 2878-2880 (no replacement); 2863-2869 (replace in front of 2871/street light); 2893-2899; 2900; 2904; 2912-2916; 2917-2919 (dead Brisbane box tree); 2966-2970 (remove 2/replace 1 at 2962); 3000-3008; 3013; 3024 (2 trees); 3032-3034; 3041-3047; 3049-3055 (no replacement/stop sign); 3050-3058; 3062-3068; 3069-3075; 3078-3080; 3088-3090; 3156-3158; 3175-3181; 3160; 3260-3264 (no replacement/bus zone); 3278-"3290" (no replacement; bus zone, where plaza begins).

List of 29 trees that were previously being considered for removed, but will be retained, and pruned in an aggressive/experimental manner to address potential stem failures:

2718-2722; 2726-2734 (2 trees); 2701-2749 (tree no. 2 & 3); 2754; 2778; 2790; 2773-2781 (tree no. 2 & 3); 2809; 2833; 2836-2838 (tree no. 2); 2839-2847; 2850 (tree no. 1); 2851-2857 (tree no. 2); 3044; 3035-3039; 3050-3058 (tree no. 2); 3070-3076; 3092-3098; 3166-3168 (tree no. 1 & 2); 3172-3176; 3182-3194 (tree no. 1 & 2); 3200 (tree no. 1); 3225; 3230 (tree no.1)

Appeal:

This order may be appealed to the Board of Appeals within 15 days of August 26th, 2019.

Board of Appeals

1650 Mission, Room 304

San Francisco, CA 94103 (between Van Ness and Duboce Avenues)

Phone: 415.575.6880 Fax: 415.575.6885

Regular office hours of the Board of Appeals are Monday through Friday from 8am to 5pm. Appointments may be made for filing an appeal by calling 415-575-6880. All appeals must be filed in person. For additional information on the San Francisco Board of Appeals and to view the Appeal Process Overview, please visit their website at <http://sfgov.org/bdappeal/>

X

DocuSigned by:

Nuru, Mohammed

Nuru, Mohammed
Director

BOARD OF APPEALS

SEP 03 2019

APPEAL # 19-097



CITY & COUNTY OF SAN FRANCISCO
BOARD OF APPEALS

Date Filed:

BOARD OF APPEALS

SEP 09 2019

APPEAL #

19-099

PRELIMINARY STATEMENT OF APPEAL

I / We, **Zach Karnazes**, hereby appeal the following departmental action: **ISSUANCE of Public Works Order No. 201771** by the **San Francisco Public Works, Bureau of Urban Forestry** which was issued or became effective on: **August 26, 2019**, to: **San Francisco Public Works Bureau of Urban Forestry**, for the property located at: **24th Street Between Potrero Avenue and Mission Street.**

BRIEFING SCHEDULE:

The Appellant may, but is not required to, submit a one page (double-spaced) supplementary statement with this Preliminary Statement of Appeal. No exhibits or other submissions are allowed at this time.

Appellant's Brief is due on or before: **October 17, 2019, (no later than three Thursdays prior to the hearing date)**, up to 12 pages in length, double-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible. _____

Respondent's and Other Parties' Briefs are due on or before: **October 31, 2019, (no later than one Thursday prior to hearing date)**, up to 12 pages in length, doubled-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible.

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Hearing Date: **Wednesday, November 6, 2019, 5:00 p.m., City Hall, Room 416, One Dr. Carlton B. Goodlett Place.**

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If you have any questions please call the Board of Appeals at 415-575-6880

The reasons for this appeal are as follows:

Appellant or Agent (Circle One):

Signature: _____

Print Name: _____

Dear SF Board of Appeals, BUF, DPW, Mayor's Office on Disability, and other concerned parties:

I would like to appeal the decision on the removal of The 48 ficus trees along 24th St. in the Mission District. Aside from the obvious beautification these trees offer our neighborhood, I'd like to protest the removal on the grounds that:

- 1)** these are culturally significant to the area and are a key identifying factor of the Mission neighborhood. They are a landmark for the community here.
- 2)** most if not all of these trees appear to be in good health, with lots of foliage and new growth
- 3)** these trees compose a massive canopy in the area, are a vital source of fresh air and carbon reduction, and also form important habitats for birds and other beneficial wildlife.
- 4)** despite their claims, BUF / DPW has not done an adequate job of outreach for informing the community of these removals, in order to give the entire community a chance to attend the original hearings.
- 5)** last, and probably most importantly, these trees were not properly noticed to the community. As a disabled person, I did not have timely access to these notices and have been asking BUF for more than a year to make an online database with accessible notices for those of us with mobility issues, vision impairments, and other limiting disabilities. I am bedridden for most of the time, and I'm not able to survey my neighborhood for 30 day notices on trees (most of which are usually destroyed by the elements).

Thank you for your time and consideration,

-Zach Karnazes

BOARD OF APPEALS

09 2019
APPEAL # 19-099



CITY & COUNTY OF SAN FRANCISCO
BOARD OF APPEALS

Date Filed:

BOARD OF APPEALS

SEP 09 2019

APPEAL #

19-100

PRELIMINARY STATEMENT OF APPEAL

I / We, **Calle 24 Latino Cultural District**, hereby appeal the following departmental action: **ISSUANCE of Public Works Order No. 201771** by the **San Francisco Public Works, Bureau of Urban Forestry** which was issued or became effective on: **August 26, 2019**, to: **Department of Public Works Bureau of Urban Forestry**, for the property located at: **24th Street Between Potrero Avenue and Mission Street**.

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Respondent's and Other Parties' Briefs are due on or before: **October 31, 2019, (no later than one Thursday prior to hearing date)**, up to 12 pages in length, doubled-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible.

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If you have any questions please call the Board of Appeals at 415-575-6880

The reasons for this appeal are as follows:

See attached statement

Appellant or Agent (Circle One):

Signature:

Print Name:

ERICK ARGUELLO

September 06, 2019

BOARD OF APPEALS

SEP 09 2019

19-100

On behalf of Calle 24 Latino Cultural District we are appealing Public Works Order No: 201771.

APPEAL #

The Calle 24 Latino Cultural District was designated by the City and County of San Francisco in 2014 because of gentrification and displacement occurring in the neighborhood. One of its goals is to preserve our community cultural assets. Through a community process, we reached out to over 4,000 in the neighborhood. Through public meetings, stake holder interviews and focus groups, we identified cultural assets that were important historically and culturally. Some of these cultural assets identified included small businesses, events, murals, low-riders, plazas and our historic trees.

These trees are important historical aspects in the development of Calle 24. For nearly 40 years these trees have been an identity marker rivaling La Rambla in Barcelona, Spain. As we know today, the Mission district has been experiencing unprecedented gentrification and displacement. The removal of the trees represents unnecessary negative change that will further gentrification and displacement. The trees are become an important part of the character and culture representing the Latino community. The trees have become the only consistent image and show of strength and comfort during these troubling times for our neighborhood. The trees are mature and have one of the thickest canopies of leaves in the Mission. It will take another 40 years to reach this stage again. There have been many attempts over the years and many inconsistencies as to why the trees are being removed. In 2011 the Calle 24 community came together to discuss the next generation of trees. The agreement with the city was to only replace trees that were deemed dead one at a time. The trees are part of the community. They welcome visitors, hold up and celebrate our holiday lights, protect us from rain and the summer sun. They create the character and life of the corridor. We need to protect them, nurture them and make the necessary investment to keep them healthy and part of the community's cultural identity and health.

If you have any questions please contact us at info@calle24sf.org.

Calle 24 Latino Cultural District

City and County of San Francisco



London N. Breed, Mayor
Mohammed Nuru, Director

San Francisco Public Works

GENERAL - DIRECTOR'S OFFICE

City Hall, Room 348
1 Dr. Carlton B. Goodlett Place, S.F., CA 94102
(415) 554-6920 www.SFPublicWorks.org



BOARD OF APPEALS

SEP 09 2019

APPEAL #

19-100

Public Works Order No: 201771

The Director of Public Works held a Public Hearing on Wednesday, June 5th, 2019 commencing at 5:30 PM at City Hall, Room 416, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102. The hearing was to consider Order No. 201124, the removal of fifty-two (52) street trees (51 Ficus / 1 Brisbane box) with replacement (unless otherwise noted) along 24th Street between Potrero Ave. and Mission St.

Findings:

The Bureau of Urban Forestry (BUF) representative, Chris Buck, gave testimony explaining the decision to remove 52 street trees (51 ficus and 1 Brisbane box) along 24th Street. BUF staff approved the removal of the street trees and the public protested. Mr. Buck explained the problems caused by ficus trees and outlined the department's policy toward removal of ficus trees, which is contained in DPW Order No. 183151.

Initially, the department sought to remove 77 street trees, as stated at the first community meeting for reasons that included poor health and safety concerns (such as instability caused by split branches and trunks). Following multiple community meetings and extensive outreach, based on the large amount of community feedback against the proposed removals, BUF reduced the number of trees proposed for removal from 77 to 52 and proposed experimental/aggressive pruning on 25 of the ficus trees. He noted the requirement that the City replace removed trees, but noted that in this case there are locations where replacement is not possible because of lack of space, interference with utility poles, etc. For that reason, he said that some of the tree basins will be filled in but that trees will be planted in other locations, leading to a net increase of 17 trees along the street. The removed trees would be replaced by red maples and ginkgo trees.

Several written protests were submitted and over 50 people spoke in opposition to the removal of the trees. While a few people acknowledged the need to remove severely damaged or unhealthy trees, the vast majority of speakers detailed the negative effects that the removals would have on the community. Themes that came up repeatedly:

- Such a dramatic loss of tree canopy would have a detrimental health affect due to lack of shade/increased temperatures.
- Removing such a large number of trees runs counter to the City's environmental efforts to reduce global warming.
- The environmental and health benefits of newly planted trees would not be felt for many years, if not decades.



San Francisco Public Works
Making San Francisco a beautiful, livable, vibrant, and sustainable city.

BOARD OF APPEALS

SEP 09 2019

- APPEAL # 19-100
- The ficus trees are a symbol of the Mission District and hold special significance to residents.
 - The City would never propose such a radical removal in wealthier neighborhoods.
 - Replacement of the ficus trees with red maples and ginkos ignores the cultural significance of the trees and threatens to speed the gentrification of the neighborhood.
 - If the City had maintained the trees properly, the damage would not have been so severe, so the City should fix the problem rather than clear-cutting the trees.
 - Technology should be available to maintain rather than cut down the trees.
 - If the City decides that the ficus trees need to be removed, this should not happen all at once, but rather the removal should be spread out over time to lessen the impact.

Concerns were raised whether the proposed tree removals had received CEQA clearance. Removal of hazardous and dying trees was considered in the Categorical Exemption granted in the 2014 Urban Forest Plan, (case no 2013.1517E) which also analyzed the cumulative impacts associated with the plan.

Following the hearing, based on the large amount of negative feedback received during public comment, Urban Forestry staff reviewed the 52 trees proposed for removal on site, to see if any additional trees could be retained, and some of the structural issues mitigated through experimental/aggressive pruning. Based on this review, four of the 52 trees proposed for removal will now be retained:

2836 24th St (tree no. 2): Remove very large eastern stem that is being damaged by autos and has a weak attachment, and perform canopy reduction to rest of tree;

2850 24th St. (tree no. 1): Main stem union is wide and the site is not replantable due to the bus zone. The tree has other structural issues, but experimental/aggressive pruning would reduce potential failures;

3200 24th St. (tree no. 1): Remove the large stem damaged by autos. The tree is smaller than the others and if it is retained, along with 3230 (tree no. 1), it would preserve a row of 4 trees;

3230 24th St. (tree no. 1): Relatively small ficus that was heavily shaded by larger tree that failed/split apart during a storm. The tree has large gaps in canopy but could be pruned.

Recommendation:

After consideration of correspondence and testimony provided at the hearing, the decision is to approve the removal of 48 street trees along 24th Street with replacement. There is room to plant an additional 17 street trees along 24th St. which will also be done as part of the replacement tree plantings. The replacement tree sizes will be both 24" box and 36" box size trees, depending on required space from utilities and species availability. The species will be both red maple (*Acer rubrum*) and ginkgo (*Ginkgo biloba*). The replacement trees and necessary sidewalk repairs shall be completed within three months after the removal of the trees and stumps have occurred. The trees will be removed and the stumps grinded/removed, before the tree contractor moves onto the next block.

List of 48 trees approved for removal on 24th Street:

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2); 2858-2860; 2870; 2872-2876; 2878-2880 (no replacement); 2863-2869 (replace in front of 2871/street light); 2893-2899; 2900; 2904; 2912-2916; 2917-2919 (dead Brisbane box tree); 2966-2970 (remove 2/replace 1 at 2962); 3000-3008; 3013; 3024 (2 trees); 3032-3034; 3041-3047; 3049-3055 (no replacement/stop sign); 3050-3058; 3062-3068; 3069-3075; 3078-3080; 3088-3090; 3156-3158; 3175-3181; 3160; 3260-3264 (no replacement/bus zone); 3278-"3290" (no replacement; bus zone, where plaza begins).

List of 29 trees that were previously being considered for removed, but will be retained, and pruned in an aggressive/experimental manner to address potential stem failures:

2718-2722; 2726-2734 (2 trees); 2701-2749 (tree no. 2 & 3); 2754; 2778; 2790; 2773-2781 (tree no. 2 & 3); 2809; 2833; 2836-2838 (tree no. 2); 2839-2847; 2850 (tree no. 1); 2851-2857 (tree no. 2); 3044; 3035-3039; 3050-3058 (tree no. 2); 3070-3076; 3092-3098; 3166-3168 (tree no. 1 & 2); 3172-3176; 3182-3194 (tree no. 1 & 2); 3200 (tree no. 1); 3225; 3230 (tree no.1)

Appeal:

This order may be appealed to the Board of Appeals within 15 days of August 26th, 2019.

Board of Appeals

1650 Mission, Room 304

San Francisco, CA 94103 (between Van Ness and Duboce Avenues)

Phone: 415.575.6880 Fax: 415.575.6885

Regular office hours of the Board of Appeals are Monday through Friday from 8am to 5pm. Appointments may be made for filing an appeal by calling 415-575-6880. All appeals must be filed in person. For additional information on the San Francisco Board of Appeals and to view the Appeal Process Overview, please visit their website at <http://sfgov.org/bdappeal/>

BOARD OF APPEALS
SEP 09 2019
APPEAL # 19-100

X

DocuSigned by:

Nuru, Mohammed

Nuru, Mohammed

Director



FILE

BOARD OF APPEALS

Date Filed:

SEP 09 2019

APPEAL # 19-101

CITY & COUNTY OF SAN FRANCISCO
BOARD OF APPEALS

PRELIMINARY STATEMENT OF APPEAL

I / We, **Kindra Scharich**, hereby appeal the following departmental action: **ISSUANCE of Public Works Order No. 201771** by the **San Francisco Public Works, Bureau of Urban Forestry** which was issued or became effective on: **August 26, 2019**, to: **San Francisco Public Works Bureau of Urban Forestry**, for the property located at: **24th Street between Potrero Avenue and Mission Street.**

BRIEFING SCHEDULE:

The Appellant may, but is not required to, submit a one page (double-spaced) supplementary statement with this Preliminary Statement of Appeal. No exhibits or other submissions are allowed at this time.

Appellant's Brief is due on or before: **October 17, 2019, (no later than three Thursdays prior to the hearing date)**, up to 12 pages in length, double-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible. KS

Respondent's and Other Parties' Briefs are due on or before: **October 31, 2019, (no later than one Thursday prior to hearing date)**, up to 12 pages in length, doubled-spaced, with unlimited exhibits, with eleven (11) copies delivered to the Board office by 4:30 p.m., and with additional copies delivered to the other parties the same day. In addition, an electronic copy should be emailed to: boardofappeals@sfgov.org if possible.

Only photographs and drawings may be submitted by the parties at the hearing.

Hearing Date: **Wednesday, November 6, 2019, 5:00 p.m., City Hall, Room 416, One Dr. Carlton B. Goodlett Place.**

All parties to this appeal must adhere to the briefing schedule above, however if the hearing date is changed, the briefing schedule MAY also be changed. Written notice will be provided of any change to the briefing schedule.

In order to have their documents sent to the Board members prior to hearing, **members of the public** should submit eleven (11) copies of all documents of support/opposition no later than one Thursday prior to hearing date by 4:30 p.m. Please note that names and contact information included in submittals from members of the public will become part of the public record. Submittals from members of the public may be made anonymously.

Please note that in addition to the parties' briefs, any materials that the Board receives relevant to this appeal, including letters of support/opposition from members of the public, are distributed to Board members prior to hearing. All such materials are available for inspection at the Board's office. You may also request a copy of the packet of materials that are provided to Board members at a cost of 10 cents per page, per S.F. Admin. Code Ch. 67.28.

If you have any questions please call the Board of Appeals at 415-575-6880

The reasons for this appeal are as follows:

Appellant or Agent (Circle One):

Signature: 

Print Name: KINDRA SCHARICH

BOARD OF APPEALS

SEP 09 2019

APPEAL # 19-101

September 9, 2019

Regarding Public Works Order No: 201771

San Francisco Board of Appeals

1650 Mission Street, Room 304

San Francisco, CA

Kindra Scharich

3158 24th Street

San Francisco, CA 94110

To the San Francisco Board of Appeals:

My name is Kindra Scharich, resident of 3158 24th Street in San Francisco. I am writing to appeal the decision of the Department of Public Works regarding Order No. 201771.

The order creates unnecessarily harsh and untenable living conditions for the residents and businesses of the already stressed 24th Street corridor. Eliminating a community's entire green space, their shade, their rustling breezes and shelter is cruel and unusual punishment of the most egregious kind. My apartment faces 24th street, and is just adjacent to Wise Sons' Deli, at the corner of Shotwell and 24th St. Several months ago the ficus tree in front of Wise Sons' was removed and the fallout from that SINGLE TREE removal has been palpable. Wise Sons' deli now encounters DIRECT SUNLIGHT (see pictures provided) for most of the day, making it terrible for business.

My apartment has risen 5 degrees overall from that one tree removal, and my heart breaks for my neighbors living above Wise Sons' as surely their apartments have been deemed almost unlivable. In the sunniest part of our city, during a time of more extreme temperatures and global warming, it is UNCONSCIONABLE to make such a careless decision regarding the future of our tree canopy. I and hundreds of other residents of the Mission showed up to fight this terrible decision. The impact on our community will be absolutely devastating if the order is allowed to stand. We beseech the Board of Appeals to immediately retract this order for total tree elimination in our neighborhoods.

City and County of San Francisco

San Francisco Public Works



London N. Breed, Mayor
Mohammed Nuru, Director

BOARD OF APPEALS

SEP 09 2019

APPEAL # 19-101

GENERAL - DIRECTOR'S OFFICE

City Hall, Room 348
1 Dr. Carlton B. Goodlett Place, S.F., CA 94102
(415) 554-6920 ■ www.SFPublicWorks.org



Public Works Order No: 201771

The Director of Public Works held a Public Hearing on Wednesday, June 5th, 2019 commencing at 5:30 PM at City Hall, Room 416, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102. The hearing was to consider Order No. 201124, the removal of fifty-two (52) street trees (51 Ficus / 1 Brisbane box) with replacement (unless otherwise noted) along 24th Street between Potrero Ave. and Mission St.

Findings:

The Bureau of Urban Forestry (BUF) representative, Chris Buck, gave testimony explaining the decision to remove 52 street trees (51 ficus and 1 Brisbane box) along 24th Street. BUF staff approved the removal of the street trees and the public protested. Mr. Buck explained the problems caused by ficus trees and outlined the department's policy toward removal of ficus trees, which is contained in DPW Order No. 183151.

Initially, the department sought to remove 77 street trees, as stated at the first community meeting for reasons that included poor health and safety concerns (such as instability caused by split branches and trunks). Following multiple community meetings and extensive outreach, based on the large amount of community feedback against the proposed removals, BUF reduced the number of trees proposed for removal from 77 to 52 and proposed experimental/aggressive pruning on 25 of the ficus trees. He noted the requirement that the City replace removed trees, but noted that in this case there are locations where replacement is not possible because of lack of space, interference with utility poles, etc. For that reason, he said that some of the tree basins will be filled in but that trees will be planted in other locations, leading to a net increase of 17 trees along the street. The removed trees would be replaced by red maples and ginkgo trees.

Several written protests were submitted and over 50 people spoke in opposition to the removal of the trees. While a few people acknowledged the need to remove severely damaged or unhealthy trees, the vast majority of speakers detailed the negative effects that the removals would have on the community. Themes that came up repeatedly:

- Such a dramatic loss of tree canopy would have a detrimental health affect due to lack of shade/increased temperatures.
- Removing such a large number of trees runs counter to the City's environmental efforts to reduce global warming.
- The environmental and health benefits of newly planted trees would not be felt for many years, if not decades.



San Francisco Public Works
Making San Francisco a beautiful, livable, vibrant, and sustainable city.

- The ficus trees are a symbol of the Mission District and hold special significance to residents.
- The City would never propose such a radical removal in wealthier neighborhoods.
- Replacement of the ficus trees with red maples and ginkos ignores the cultural significance of the trees and threatens to speed the gentrification of the neighborhood.
- If the City had maintained the trees properly, the damage would not have been so severe, so the City should fix the problem rather than clear-cutting the trees.
- Technology should be available to maintain rather than cut down the trees.
- If the City decides that the ficus trees need to be removed, this should not happen all at once, but rather the removal should be spread out over time to lessen the impact.

Concerns were raised whether the proposed tree removals had received CEQA clearance. Removal of hazardous and dying trees was considered in the Categorical Exemption granted in the 2014 Urban Forest Plan, (case no 2013.1517E) which also analyzed the cumulative impacts associated with the plan.

Following the hearing, based on the large amount of negative feedback received during public comment, Urban Forestry staff reviewed the 52 trees proposed for removal on site, to see if any additional trees could be retained, and some of the structural issues mitigated through experimental/aggressive pruning. Based on this review, four of the 52 trees proposed for removal will now be retained:

2836 24th St (tree no. 2): Remove very large eastern stem that is being damaged by autos and has a weak attachment, and perform canopy reduction to rest of tree;

2850 24th St. (tree no. 1): Main stem union is wide and the site is not replantable due to the bus zone. The tree has other structural issues, but experimental/aggressive pruning would reduce potential failures;

3200 24th St. (tree no. 1): Remove the large stem damaged by autos. The tree is smaller than the others and if it is retained, along with 3230 (tree no. 1), it would preserve a row of 4 trees;

3230 24th St. (tree no. 1): Relatively small ficus that was heavily shaded by larger tree that failed/split apart during a storm. The tree has large gaps in canopy but could be pruned.

Recommendation:

After consideration of correspondence and testimony provided at the hearing, the decision is to approve the removal of 48 street trees along 24th Street with replacement. There is room to plant an additional 17 street trees along 24th St. which will also be done as part of the replacement tree plantings. The replacement tree sizes will be both 24" box and 36" box size trees, depending on required space from utilities and species availability. The species will be both red maple (*Acer rubrum*) and ginkgo (*Ginkgo biloba*). The replacement trees and necessary sidewalk repairs shall be completed within three months after the removal of the trees and stumps have occurred. The trees will be removed and the stumps grinded/removed, before the tree contractor moves onto the next block.

List of 48 trees approved for removal on 24th Street:

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BOARD OF APPEALS
SEP 09 2019
APPEAL # 19-101

X

DocuSigned by:

Nuru, Mohammed

Nuru, Mohammed

Director

APPELLANT'S BRIEF FOR APPEAL NO. 19-097

FILE

Appeal No. 19-097**Appellant:** Joshua Klipp**Respondent:** Dept. of Public Works-Bureau of Urban Forestry**Date Filed:** October 17, 2019**Hearing Date:** November 6, 2019

BOARD OF APPEALS

OCT 17 2019

APPEAL # 19-097

I. Introduction

Appellant, Joshua Klipp, respectfully appeals the Department of Public Works' decision approving the removal of forty-eight (48) street trees in the Mission along 24th Street between Mission Street and Potrero Avenue.

II. Argument Summary

- The City's accelerated tree removal efforts in the face of a Climate Emergency and irreversible climate change are wholly irresponsible, especially in light of the fact that last year San Francisco's already paltry urban canopy lost 2,507 trees.
- The City's accelerated tree removal efforts are also irresponsible in light of the fact that the City has barely, if at all, budgeted sufficient funds to replace it's trees 1:1, let alone make up for the environmental losses of large trees that are replaced with tiny saplings.
- The tree removal along 24th Street will result in massive losses to that neighborhood - a neighborhood which has already suffered through waves of gentrification and displacement - and result in everything from the loss of carbon sequestration along traffic choked streets, cleaner air, filtration of massive amounts of stormwater, and an already diminishing ecology.

- The City's replacement strategy for this removal fail to compensate the Mission - and the City - for these losses.

III. Factual Background

At 13.7%, San Francisco has the worst urban canopy of any major city in the United States.¹ In 2014, San Francisco released a 20 year plan to add 50,000 trees to our City's streets and public rights of way by 2034, or an average of 2,500 trees per year.² According to San Francisco Urban Forestry Council Reports³:

- In 2015, San Francisco netted only 1,810 additional trees - 1,033 short of 2,500
- In 2016, San Francisco netted only 302 additional trees - 2,198 short of 2,500
- In 2017, San Francisco netted only 111 additional trees - 2,398 short of 2,500
- In 2018, San Francisco netted **ONE** single tree - 2,499 short of 2,500.
- And in the last fiscal year, San Francisco **LOST 2,507 trees**.⁴

Since the Urban Forest Plan was released in 2014, rather than gain 12,500 trees, San Francisco has LOST 276.

Earlier this year, the Board of Supervisors passed a resolution declaring that San Francisco is in a Climate Emergency. This resolution effectively required San Francisco's Department of the Environment to develop a revised climate action strategy listing out actions we must take to avoid reaching a point of no return with respect to climate change. On July 22, 2019, the Director for the Department of the Environment,

¹ See San Francisco 2014 Urban Forest Plan (https://default.sfplanning.org/plans-and-programs/planning-for-the-city/urban-forest-plan/Urban_Forest_Plan_Final-092314WEB.pdf).

² *Id.*

³ See <https://sfenvironment.org/article/urban-forestry/annual-urban-forest-reports>

⁴ https://drive.google.com/file/d/1aOWzyJZqdY2f_cTsohRcL6B1Efws4x2g/view?usp=sharing

Deborah Rafael, and members of hers and various City Departments, presented the new strategy and recommendations to the Board of Supervisors' Land Use and Transportation Committee.⁵

Notably, Director Rafael stressed near the beginning of her presentation the massive importance of planting trees.⁶ She made this point because, even with all of San Francisco's progressive environmental initiatives, we are still failing to sequester enough CO2, and trees are one of the few things on this planet that perform this human life-sustaining function. The Department of the Environment's Wendy Goodfriend went on to say that the City has, at most, ten years to activate and fully engage all possible carbon sequestration and mitigation efforts before climate change impacts are irreversible.⁷

Unfortunately, in this fiscal year, the City failed to budget enough money to plant enough carbon sequestering trees to even begin to meet these demonstrated sequestration needs. In fact, according to a presentation by the Bureau of Urban Forestry's Superintendent Carla Short to the Urban Forestry Council on August 27th, 2019, the City has not even budgeted enough to replace the trees it is removing 1:1.⁸

Now, in the context of these facts, the City continues to take down massive trees in swaths all across the city: 48 along this short stretch of 24th Street in the Mission, 60 along 16th Street for a new bus lane, 39 in Hayes Valley, 7 along Washington Square Park in North Beach (after SFRPD already took out over a dozen trees in that single

⁵ See http://sanfrancisco.granicus.com/MediaPlayer.php?view_id=10&clip_id=33695&meta_id=744803

⁶ *Id.*

⁷ *Id.*

⁸ http://sanfrancisco.granicus.com/ViewPublisher.php?view_id=129

park alone in the last year), 13 on one block of Mission Street in SOMA, and dozens more all over San Francisco - all these in the last 6 months alone. Notably, this does not include the 600-700 trees that will be removed as part of the new Market Street plan, the 300 trees coming out for 2 development projects in Laurel Heights, trees removed all over the City for attrition and development (including trees illegally removed by developers which go unprosecuted), SFRPD Capital Projects (or lack of maintenance), or the thousands of trees reaching their end of life in our parks and the Presidio.

With regard to the trees at issue in the appealed permit, an informal i-tree Design report indicates that these trees on this short stretch of 24th Street alone have already:⁹

- Sequestered nearly a quarter of a million lbs of CO₂;
- Intercepted nearly 1.5 million gallons of stormwater runoff; and
- conserved 45,543.4 Kilowatt-hours of electricity.

In this past year alone, it is estimated that these trees have:

- Intercepted nearly 90,000 gallons of stormwater
- Sequestered 10,000lbs of CO₂; and
- Conserved nearly 3,000 Kilowatt-hours of electricity.

IV. Argument

A. The City is failing to protect its current and future residents from the impacts of climate change.

The City's Board of Supervisors has already acknowledged that we are in a climate crisis, and the Department of the Environment has specifically called out the

⁹ See Exhibit 1, hereto.

need to plant more trees in order to sequester more CO2. Despite this, the City has failed to budget enough money to fund the even a minimal number of trees for adequate sequestration, failed to meet even its most basic 2014 Urban Forest Plan goals, and is now hemorrhaging the very - slow growing, in some instances irreplaceable - natural asset and ally that it needs for the sustenance of human life.

B. The City's "replacement strategy" is inadequate, and fails to take into consideration the impact this removal will have on the neighborhood.

The City's replacement strategy is, at best, 1:1, with a hope and a prayer that these trees even survive to establishment in a rugged and harsh urban environment. This replacement may have been deemed sufficient in the days we naively thought we weren't injuring the planet, but now we know better, and even our City's top officials have acknowledged this. If this removal and replacement is allowed to go forward, the Mission will lose all of the environmental benefits listed above, and not come close to recuperating them until we are well beyond the planet's point of no return.


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V. Conclusion

For the foregoing reasons, Appellant respectfully objects to the implementation of this permit and removal. Appellant respectfully requests that the City: (1) stagger removal and only then when based only on a tree-by-tree determination that a tree is a hazard and safety risk to humans; (2) implement a biomass replanting strategy (e.g. plant an inch of trunk for every trunk removed); and (3) implement a strategy to plant and water all empty basins in the Mission District within the next three years.

Respectfully submitted,

Signature: 

Date: 10/16/2019

EXHIBIT 1



Total Projected Benefits (2019-2034) - Over the next 15 years, based on forecasted tree growth, i-Tree Design projects total benefits worth \$24,495:

- \$5,935 of stormwater runoff savings by intercepting 1,483,647 gallons of rainfall
- \$3,311 of air quality improvement savings by absorbing and intercepting pollutants such as ozone, sulfur dioxide, nitrogen dioxide, and particulate matter; reducing energy production needs; and lowering air temperature
- \$3,337 of savings by reducing 143,536 lbs. of atmospheric carbon dioxide through CO₂ sequestration and decreased energy production needs and emissions
- \$5,004 of summer energy savings by direct shading and air cooling effect through evapotranspiration
- \$6,908 of winter energy savings by slowing down winds and reducing home heat loss

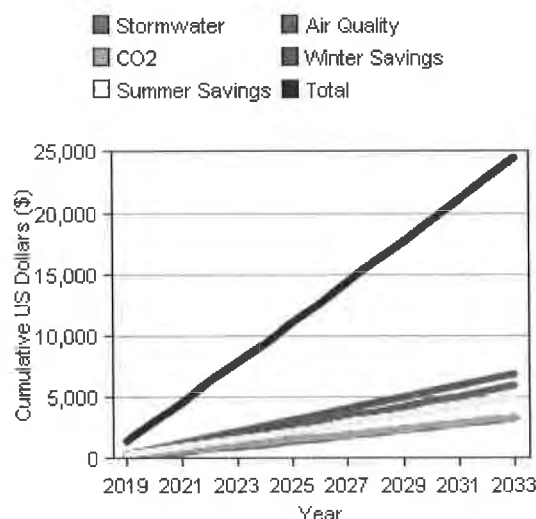


Figure 1. Tree benefit forecast for 15 years

- Stormwater
- Air Quality
- Winter Savings
- CO2
- Summer Savings



Figure 2. Annual tree benefits for 2019

Current Year - For 2019, i-Tree Design estimates annual tree benefits of \$1,529.23:

- \$359.27 of stormwater runoff savings by intercepting 89,787 gallons of rainfall
- \$191.23 of air quality improvement savings
- \$223.10 of carbon dioxide reduction savings
- \$317.13 of summer energy savings
- \$438.50 of winter energy savings

A cooperative initiative between:



Arbor Day Foundation™



Future Year - In the year 2034, based on forecasted tree growth, i-Tree Design projects annual benefits of \$1,727.87:

- \$433.73 of stormwater runoff savings by intercepting 108,427 gallons of rainfall
- \$252.10 of air quality improvement savings
- \$219.33 of carbon dioxide reduction savings
- \$341.19 of summer energy savings
- \$481.52 of winter energy savings

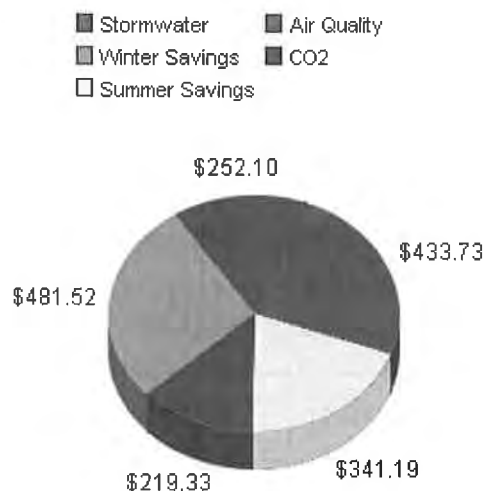


Figure 3. Annual tree benefits for the year 2034

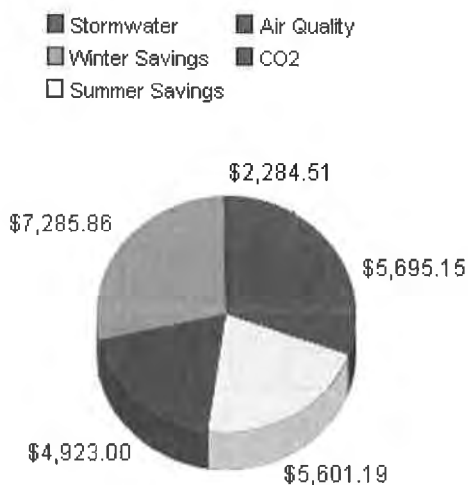


Figure 4. Total benefits to date

Total Benefits to Date - Over the life of the tree(s) so far, i-Tree Design calculates total benefits worth \$25,790:

- \$5,695 of stormwater runoff savings by intercepting 1,423,728 gallons of rainfall
- \$2,285 of air quality improvement savings
- \$4,923 of carbon dioxide reduction savings
- \$5,601 of summer energy savings
- \$7,286 of winter energy savings

A cooperative initiative between:



Arbor Day Foundation





Individual Tree Benefits

Tree	DBH (in)	Condition	Location to Structure	Benefits			
				Current Year (2019)	Future Year (2034)	Projected Total (2019-2034)	Total to Date
1. Indian laurel fig	20	Fair	1: East (28 ft) 2: East (89 ft)	\$24.92	\$33.35	\$450	\$403
2. Indian laurel fig	25	Fair	1: East (24 ft) 2: East (91 ft)	\$34.70	\$36.49	\$533	\$689
3. Indian laurel fig	22	Fair	1: East (58 ft) 2: East (58 ft)	\$40.82	\$43.43	\$632	\$699
4. Indian laurel fig	20	Fair	1: East (55 ft) 2: East (60 ft)	\$30.29	\$38.53	\$529	\$528
5. Indian laurel fig	22	Fair	1: East (56 ft) 2: East (59 ft)	\$37.17	\$39.78	\$577	\$645
6. Indian laurel fig	25	Fair	1: East (72 ft) 2: East (38 ft)	\$34.70	\$36.49	\$533	\$690
7. Indian laurel fig	20	Fair	1: East (44 ft) 2: Northeast (65 ft)	\$30.29	\$38.53	\$529	\$528
8. Indian laurel fig	24	Fair	1: East (36 ft) 2: Northeast (72 ft)	\$33.80	\$35.81	\$522	\$625
9. Indian laurel fig	23	Fair	1: East (74 ft) 2: Northeast (33 ft)	\$42.85	\$45.15	\$660	\$791
10. Indian laurel fig	22	Fair	1: East (73 ft) 2: Northeast (33 ft)	\$41.94	\$44.55	\$649	\$711
11. Indian laurel fig	26	Fair	1: East (69 ft) 2: Northeast (37 ft)	\$45.50	\$47.13	\$694	\$1,041
12. Indian laurel fig	22	Fair	1: East (32 ft) 2: Northeast (77 ft)	\$31.99	\$34.60	\$499	\$501
13. Indian laurel fig	20	Fair	1: East (32 ft) 2: Northeast (75 ft)	\$24.92	\$33.35	\$450	\$403
14. Indian laurel fig	18	Fair	1: East (30 ft) 2: Northeast (76 ft)	\$22.39	\$31.99	\$393	\$315

A cooperative initiative between:





15. Indian laurel fig	23	Fair	1: East (39 ft) 2: Northeast (66 ft)	\$32.90	\$35.20	\$511	\$563
16. Indian laurel fig	22	Fair	1: East (36 ft) 2: North (69 ft)	\$31.99	\$34.60	\$499	\$501
17. Indian laurel fig	22	Fair	1: East (58 ft) 2: North (46 ft)	\$46.87	\$49.48	\$722	\$775
18. Indian laurel fig	23	Fair	1: East (35 ft) 2: Northwest (67 ft)	\$32.90	\$35.20	\$511	\$563
19. Indian laurel fig	22	Fair	1: Southeast (35 ft) 2: Northwest (66 ft)	\$30.81	\$33.42	\$482	\$422
20. Indian laurel fig	22	Fair	1: Southeast (78 ft) 2: Northwest (25 ft)	\$43.29	\$45.90	\$669	\$718
21. Indian laurel fig	22	Fair	1: Southeast (83 ft) 2: Northwest (18 ft)	\$43.17	\$45.78	\$667	\$712
22. Indian laurel fig	23	Fair	1: Southeast (41 ft) 2: Northwest (59 ft)	\$39.73	\$42.03	\$613	\$657
23. Indian laurel fig	25	Fair	1: Southeast (81 ft) 2: West (18 ft)	\$44.23	\$46.02	\$676	\$847
24. Indian laurel fig	22	Fair	1: South (75 ft) 2: West (22 ft)	\$40.11	\$42.72	\$621	\$614
25. Indian laurel fig	25	Fair	1: South (47 ft) 2: West (50 ft)	\$40.46	\$42.25	\$620	\$804
26. Indian laurel fig	23	Fair	1: South (87 ft) 2: West (9 ft)	\$42.43	\$44.73	\$654	\$684

A cooperative initiative between:



Arbor Day Foundation™





27. Indian laurel fig	22	Fair	1: Southwest (45 ft) 2: West (50 ft)	\$44.51	\$47.12	\$687	\$640
28. Indian laurel fig	22	Fair	1: Southwest (86 ft) 2: West (9 ft)	\$41.52	\$44.13	\$642	\$605
29. Indian laurel fig	20	Fair	1: West (30 ft) 2: West (61 ft)	\$32.47	\$41.47	\$571	\$487
30. Indian laurel fig	21	Fair	1: Southwest (83 ft) 2: West (7 ft)	\$35.58	\$43.50	\$625	\$535
31. Indian laurel fig	22	Fair	1: West (71 ft) 2: West (29 ft)	\$40.11	\$42.72	\$621	\$614
32. Indian laurel fig	22	Fair	1: West (73 ft) 2: West (87 ft)	\$33.52	\$36.13	\$522	\$589
33. Indian laurel fig	22	Fair	1: West (69 ft) 2: West (149 ft)	\$33.52	\$36.13	\$522	\$582
34. Indian laurel fig	15	Fair	1: West (70 ft) 2: West (216 ft)	\$15.07	\$30.83	\$382	\$159
35. Indian laurel fig	24	Fair	1: West (77 ft) 2: West (277 ft)	\$25.62	\$37.34	\$419	\$503
36. Indian laurel fig	25	Fair	1: West (74 ft) 2: West (327 ft)	\$26.52	\$28.31	\$411	\$551
37. Indian laurel fig	23	Fair	1: West (70 ft) 2: West (376 ft)	\$24.72	\$26.97	\$388	\$456
38. Indian laurel fig	23	Fair	1: West (72 ft) 2: West (431 ft)	\$24.72	\$27.02	\$388	\$456
39. Indian laurel fig	21	Fair	1: West (40 ft) 2: West (378 ft)	\$25.04	\$32.86	\$466	\$415
40. Indian laurel fig	15	Fair	1: West (36 ft) 2: West (262 ft)	\$16.19	\$23.25	\$296	\$160
41. Indian laurel fig	20	Fair	1: West (79 ft) 3: East (258 ft)	\$21.61	\$34.88	\$391	\$327
42. Indian laurel fig	23	Fair	1: West (83 ft) 3: East (313 ft)	\$24.72	\$27.02	\$388	\$456

A cooperative initiative between:





43. Indian laurel fig	20	Fair	1: West (81 ft) 3: East (200 ft)	\$30.83	\$34.88	\$496	\$418
44. Indian laurel fig	21	Fair	1: West (87 ft) 3: East (132 ft)	\$32.48	\$35.50	\$510	\$523
45. Indian laurel fig	21	Fair	1: West (135 ft) 3: East (275 ft)	\$22.81	\$25.79	\$365	\$362
46. Indian laurel fig	21	Fair	1: West (149 ft) 3: Southeast (64 ft)	\$32.48	\$35.50	\$510	\$520
Total				\$1,529.23	\$1,727.87	\$24,495	\$25,790

Note: "Location to Structure" lists location information for two closest structures, with structure ID numbers shown.

DBH: "diameter at breast height" is the standard measurement of tree trunk width at 4.5 feet (1.5 meters) above the ground.

A cooperative initiative between:



APPELLANT'S BRIEF FOR APPEAL NO. 19-099

FILE

AD 11/6/19

Appeal No. 19-099

Appellant: Zachary Karnazes

Respondent: San Francisco Public Works Bureau Of Urban Forestry

Date Filed: September 9th 2019

Hearing Date: November 6th 2019

BOARD OF APPEALS

OCT 17 2019

APPEAL # 19-099

I. Introduction

Appellant, Zachary Karnazes, respectfully appeals the Department of Public Works' decision "to approve the removal of 48 street trees along 24 th Street with replacement." from Public Works Order No: 201771.

II. Argument Summary

- The physical notices posted on the street trees that were a part of this order number were not made fully accessible to the disabled public.
- Public Works (DPW) and numerous City Officials were notified of accessibility issues multiple times regarding these notices, prior to their posting, including in person at the SF Board Of Appeals hearing on January 23rd, 2019.
- These physical notices are an exclusionary process of informing the public. They do not include people who are blind or low vision, people with severe mobility impairments, or people who are bedridden for long periods of time such as myself.
- These physical notices are in an incredibly small font, and are often obscured by weather damage, poor posting practices, and/or vandalism.

- Due to the lack of accessibility of the tree notices for this order number (201771), I was not able to be informed or attend the "public" hearing for these trees that occurred on June 5th, 2019.
- These notices and the tree removal notification process is in violation of Title II of the Americans With Disabilities Act of 1990. Department of Public Works has had ample notification time to address these issues with an online database of tree notices but continues to skirt their public responsibilities.
- I have sent emails requesting a response on the following dates in 2019:

July 26th: sent an email to Chris Buck and DPW with a request for ADA compliance (did not receive a full response).

September 6: sent detailed response replying to Chris Buck and all DPW requesting a full response. I also requested accessibility information from Nicholas Crawford (no reply).

September 10: sent email to Chris Buck and DPW asking for a reply.

September 14 through September 16: sent emails to Chris Buck and DPW and to Mayor's office on Disability asking for assistance in getting a reply.

September 20: I went to MOD in person to ask for assistance in getting a reply from Chris Buck and DPW.

September 25: sent email to Chris Buck and DPW asking for a reply.

October 14: sent email to Chris Buck and DPW asking for a reply.

- As of the time of this filing, I have not received communication from Chris Buck or DPW that has addressed all of my inquiries for ADA compliance. In fact, there has been no response from the department for over a month.
- DPW and Chris Buck promised replacement trees with this contested decision, however, they have not followed through on this promise in the past. The public is still waiting on four (4) replacement trees that were promised for 3500 Mission Street over five (5) years ago. This was brought up in person at the SF Board of Appeals meeting on January 23, 2019 that Chris Buck attended, as well as numerous times over email.
- DPW, Chris Buck, and Nancy Sarieh continue to neglect their role in informing the public about their hidden process for these public trees. The notices that are posted do not inform the public of the appeals process, of when appeals dates and hearings are going to be happening, info on the community meetings, or any accessibility information. Instead, the trees stand barren at the time of this writing, relying on members of the public to volunteer their time to inform the community of the appeals status, decision outcomes, etc. In the past 2 years, they have never spoken at the Mayors Office on Disability (or any disability community as far as I know) to help keep the disabled public informed of these tree removals which have inaccessible notices.
- DPW has a poor track record of caring for saplings and newly planted trees. DPW has neglected to approve an adequate budget for new trees, and since they are not watered or cared for properly, they experience a high mortality rate. It is nonsensical for DPW to be

destroying trees that are firmly established in favor of ones that will be neglected and quickly become sick and die (if they will be planted all).

- Given the lack of accessibility to disabled people, the poor notification of this process to the public, the negligence of DPW staff in replying to ADA concerns, the negligence of DPW staff in planting new trees or caring for new trees and saplings, and the overall health and vigor of the 24th Street tree canopy, I request the SF Board of Appeals to reject Order No. 201771 and ask Department of Public Works to continue caring for the mature old growth trees along 24th St. between Mission St. and Potrero St.
- I also request that the SF Board of Appeals order the Department of Public Works to comply with Title II of the American with Disabilities Act, evaluate its own notification problems such as the ADA requires, and come up with an accessible solution such as an online database.

III. Factual Background

Chris Buck was physically present and submitted rebuttals to me when I commented on accessibility issues during the January 23, 2019 SF Board of Appeals meeting [Exhibit C-01]. Yet, on August 23rd, 2019, or seven (7) months later, Chris Buck responded with surprise at my accessibility requests (made again over email on June 14, 2019) stating, "Your inquiry is the first time I have ever heard it framed as an Accessibility issue." [Exhibit D]. I'm still awaiting a reply from Chris Buck or his department regarding ADA compliance many months later. Another

request was made July 26th, 2019 with more than half a dozen subsequent emails requesting a response, including enlisting help from the Mayor's Office on Disability [Exhibits A and B].

Title II of the American with disabilities act is not vague in how it asks for compliance from local government agencies. The **II-8.2000 Self-evaluation** states:

2) A public entity must review its policies and practices to determine whether any exclude or limit the participation of individuals with disabilities in its programs, activities, or services. Such policies or practices must be modified, unless they are necessary for the operation or provision of the program, service, or activity. The self-evaluation should identify policy modifications to be implemented and include complete justifications for any exclusionary or limiting policies or practices that will not be modified.

3) A public entity should review its policies to ensure that it communicates with applicants, participants, and members of the public with disabilities in a manner that is as effective as its communications with others...

(copied from <https://www.ada.gov/taman2.html>)

On July 28, 2014, the Department of Public Works held a public hearing concerning the removal of four (4) public trees at 3500 Mission Street [Exhibits E]. At this hearing, the public was promised four (4) replacement trees for those that were removed (due to negligence in construction). As of the time of this filing, none of those trees appear to be replaced, and two sapling trees were recently cut down and removed instead of planting new ones (again without notice to me even though DPW knows that I'm physically disabled and cannot access the notices) [Exhibit F, Exhibit G-03, Exhibit G-04]. DPW knows that I attended the previous hearing for these trees and I emailed as recently as January 15th, 2019 concerning this intersection's trees

[Exhibits G-01, G-02, G-03, G-04]. This comes across as a real slap in the face to disabled people for trying to engage in this exclusionary process.

On January 23rd, 2019 I spoke at the SF Board of Appeals to offer suggestions and ideas for better community outreach for these tree notices, in addition to the failures of the outreach that was attempted for the SF main library trees [Exhibit C-02]. I have also spoke in person at Mayors Office on Disability on public record [Exhibit C-03], and emailed two (2) different videos I made showing the inaccessibility of these notices [Exhibit C-04]. To the best of my knowledge, all or nearly all of these suggestions have been ignored.

IV. Argument

As of the time of this filing, the only way to be informed of a public tree removal in San Francisco before someone appeals it is to physically canvas a neighborhood and look for a notice stapled or taped to a tree. These notices are in an incredibly small font, not at wheelchair height, difficult to reach, and completely inaccessible to many disabled people. I have had to spend months confined to my bed due to chronic pain and accessibility problems. When I leave my home, sometimes for the first time in 30 or 60 days, I use a motorized wheelchair and cannot travel far and when I go outside. It's absolutely heartbreaking to see so many trees in my neighborhood are cut down or about to be cut down without my having a word of input. Even though I've expressed my concerns to DPW, they fail to inform me of which trees are planned for removal. I'm completely excluded from a public process, denied my right to protest the removal of public trees. I've asked for the same rights as everyone else, by asking DPW to comply with the ADA and provide an online database so that disabled people can find out which trees are being removed in their neighborhoods. After exhausting myself from these requests,

Urban Forestry Inspector Sara Stacy finally said in an email dated July 2, 2019: "The database is something we want to explore. It is a great idea and would provide better transparency."

However, the department refuses to provide a timeline for these changes or put a stay on tree removals until these notices can be made accessible. I ask, what good is an accessible database if all the trees are cut down before disabled people can access it? There are hundreds of San Francisco public trees slated for destruction at the time of this filing.

These are the circumstances under which the 24th Street trees have been slated for removal. Due to my disabilities, I was not able to travel outside of my home to 24th Street during the 30 day posting period or attend the "public" hearing held for this order number. As a disabled San Franciscan, I was completely were excluded from this process, which is undemocratic and completely inaccessible.

Chris Buck and DPW have had ample time to respond to and rectify the accessibility issues that were brought to their attention multiple times in the past. In the months leading up to the notices posted on the 24th Street trees from this contested order number (201771), Chris Buck, Nancy Sarieh, and staff at DPW / BUF failed to include people with disabilities and comply with Title II of the American with Disabilities Act. This failure was deliberate negligence, and not an accidental misstep, as DPW staff was informed of the issue through the exhaustive attempts I've made. It takes no small amount of effort and pain for me to attend meetings at City Hall and volunteer my time towards informing public officials of an ADA violation. That DPW not only ignored this information, but actually proceeded to remove additional trees without even trying to address it, is unconscionable.

Chris Buck and DPW's negligence in responding to my ADA requests over the past 2 months further shows a professional neglect and misconduct in their roles as government official

/ entity. The ADA Title II self-evaluation policy clearly states that "*A public entity must review its policies and practices to determine whether any exclude or limit the participation of individuals with disabilities...*" Not only has DPW neglected to do this, but it has ignored the help I have offered to inform them of their own violation.

At the time of this filing, we still do not have four (4) new trees to replace the ones at 3500 Mission St. that were cut down in 2014. This is a clear example of DPW's lack of a commitment and following through with their promise of planting new trees when they do removals. Not only that, but of the trees that are located at 3500 Mission St., two (2) more have been recently removed without notification to me, even though they know I'm disabled and have gone to a hearing for this area before. It seems DPW continues to cut down as many trees as fast as possible before being in compliance with the ADA.

Of the new trees that are planted, many are sick and die quickly. [Exhibit H] The mortality rate is extremely high for young trees, so it makes no sense to cut down old growth trees, when they have proven durable in the harsh urban environment.

DPW would be better off spending its resources watering and caring for these trees, instead of neglecting them entirely, with hopes that they can get an arborist to declare them sick or dead later. It is a terrible pattern that continues to repeat itself with this department (DPW) which avoids transparency, avoids accountability, avoids ADA compliance, and is negligent and unresponsive to the public.

V. Conclusion

Given the lack of accessibility to disabled people, the poor notification of this process to the public, the negligence of DPW staff in replying to ADA concerns or in planting new trees, the negligence of DPW in caring for new trees and saplings, and the overall health and

vigor of the 24th Street tree canopy, I request the SF Board of Appeals to reject Order No. 201771 and ask Department of Public Works to continue caring for the mature old growth trees along 24th St. between Mission St. and Potrero St.

I also request that the SF Board of Appeals order the Department of Public Works to comply with Title II of the American with Disabilities Act, evaluate its own notification problems such as the ADA requires, and come up with an accessible solution such as an online database.

I think the evidence here clearly shows that DPW and Chris Buck have neglected their responsibilities for including the disabled public with these notices, among other grievances. DPW/ BUF and Chris Buck have poor planning policies for budget, treatment, and replacement of these trees, which if allowed to "replace" (assuming they even bothered to do this) would just have saplings destroyed soon from neglect, just like those at Holly Park Circle and at 3500 Mission Street. [Exhibit H and Exhibit F]

Respectfully submitted,
Zachary Karnazes

Signature:

Date:

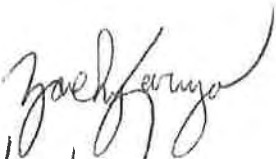

10/17/2019

EXHIBIT A

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Accessibility for Deforestation In Our City

[Inbox](#) [MOD](#) [Trees](#)

[Zach](#) <zkarnazes@gmail.com>

Fri, Jun 14, 2019 at 3:19 AM

Cc: SF Forest <sfforestNews@gmail.com>

Bcc: matt.haney@sfgov.org, rafael.mandelman@sfgov.org, "Brown, Vallie (BOS)" <Vallie.Brown@sfgov.org>, "London.Breed" <london.breed@sfgov.org>, shamann.walton@sfgov.org, "Ronen, Hillary" <hillary.ronen@sfgov.org>, sfforestleadership <sfforestleadership@googlegroups.com>, "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>

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Dear Mayor's Office on Disability, DPW, SF Forest Alliance, City Supervisors, and other concerned parties,

The Bureau of Urban Forestry has taken it upon themselves again to cut down beautiful, healthy full grown trees in our neighborhood. Due to my disabilities I am not able to leave home often. When I am able to leave home my mobility limitations prevent me from walking around the neighborhood to try and spot which of these trees have "public" notices saying which ones are to be cut down.

I have requested multiple times, in writing and in person at public meetings, that the Bureau of Urban Forestry provide an accessible database for the mobility impaired and the vision impaired to learn about which trees are being cut down and destroyed in our neighborhoods. For years they have ignored my requests. It is sick and wrong that disabled citizens are not given proper notice in an accessible way to voice our input on the destruction going on in our neighborhoods.

Disabled people have a right to know what is going on in their neighborhoods just as everyone else. **Just because we are sick in bed for long periods of time, have vision impairments, or cannot canvass our neighborhoods** does not mean that we should be excluded from the protest process for which trees BUF plans to cut down.

I have a video posted online for your consideration here:

<https://youtu.be/EZ7UnKwX1IA>

I strongly urge the Mayor's Office and Disability to coordinate with BUF and DPW staff to provide access for disabled people to obtain the needed notice and engage in the protest process when trees in our neighborhoods are slated for destruction.

Chris Buck and BUF / DPW, please consider this email my official protest for the trees you are trying to cut down on 24th Street. There are more with notices at the BART intersection as well, across from the McDonalds.

Thank you for your time,
-Zachary Karnazes

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[DPW, Urbanforestry \(DPW\)](#)

[SF Forest](#)

[Zach](#)

[Zach](#)

[DPW, Urbanforestry \(DPW\)](#)

[Zach](#)

[Zach](#)

[Fri, Jun 14, 2019 at 8:38 AM](#)

[Sun, Jun 23, 2019 at 6:14 PM](#)

[Sun, Jun 23, 2019 at 8:52 PM](#)

[Tue, Jul 2, 2019 at 3:02 PM](#)

[Tue, Jul 2, 2019 at 3:37 PM](#)

[Tue, Jul 2, 2019 at 5:27 PM](#)

[Tue, Jul 2, 2019 at 5:30 PM](#)

Hui. Mei Ling (REC)

DPW, Urbanforestry (DPW)

MOD, (ADM)

Valdez, Anthony (ENV)

Zach

Zach

Kittel, Heather (ADM)

Zach

Zach

Zach

Kittel, Heather (ADM)

Valdez, Anthony (ENV)

Zach

Short, Carla (DPW)

Zach

DPW, Urbanforestry (DPW)

Zach<zkamaz@gmail.com>

To: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>

Cc: "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>, david.froehlich@sfdpw.org, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "Buck, Chris (DPW)" <chris.buck@sfdpw.org>, sally.bentz@sfdpw.org, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, matt.czajkowski@sfgov.org, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>

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Dear MOD, BUF, SFDPW, and SF Forest Alliance,

This is in response to Steve Keller from BUF (email below):

I have been asking for weeks now for information regarding the hearing. I can't help but feel the department is dragging their feet, excluding public input, especially from the disabled.

1. I would like to know any and all hearings remaining for the 24th street trees slated for destruction between Mission Street and Potrero Ave.

2. I want to make sure your office recorded my protest for these trees. Did you forward my communications to the hearing judge? The inaccessibility of this entire process has made it difficult for me to meet whatever deadlines are in place. I am requesting a disability accommodation in this matter so that you can provide my input to the hearing judge.

3. I would like you to tell me what the decisions are around these trees and when the appeals hearings are scheduled or how they may be scheduled.

> I do think BUF has a goal of pushing out a website that details which trees
> have been posted for removal, but I am not sure how far it has progressed.

That is good news. I would appreciate updates on this process so that disabled people can be included in the tree notices.

4. I am asking for a disability accommodation on behalf of myself and other disabled San Franciscans that you CEASE PUTTING UP THESE NOTICES / CUTTING DOWN TREES AND DEFORESTING OUR CITY UNTIL THE DISABLED COMMUNITY IS INCLUDED WITH AN ACCESSIBLE NOTIFICATION SYSTEM. I am requesting assistance from the Mayors Office on Disability to ensure that the disabled community is included in this "public" notification process.

I would also appreciate Thank you.

Sincerely,

-Zach K.

Tue, Jul 2, 2019 at 6:02 PM

Wed, Jul 3, 2019 at 8:52 AM

Wed, Jul 3, 2019 at 9:22 AM

Thu, Jul 11, 2019 at 8:59 AM

Fri, Jul 19, 2019 at 12:01 PM

 Fri, Jul 19, 2019 at 12:04 PM

Fri, Jul 19, 2019 at 5:19 PM

Fri, Jul 19, 2019 at 9:01 PM

Fri, Jul 19, 2019 at 9:04 PM

Fri, Jul 19, 2019 at 9:12 PM

Mon, Jul 22, 2019 at 9:51 AM

Mon, Jul 22, 2019 at 2:40 PM

Mon, Jul 22, 2019 at 4:47 PM

Mon, Jul 22, 2019 at 5:02 PM

Tue, Jul 23, 2019 at 2:44 PM

 Fri, Jul 26, 2019 at 4:37 PM

 Fri, Jul 26, 2019 at 5:42 PM

On 7/26/19, DPW, Urbanforestry (DPW) <urbanforestry@sfdpw.org> wrote:

> Hi Zach,

>

> The Hearing for 24th St tree removal occurred in June. A resulting decision
> has not been issued yet.

>

> I do think BUF has a goal of pushing out a website that details which trees
> have been posted for removal, but I am not sure how far it has progressed.

>

>

> [for EMAIL SFDPW-logo_RGB.jpg]

> Steve Keller

> Urban Forestry Inspector

> ISA Certified Arborist WE 8888UA

> Bureau of Urban Forestry

> San Francisco Public Works

> City and County of San Francisco

> 1155 Market St 3rd floor

> San Francisco, CA 94103

> (415) 554-8240 Desk

> (415) 554-6700 BUF Mainline

> [sfpublicworks.org](http://www.sfpublicworks.org) <<http://www.sfpublicworks.org/>>

> [twitter.com/sfpublicworks](http://www.twitter.com/sfpublicworks) <<http://www.twitter.com/sfpublicworks>>

>

> From: Buck, Chris (DPW)

> Sent: Tuesday, July 23, 2019 7:38 AM

> To: Keller, Stephen (DPW) <Stephen.Keller@sfdpw.org>

> Cc: Waiters, Cerise (DPW) <cerise.waiters@sfdpw.org>

> Subject: Fwd: Accessibility for Deforestation In Our City

>

> If this is about 24th St ficus Steve, you can explain that we have added him

> to the contact list for the resulting decision. Let's also make sure that we

> make progress this week on planting trees at Mission, near Appleton.

>

> Chris

> Sent from my iPhone

>

> Begin forwarded message:

> From: Zach <zkarnazes@gmail.com> <<mailto:zkarnazes@gmail.com>>>

> Date: July 2, 2019 at 3:02:19 PM PDT

> To: "MOD, (ADM)" <mod@sfgov.org> <<mailto:mod@sfgov.org>>>

> Cc: SF Forest <sfforestNews@gmail.com> <<mailto:sfforestNews@gmail.com>>>

> Subject: Re: Accessibility for Deforestation In Our City

>

> This message is from outside the City email system. Do not open links or
> attachments from untrusted sources.

>

>

>

> Dear MOD and DPW,

> I am checking to see if this email was received (copied below)

> regarding the inaccessible notices on trees slated for destruction.

> Is MOD looking into this?

>

> DPW / BUF: You said you received my protest but have not provided

> info for the hearings or the next steps. I would appreciate that

> info.

>

> -Zach K.

>

- Show quoted text -



image002.jpg

[3K View Scan and download](#)

DPW, Urbanforestry (DPW)

Zach

Zach

Zach

Buck, Chris (DPW)

Crawford, Nicholas (DPW)

Sarieh, Nancy (DPW)

Zach <zkarnazes@gmail.com>

Mon, Jul 29, 2019 at 8:52 AM

Mon, Jul 29, 2019 at 4:15 PM

Wed, Aug 21, 2019 at 1:28 AM

Wed, Aug 21, 2019 at 1:42 AM

Fri, Aug 23, 2019 at 2:26 PM

Fri, Aug 23, 2019 at 3:34 PM

Tue, Aug 27, 2019 at 11:37 AM

Fri, Sep 6, 2019 at 4:35 AM

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>, "Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)" <matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Breed, London (MYR)" <london.breed@sfgov.org>, "Brown, Vallie (BOS)" <vallie.brown@sfgov.org>, "Fewer, Sandra (BOS)" <sandra.fewer@sfgov.org>, "Kim, Jane (BOS)" <jane.kim@sfgov.org>, "MandelmanStaff, [BOS]" <mandelmanstaff@sfgov.org>, "Peskin, Aaron (BOS)" <aaron.peskin@sfgov.org>, "Ronen, Hillary" <hillary.ronen@sfgov.org>, "Safai, Ahsha (BOS)" <ahsha.safai@sfgov.org>, "Stefani, Catherine (BOS)" <catherine.stefani@sfgov.org>, "Yee, Norman (BOS)" <norman.yee@sfgov.org>, "Crawford, Nicholas (DPW)" <nicholas.crawford@sfdpw.org>, "Keller, Stephen (DPW)" <Stephen.Keller@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Walters, Cerise (DPW)" <cerise.walters@sfdpw.org>

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Dear BUF, DPW, Mayors Office on Disability, and all other concerned parties:

Since I received multiple emails, I would like to address them individually to each staff member by order of sending:

Chris Buck:

You have been aware for some time that there are significant challenges with disability for these notices. I've brought it up at your meetings before, and specifically brought up during the SF Board of Appeals meeting that you attended on January 23rd, 2019. That you are acting surprised at this challenge for the disabled community comes across as somewhat insincere. **You have known for a very long time about these challenges**, and have not expressed any interest in it whatsoever until now.

Here is my comment about disability access for these notices in January, **over 7 months ago** (at 1:17):

<https://www.youtube.com/watch?v=mSo3HOH-rl>

At this meeting, not only did you **completely ignore the issue of accessibility**, but you actually tried to blame me for your voice being horse because I emailed you requesting that you plant the trees you promised to replace in our neighborhood over 4 years ago:

<https://www.youtube.com/watch?v=8-0hLea8c9I>

Blaming your health issues on me for requesting to have trees planted (which you promised us) is inappropriate and comes across as a mockery of those of us who have severe chronic disabilities.

After the meeting you did not follow up with me about any of my concerns around accessibility.

This behavior seems to be in stark contrast of your recent email. In your recent email you spoke of community meetings and outreach to the Merchants Association - this is a very small subsection of the community. When I looked at the trees, there were no notices of any community meetings, nothing posted to inform people where we could come give our input. Such a sign would not be difficult to post and **could have been easily placed in the high traffic area near BART**. The same thing has happened previously where "outreach" has been claimed when barely any was attempted, and even then only for a small subsection of the population.

I brought this to your attention as a problem during the 1-23-19 meeting about the trees around the SF Main Library. Again, you ignored all of my input and claimed you did adequate outreach, even though I **had to post information online about the ficus trees and the resulting decision** because no one in your department had done so, even after seeing the online petition **thousands of people signed on www.change.org**.

I bring this information up not to harp on the past, but to show that there is a pattern of behavior here where the public is being ignored. If you are deciding to care about disabled people now that is great, and I will be happy to work with the department to the best of my ability. But none of this is recent news, and none of it should be particularly surprising. The city of SF set up the Mayor's Office on Disability and similar offices to help inform BUF and other departments with lapses in accessibility. **It should not be the responsibility of the public to point out things that are obviously inaccessible**. DPW and BUF can reach out to these departments for advice on accessibility.

Nicholas Crawford:

Thank you for your sincere effort to include input from disabled about these notices. I highly recommend reaching out to **Lighthouse for the Blind** as to what their recommendations would be for people with vision impairments being able to access these notices in their neighborhood. Posting notices lower on trees will definitely help people in wheelchairs like myself.

One other improvement would be to enlarge the font on these notices which, as I've pointed out in meetings before, is incredibly small. It seems to be 12-14 pt at best. It is frequently distorted by ripples in the paper and glare from the plastic wrapped around it (and / or water damage as well). A notice with larger fonts, in bold, with clear writing about the hearing process, and other details would be great. I'm happy to talk with you and share some more suggestions around this.

However, **the most obvious and useful thing would still be an online database**. Many people with **severe chronic disabilities cannot leave home often**, and so a written notice around a tree is not going to help us much. I've personally spent months confined to my bed, unable to go around the neighborhood. I can tell you that spending months sick in bed, finally being able to make it outside to enjoy some fresh air in the neighborhood and seeing most, if not all, old growth trees reduced to stumps without any chance of giving any input, is a wretched and heartbreaking experience.

I would also love to have some information on how I can attend the tree removal hearings remotely when my physical disability limits me from attending. I know they are not held at City Hall, so they lack the accessibility options that are in place by default there. They are also not recorded, so I'm wondering how people can find out the meeting minutes and the visually impaired can access information during and after the hearings. Can someone provide info on this?

Nancy Sarieh:

Thank you for those helpful links. Would it be possible to include information like this on the notices? The notices as they are now say nothing about what kind of information your website has, how the appeals process works, or anything like that. They are remarkably bare-bones.

Since BUF and DPW already have a database available to them for which trees are being removed, it does not seem to me that it would be difficult to simply make that information public. If it's difficult to set up a map, I can understand that. But **at least making the text available for now** would be a good first step. As someone who has worked on websites before I can tell you that a web developer could do that in a couple hours, maybe a day at the very most.

I look forward to working with the department and anyone else that is sincerely interested in improving disabled accessibility and public input.

Please be aware that I'm doing my very best to respond as quickly as possible. But given the fact that I'm one of the only people on this thread not paid for my time here and I also have crippling illness, my responses will be delayed sometimes. It has taken me over an hour to write this email with excessive pain and that's with the use of speech to text aids. I appreciate your patience in working with me. I hope it is obvious that I'm interested in working on this problem and trying my best to donate my time and energy to improve accessibility in San Francisco.

Thank you for your time and consideration,
-Zach Kamazes

Crawford, Nicholas (DPW) <nicholas.crawford@sfdpw.org> Aug 23, 2019, 10:34 PM

Hi Zach,

Only thing to add to what Chris shared – we would like to invite you to send over recommendations from you on specific steps to make the information more accessible. Your message also brought to mind how the blind are particularly affected if the notices are only posted on the trees and not available in an accessible way for folks with vision impairment. Your input on this would be very welcome since we are partway through our tree database process review which is establishing the parameters for our future database and website tools. But other things can be changed immediately like posting notices lower on trees so they are not out of sight.

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Zach <zkmazes@gmail.com>

Tue, Sep 10, 2019 at 10:40 PM

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>, "Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)" <matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Breed, London (MYR)" <london.breed@sfgov.org>, "Brown, Vallie (BOS)" <vallie.brown@sfgov.org>, "Fewer, Sandra (BOS)" <sandra.fewer@sfgov.org>, "Kim, Jane (BOS)" <jane.kim@sfgov.org>, "MandelmanStaff, [BOS]" <mandelmanstaff@sfgov.org>, "Peskin, Aaron (BOS)" <aaron.peskin@sfgov.org>, "Ronen, Hillary" <hillary.ronen@sfgov.org>, "Safai, Ahsha (BOS)" <ahsha.safai@sfgov.org>, "Stefani, Catherine (BOS)" <catherine.stefani@sfgov.org>, "Yee, Norman (BOS)" <norman.yee@sfgov.org>, "Crawford, Nicholas (DPW)" <nicholas.crawford@sfdpw.org>, "Keller, Stephen (DPW)" <Stephen.Keller@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Walters, Cerise (DPW)" <cerise.walters@sfdpw.org>

Bcc: SF Forest <SFForestNews@gmail.com>

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To BUF, MOD, DPW, and other city officials,

I made a request on July 27th, 2019:

4. I am asking for a disability accommodation on behalf of myself and other disabled San Franciscans that you CEASE PUTTING UP THESE NOTICES / CUTTING DOWN TREES AND DEFORESTING OUR CITY UNTIL THE DISABLED COMMUNITY IS INCLUDED WITH AN ACCESSIBLE NOTIFICATION SYSTEM. I am requesting assistance from the Mayors Office on Disability to ensure that the disabled community is included in this "public" notification process.

I've yet to receive a response for this over a month later. A simple yes or no would be great. I do not believe it is fair for you to be destroying trees in our community when disabled people can have no say in it. I'm talking about the blind, low vision, people with mobility issues, the bedridden, and other people with disability that cannot survey neighborhoods for tree notices.

Please respond as to whether or not you will suspend your cutting down of our public trees until an accessible means of notification is created for ALL trees.

Thank you,
-Zach Kamazes

On 9/6/19, Zach <zkmazes@gmail.com> wrote:

> *Dear BUF, DPW, Mayors Office on Disability, and all other concerned
> parties:*

>

> Since I received multiple emails, I would like to address them
> individually to each staff member by order of sending:

>

> *Chris Buck: *

> You have been aware for some time that there are significant challenges
> with disability for these notices. I've brought it up at your meetings
> before, and specifically brought up during the SF Board of Appeals meeting
> that you attended on January 23rd, 2019. That you are acting surprised at
> this challenge for the disabled community comes across as somewhat
> insincere. *You have known for a very long time about these challenges*,
> and have not expressed any interest in it whatsoever until now.
> Here is my comment about disability access for these notices in January,
> *over
> 7 months ago* (at 1:17):

> <https://www.youtube.com/watch?v=mSo3HOH-irl>
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 >
 > At this meeting, not only did you *completely ignore the issue of
 > accessibility*, but you actually tried to blame me for your voice being
 > horse because I emailed you requesting that you plant the trees you
 > promised to replace in our neighborhood over 4 years ago:
 > <https://www.youtube.com/watch?v=8-0hLea8c9I>
 > Blaming your health issues on me for requesting to have trees planted
 > (which you promised us) is inappropriate and comes across as a mockery of
 > those of us who have severe chronic disabilities.
 >
 > After the meeting you did not follow up with me about any of my concerns
 > around accessibility.
 >
 > This behavior seems to be in stark contrast of your recent email. In your
 > recent email you spoke of community meetings and outreach to the Merchants
 > Association - this is a very small subsection of the community. When I
 > looked at the trees, there were no notices of any community meetings,
 > nothing posted to inform people where we could come give our input. Such a
 > sign would not be difficult to post and *could have been easily placed in
 > the high traffic area near BART*. The same thing has happened previously
 > where "outreach" has been claimed when barely any was attempted, and even
 > then only for a small subsection of the population.
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 > I brought this to your attention as a problem during the 1-23-19 meeting
 > about the trees around the SF Main Library. Again, you ignored all of my
 > input and claimed you did adequate outreach, even though *I had to post
 > information online about the ficus trees and the resulting decision*
 > because no one in your department had done so, even after seeing the online
 > petition *thousands of people signed* on www.change.org.
 >
 > I bring this information up not to harp on the past, but to show that there
 > is a pattern of behavior here where the public is being ignored. If you
 > are deciding to care about disabled people now that is great, and I will be
 > happy to work with the department to the best of my ability. But none of
 > this is recent news, and none of it should be particularly surprising. The
 > city of SF set up the Mayor's Office on Disability and similar offices to
 > help inform BUF and other departments with lapses in accessibility. *It
 > should not be the responsibility of the public to point out things that are
 > obviously inaccessible*. DPW and BUF can reach out to these departments for
 > advice on accessibility.
 >
 >
 > *Nicholas Crawford*
 > Thank you for your sincere effort to include input from disabled about
 > these notices. I highly recommend reaching out to *Lighthouse for the
 > Blind*
 > as to what their recommendations would be for people with vision
 > impairments being able to access these notices in their neighborhood.
 > Posting notices lower on trees will definitely help people in wheelchairs
 > like myself.
 >
 > One other improvement would be to enlarge the font on these notices which,
 > as I've pointed out in meetings before, is incredibly small. It seems to
 > be 12-14 pt at best. It is frequently distorted by ripples in the paper
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 > hearing process, and other details would be great. I'm happy to talk with
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 > However, *the most obvious and useful thing would still be an online
 > database.* Many *people with severe chronic disabilities* *cannot leave
 > home often*, and so a written notice around a tree is not going to help us
 > much. I've personally spent months confined to my bed, unable to go around
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 > chance of giving any input, is a wretched and heartbreaking experience.
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 > I would also love to have some information on how I can attend the tree

> removal hearings remotely when my physical disability limits me from
 > attending. I know they are not held at City Hall, so they lack the
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 > hearings. Can someone provide info on this?

>
 >

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 > simply make that information public. If it's difficult to set up a map, I
 > can understand that. But *at least making the text available for now *would

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>> *Chris Buck*

>>

>> Urban Forester

>>

>>

>>

>> Bureau of Urban Forestry

>>

>> San Francisco Public Works

>>

>> City and County of San Francisco

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>> 1680 Mission St. 1st fl.

>>

>> San Francisco, CA 94103

>>

>> (415) 641-2677

>>

>> [sfpublicworks.org](http://www.sfpublicworks.org) <<http://www.sfpublicworks.org>>

>> [twitter.com/sfpublicworks](http://www.twitter.com/sfpublicworks) <<http://www.twitter.com/sfpublicworks>>

>>

>>

>>

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>>

>> *From:* Zach [mailto:zkamaz@sf.gov]

>> *Sent:* Wednesday, August 21, 2019 1:29 AM

>> *To:* DPW, Urbanforestry (DPW) <urbanforestry@sfdpw.org>

>> *Cc:* Kittel, Heather (ADM) <heather.kittel@sfgov.org>; Bohn, Nicole

>> (ADM) <nicole.bohn@sfgov.org>; Jensen, Kevin (DPW) <

>> Kevin.W.Jensen@sfdpw.org>; Pearman, Rick (DPW) <Rick.Pearman@sfdpw.org>;

>> SF Forest <SFForestNews@gmail.com>; Helen Smolinski <

>> helensmolinski@gmail.com>; MOD, (ADM) <mod@sfgov.org>; Froehlich, David

>> (DPW) <David.Froehlich@sfdpw.org>; Short, Carla (DPW) <

>> Carla.Short@sfdpw.org>; Buck, Chris (DPW) <Chris.Buck@sfdpw.org>; Bentz,

>> Sally (DPW) <Sally.Bentz@sfdpw.org>; DPW, Urban Forestry Permits (DPW) <

>> urbanforestrypermits@sfdpw.org>; Czajkowski, Matt (DPW) <

>> matt.czajkowski@sfdpw.org>; Ong, Bryan (DPW) <bryan.ong@sfdpw.org>;

>> Breed, London (MYR) <london.breed@sfgov.org>; Brown, Vallie (BOS) <

>> vallie.brown@sfgov.org>; Cohen, Malia (BOS) <malia.cohen@sfgov.org>;

>> Fewer, Sandra (BOS) <sandra.fewer@sfgov.org>; Kim, Jane (BOS) <

>> jane.kim@sfgov.org>; MandelmanStaff, [BOS] <mandelmanstaff@sfgov.org>;

>> Peskin, Aaron (BOS) <aaron.peskin@sfgov.org>; Ronen, Hillary <

>> hillary.ronen@sfgov.org>; Safai, Ahsha (BOS) <ahsha.safai@sfgov.org>;

>> Stefani, Catherine (BOS) <catherine.stefani@sfgov.org>; Yee, Norman (BOS)

>> <norman.yee@sfgov.org>

>> *Subject:* Re: Accessibility for Deforestation In Our City

>>

>>

>>

>> Dear MOD, DPW, BUF, SF City Supervisors, and other concerned parties,

>>

>> *1. *I have received no word yet* from BUF or any city department
 >> regarding the trees slated for destruction on 24th street in the Mission.
 >> I'm still waiting to hear news of the appeals hearing, and hoping that
 >> BUF
 >> staff does not abuse their role again by dragging their feet in the
 >> notification process for those of us with disabilities.
 >>
 >> *2. I've yet to hear of any timeline commitment* from BUF for an
 >> accessible database of the trees they are destroying.
 >>
 >> *3. I've yet to hear from any BUF staff or MOD staff about any
 >> commitments* being made to put a hiatus on cutting down ficus and other
 >> trees within San Francisco until the "public" notices *are made actually
 >> public, including those of us with disabilities.*
 >>
 >> It is been nearly a month and I would appreciate any updates to this.
 >>
 >>
 >>
 >> For anyone that might be unclear about the problems with BUF and their
 >> mishandling of their role in caring for our urban canopy and *ignoring
 >> disability related issues*, I encourage you to watch these public
 >> comments I made at City Hall *nearly 7 months ago* with BUF staff

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Zach <zkamaz@ gmail.com>

Wed, Sep 25, 2019 at 11:03 PM

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>, "Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)" <matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Breed, London (MYR)" <london.breed@sfgov.org>, "Brown, Vallie (BOS)" <vallie.brown@sfgov.org>, "Fewer, Sandra (BOS)" <sandra.fewer@sfgov.org>, "Kim, Jane (BOS)" <jane.kim@sfgov.org>, "MandelmanStaff, [BOS]" <mandelmanstaff@sfgov.org>, "Peskin, Aaron (BOS)" <aaron.peskin@sfgov.org>, "Ronen, Hillary" <hillary.ronen@sfgov.org>, "Safai, Ahsha (BOS)" <ahsha.safai@sfgov.org>, "Stefani, Catherine (BOS)" <catherine.stefani@sfgov.org>, "Yee, Norman (BOS)" <norman.yee@sfgov.org>, "Crawford, Nicholas (DPW)" <nicholas.crawford@sfdpw.org>, "Keller, Stephen (DPW)" <Stephen.Keller@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Walters, Cerise (DPW)" <cerise.walters@sfdpw.org>

Bcc: SF Forest <SFForestNews@gmail.com>, alex.madrid@sfgov.org, stephen.herman@sfgov.org, denise.senhau@sfgov.org, helen.pelzman@sfgov.org, orkin.sassouni@sfgov.org, kate.williams@sfgov.org, tiffany.yu@sfgov.org

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To BUF, MOD, DPW, the Board of Supervisors, and other city officials:

I'm still awaiting a response from my emailed request from 7/27/19 - it has been almost 2 months. I have asked for MOD's assistance to get a response to my request. A simple yes or no is all I am looking for. I see no reason why a reply for a request should take so long

I have also yet to receive a reply for my email from 9/6/19 sent to address BUF / DPW's previous replies.

I expect the Mayors Office on Disability and DPW to include people with disabilities in the same notices that able-bodied people have access too. That is all I am asking for.

I am requesting help from the Mayor's Office on Disability for help disabled peoples access to these notices and a suspension of non-emergency tree destruction until notices are made accessible to the full population (including the disabled).

-Zach Kamazes.

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Zach <zkamazes@gmail.com>

Mon, Oct 14, 2019 at 5:18 PM

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>, "Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)" <matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Breed, London (MYR)" <london.breed@sfgov.org>, "Brown, Vallie (BOS)" <vallie.brown@sfgov.org>, "Fewer, Sandra (BOS)" <sandra.fewer@sfgov.org>, "Kim, Jane (BOS)" <jane.kim@sfgov.org>, "MandelmanStaff, [BOS]" <mandelmanstaff@sfgov.org>, "Peskin, Aaron (BOS)" <aaron.peskin@sfgov.org>, "Ronen, Hillary" <hillary.ronen@sfgov.org>, "Safai, Ahsha (BOS)" <ahsha.safai@sfgov.org>, "Stefani, Catherine (BOS)" <catherine.stefani@sfgov.org>, "Yee, Norman (BOS)" <norman.yee@sfgov.org>, "Crawford, Nicholas (DPW)" <nicholas.crawford@sfdpw.org>, "Keller, Stephen (DPW)" <Stephen.Keller@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Walters, Cerise (DPW)" <cerise.walters@sfdpw.org>, "Board of Appeals (PAB)" <boardofappeals@sfgov.org>, "Rosenberg, Julie (BOA)" <julie.rosenberg@sfgov.org>

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Dear DPW, BUF, MOD, Urban Forestry, Mayor Breed, Board of Supervisors, and other concerned parties:

It has been well over **2 months** since my original ADA accessibility request from July that BUF and DPW put a **temporary stay / suspension** on cutting down trees until notices can be made available to the disabled public.

That BUF and DPW staff have ignored an important ADA request for this period of time is extremely unprofessional and negligent. They have also failed to respond to my very detailed email from 9/6/2019 - **more than 30 days ago**.

Once again, **I request that Mayors Office on Disability get a response from DPW / BUF regarding this request**. I'm just trying to get a response, that is all. I do not understand how it is appropriate for this department to ignore an important request like this for so long.

I'm also bringing this to the attention of the **SF Board of Appeals** as an example of BUF and DPW's negligent behavior regarding accessibility for tree notices as well as their negligent behavior in responding to public accessibility requests in a timely matter.

Again, I am just asking for a **SUSPENSION** of non-emergency tree destruction/removal until notices can be made fully accessible to the disabled public.

For detail ans examples of the accessibility issues, please read my communications below and review the videos I made here:

<https://www.youtube.com/watch?v=wwjd0yWapK0>

<https://www.youtube.com/watch?v=EZ7UnKwX1IA>

ADA Title II states:

" **II-8.2000 Self-evaluation:**

EXHIBIT B

2) A public entity must review its policies and practices to determine whether any exclude or limit the participation of individuals with disabilities in its programs, activities, or services. Such policies or practices must be modified, unless they are necessary for the operation or provision of the program, service, or activity. The self-evaluation should identify policy modifications to be implemented and include complete justifications for any exclusionary or limiting policies or practices that will not be modified.

3) A public entity should review its policies to ensure that it communicates with applicants, participants, and members of the public with disabilities in a manner that is as effective as its communications with others...

DPW / BUF tree notices are in **clear violation of the ADA** and I ask that they fix this violation as soon as possible and suspend the destruction of our public trees until they are in compliance with the Title II of the ADA.

If the Mayor's Office on Disability ignores or does not seek to correct this issue, I will have no other option than to seek out private legal counsel for this matter.

Please note, due to my severe disabilities it is very painful and difficult doing the work here to solicit DPW/ BUF in hope of a response. I hope other parties can get involved on my behalf to get BUF / DPW to respond and comply with the ADA.

Sincerely,
Zach Karnazes

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Requesting MOD Assistance Re: Accessibility for Deforestation In Our City

[Inbox](#) [MOD](#) [Trees](#)

[Zach](#) <zkarnazes@gmail.com>

Sat, Sep 14, 2019 at 11:17 PM

To: "MOD, (ADM)" <mod@sfgov.org>, "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>, Helen Smolinski <helensmolinski@gmail.com>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>

Bcc: SF Forest <SFForestNews@gmail.com>

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Dear MOD,

I am formally requesting your assistance with this matter. BUF / DPW appears to be ignoring my request of over a month ago (July 27th, 2019) to stop cutting down and destroying our public trees without disability accessible notices.

I feel that this is a clear case of segregating the disabled community from the rest of SF and denying our right to public information and our right to public protest.

My request is simply that pending and new tree destruction in our city be suspended until notices to the public are made 100% accessible to the disabled. Especially the blind, low-vision, low-mobility, and bedridden.

DPW / BUF has acknowledged the notice accessibility issue and says they are working on an online public database. However, they have not responded in regards to suspending their activity of destroying trees (dozens or hundreds) while this database is being built. They have also failed to give a timeline of when this database will be ready.

As these are public trees, on public sidewalks, the disabled public has a right to know about their pending destruction and the protest opportunities available to us in an accessible way.

Please see the ongoing correspondence below for further information in regards to this matter.

Sincerely,
-Zach K.

----- Forwarded message -----

From: Zach <zkarnazes@gmail.com>

Date: Wed, 11 Sep 2019 05:40:52 +0000

Subject: Re: Accessibility for Deforestation In Our City

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Kittel,

Heather (ADM)" <heather.kittel@sfgov.org>, "Bohn, Nicole (ADM)"

<nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)"

<Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)"

<Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, Helen

Smolinski <helensmolinski@gmail.com>, "MOD, (ADM)" <mod@sfgov.org>,

"Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla

(DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)"

<urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)"

<matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>,

>> are not given proper notice in an accessible way to voice our input on
>> the
>>
>> destruction going on in our neighborhoods.
>>
>>
>> Disabled people have a right to know what is going on in their
>>
>> neighborhoods just as everyone else. *Just because we are sick in bed
>> for
>>
>> long periods of time, have vision impairments, or cannot canvass our
>>
>> neighborhoods* does not mean that we should be excluded from the protest
>>
>> process for which trees BUF plans to cut down.
>>
>>
>>
>> I have a video posted online for your consideration here:
>>
>> <https://youtu.be/EZ7UnKwX1IA>
>>
>>
>> I strongly urge the Mayor's Office and Disability to coordinate with BUF
>>
>> and DPW staff to provide access for disabled people to obtain the needed
>>
>> notice and engage in the protest process when trees in our neighborhoods
>>
>> are slated for destruction.
>>
>>
>>
>> Chris Buck and BUF / DPW, please consider this email my official protest
>>
>> for the trees you are trying to cut down on 24th Street. There are more
>>
>> with notices at the BART intersection as well, across from the McDonalds.
>>
>>
>>
>> Thank you for your time,
>>
>> -Zachary Kamazes
>>
>>
>>
>>
>

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Kittel, Heather (ADM)

Zach<zkamazes@gmail.com>

Mon, Sep 16, 2019 at 10:07 AM

 Mon, Sep 16, 2019 at 3:22 PM

To: "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>

Cc: Helen Smolinski <helensmolinski@gmail.com>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>

Bcc: SF Forest <SFForestNews@gmail.com>

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Hi Heater/MOD staff, Chris Buck, and DPW/BUF,

The link you posted goes to a dead page. It says:

"The requested page ["/about/publicmeetings-and-notices](#)" could not be found."

I have attached an image to show you what the linked page looks like.

The page "<http://sfpublicworks.org/about/public-meetings-and-notices>" may be what you meant, but that is only

for current hearings, **not** which trees are slated for destruction on public sidewalks (i.e. the same as the physical notices).

To my knowledge, this problem has **not been solved** at all.

Chris Buck mentioned only that there was a page for 24th street trees up for removal. There has yet to be a way for disabled people to find what trees are being slated for destruction in an accessible way.

If there is an **accessible online database** for the current tree notices I would love to see it. Otherwise my request is still active, as *the physical notices on the trees are not accessible*.

Again, **I AM REQUESTING THAT DESTRUCTION OF OUR PUBLIC TREES BE SUSPENDED UNTIL NOTICES CAN BE MADE ACCESSIBLE FOR THE DISABLED PUBLIC INCLUDING BLIND, LOW VISION, LOW MOBILITY, AND BED RIDDEN INDIVIDUALS. I request MODs help in this request.**

to be clear: I am **not** asking for accessible notice of hearings. I am asking for **accessible notice of which trees are slated for destruction so that disabled people may have the same rights as able-bodied people to request a hearing.**

This is my 3rd time requesting this. Still no answer from Chris Buck / DPW.

Chris Buck and DPW / BUF have yet to respond to this request for suspension for well over a month. I would appreciate a response as to whether or not they will do this: yes or no. Chris Buck and DPW / BUF staff have also not responded to my previous email from 9/6/19 - **already 10 days with no reply.**

Sincerely,
-Zach Kamazes

On 9/16/19, Kittel, Heather (ADM) <heather.kittel@sfgov.org> wrote:

> Hi Zach,

>

> Chris Buck from Public Works Bureau of Urban Forestry responded that the
> tree hearings are always posted on their website. Information about what
> trees are being considered for removal can be found at this location:
> <http://sfpublicworks.org/about/publicmeetings-and-notices> . The public can
> also call the department with their questions at (415) 554-6700. These are
> alternative ways for people to find out the same information if they are
> unable to read the postings on the trees.

>

> Chris Buck also mentioned that their public information officer Nancy Sariah
> could follow-up with you to let you know how they plan to approach the
> online database logistically. I have Cc'd both Chris Buck and Nancy Sariah
> above as a courtesy so they can answer any additional questions regarding
> the roadmap to the database.

>

> Sincerely,

>

> Heather

>

>

> Heather Kittel, ADAC

> ADA Grievance & Intake Coordinator

> Gender Pronouns: She, Her, Hers

> Mayor's Office on Disability<<http://www.sfgov.org/mod>>

> 1155 Market Street, 1st Floor

> San Francisco, CA 94103

> 415.554.6789 Office

> 415.554.6159 Fax

> [cid:image002.png@01D54C46.5AC158E0]

>

> [cid:image003.jpg@01D54C46.5AC158E0]

> <<https://www.facebook.com/mayorsofficeondisability/>>

> Follow the Mayor's Office on Disability on

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> <Kevin.W.Jensen@sfdpw.org><<mailto:Kevin.W.Jensen@sfdpw.org>>>, "Pearman, Rick
> (DPW)"

> <Rick.Pearman@sfdpw.org><<mailto:Rick.Pearman@sfdpw.org>>>, SF Forest

> <SFForestNews@gmail.com><<mailto:SFForestNews@gmail.com>>>, Helen Smolinski

> <helensmolinski@gmail.com><<mailto:helensmolinski@gmail.com>>>, "MOD, (ADM)"

> <mod@sfgov.org><<mailto:mod@sfgov.org>>>, "Froehlich, David (DPW)"

EXHIBIT C

Exhibit C-01:

I spoke on the problem of inaccessible notifications posted on trees at the SF Board of appeals meeting on January 23rd, 2019. Here is a video of my comment:

www.youtube.com/watch?v=mSo3HOh-irI

(specifically starting at 1 minutes 16 seconds)

Exhibit C-02:

I spoke on the problems with DPW's outreach and offered suggestions at the SF Board of appeals meeting on January 23rd, 2019. Here is a video of my comment:

<https://www.youtube.com/watch?v=lR59R27raiM>

Exhibit C-03:

I spoke specifically on the problem of DPW's inaccessible tree notices at the Mayor's Office on Disability meeting on September 20, 2019. Here's a video of my comment:

www.youtube.com/watch?v=tcBaAhtYwWw

(specifically starting at 2 minutes in)

Exhibit C-04:

in order to help clarify the issue of accessibility for these tree notices, I've made two (2) videos using my cell phone which I sent to DPW staff. The second video link specifically discusses the notices on the 24th St. trees that are part of this appeal.

<https://www.youtube.com/watch?v=wwid0yWapKQ>

<https://www.youtube.com/watch?v=EZ7UnKwX11A>

EXHIBIT D

Hi Zach,

The resulting tree removal decision for 24th Street was issued today. Our clerk is emailing and mailing that resulting decision today. There is a 15-day appeal window to the Board of Appeals which begins on Monday, August 26th. We placed the start of the 15-day appeal window several days out to make sure they are post marked on or before that date. Contact me with any questions about that. I will also confirm with our clerk Cerise Waiters, to see if we have both your email address and mailing address, to make sure that you receive both copies.

Regarding the database, we are still pursuing the idea to show all live posting notices on our website, City-wide. There are some logistics involved of course. We are in the middle of doing a needs-assessment to prepare an RFP for database work and this would be one of the many goals included within the Request for Proposals. We share the same goals here. Making this available, on-line, City-wide will benefit both the public and our Department.

When we post tree removal hearing notices we do post them publicly, on the trees and on nearby utility poles. In the case of 24th St., we also scheduled multiple community meetings, and worked with Calle 24, the Lower 24th St. Merchants Association and the Supervisor's Office to increase our outreach about the proposed removals. This was made possible because we now have a full-time public information officer (Nancy Sarieh – who previously worked w/the Mayor's Office). Due to this outreach, and the tremendous amount of feedback that we received, we reviewed the conditions of the trees multiple times to see if there were trees that could be aggressively pruned, to reduce the weight of the branches which would then reduce the failure potential. The result is that we have scaled back the proposed removals from 75 ficus trees to 48. This would not have been the case had we not received so much negative feedback regarding the proposed removals (feedback received both at the community meetings, and at the hearings, as well as via email and mailed correspondence). We also re-posted/replaced many of the hearing notices multiple times during the 30-day posting period due to anticipated vandalism that occurs to notices city wide. We also posted the hearing notices in English and Spanish.

Zach, I greatly respect your point that including our information on our website is not just a courtesy, or improved public communication, but is actually an Accessibility issue. I was the Education Coordinator for five years for the local nonprofit Friends of the Urban Forest, and I have worked for the Bureau of Urban Forestry since 2005. Your inquiry is the first time I have ever heard it framed as an Accessibility issue. It is a strong reminder that this would be an important improvement to our public notification. I assure you we share the same goal. I can have our public information officer Nancy Sarieh, follow-up with you to let you know how we hope to approach this, logistically.

Our tree hearings are always posted on our website at this location:

<http://sfpublicworks.org/about/public-meetings-and-notices>

Respectfully,



Chris Buck

EXHIBIT E



Edwin M. Lee, Mayor
Mohammed Nuru, Director

GENERAL - DIRECTOR'S OFFICE
City Hall, Room 348
1 Dr. Carlton B. Goodlett Place, S.F., CA 94102
(415) 554-6920 ■ www.sfdpw.org



DPW Order No: 182795

TREE REMOVAL HEARING NOTICE

The Director of Public Works will hold a public hearing on Monday July 28, 2014
commencing at 5:30 p.m. in Room 416 of City Hall, located at
1 Dr. Carlton B. Goodlett Place, San Francisco, to consider the following:

**Removal and replacement of four (4) city-maintained median trees
at 3500 Mission St.
Replacements may be placed anywhere between
Randall and Highland, along San Jose Ave.
(Staff has approved the removals and the public has protested.)**

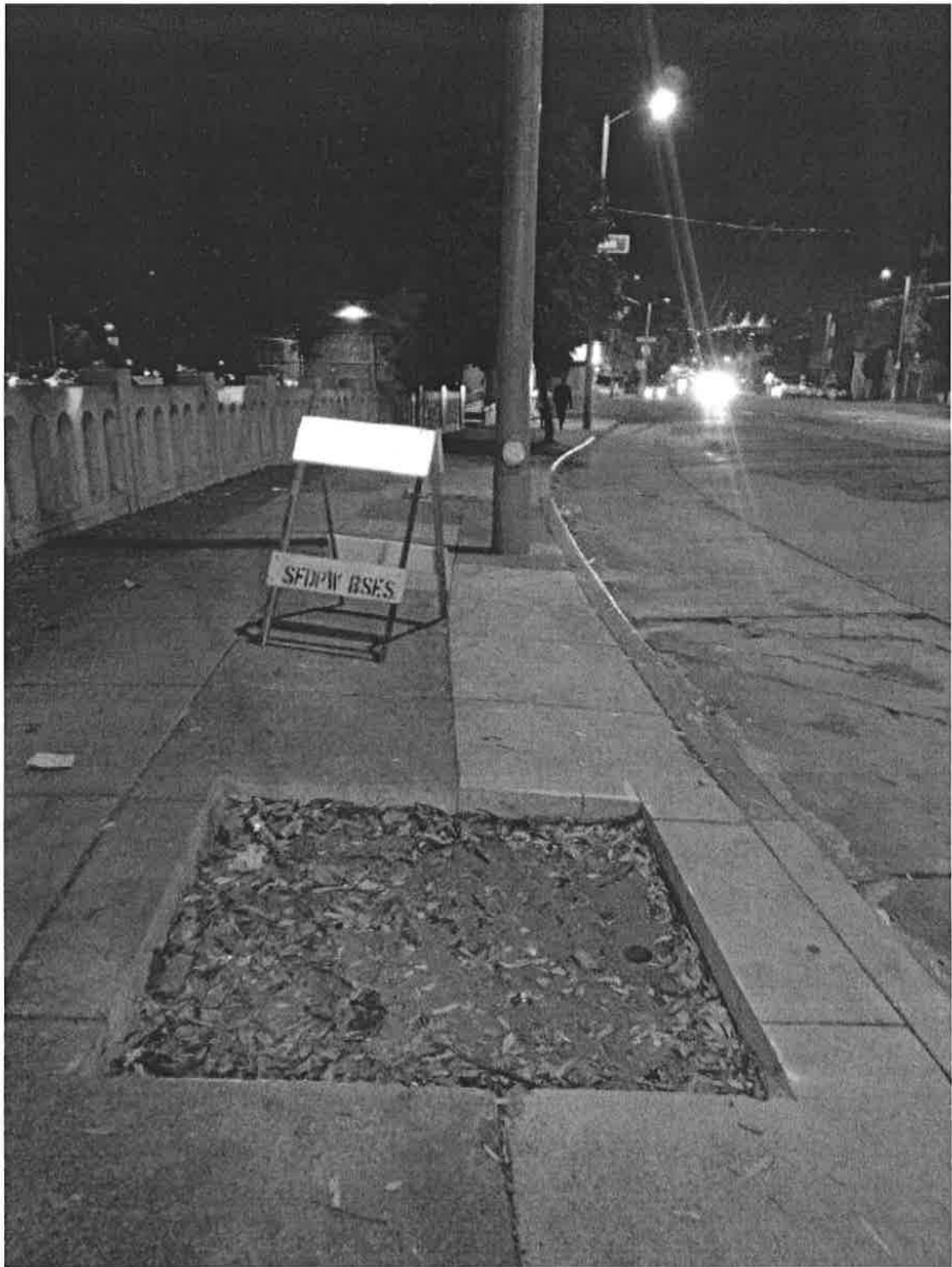
Interested parties are encouraged to attend. Persons unable to attend the public hearing may submit written comments regarding the subject matter to the Bureau of Urban Forestry, 1680 Mission Street, 1st floor, San Francisco, CA 94103. These comments will be brought to the attention of the hearing officer and made a part of the official public record.

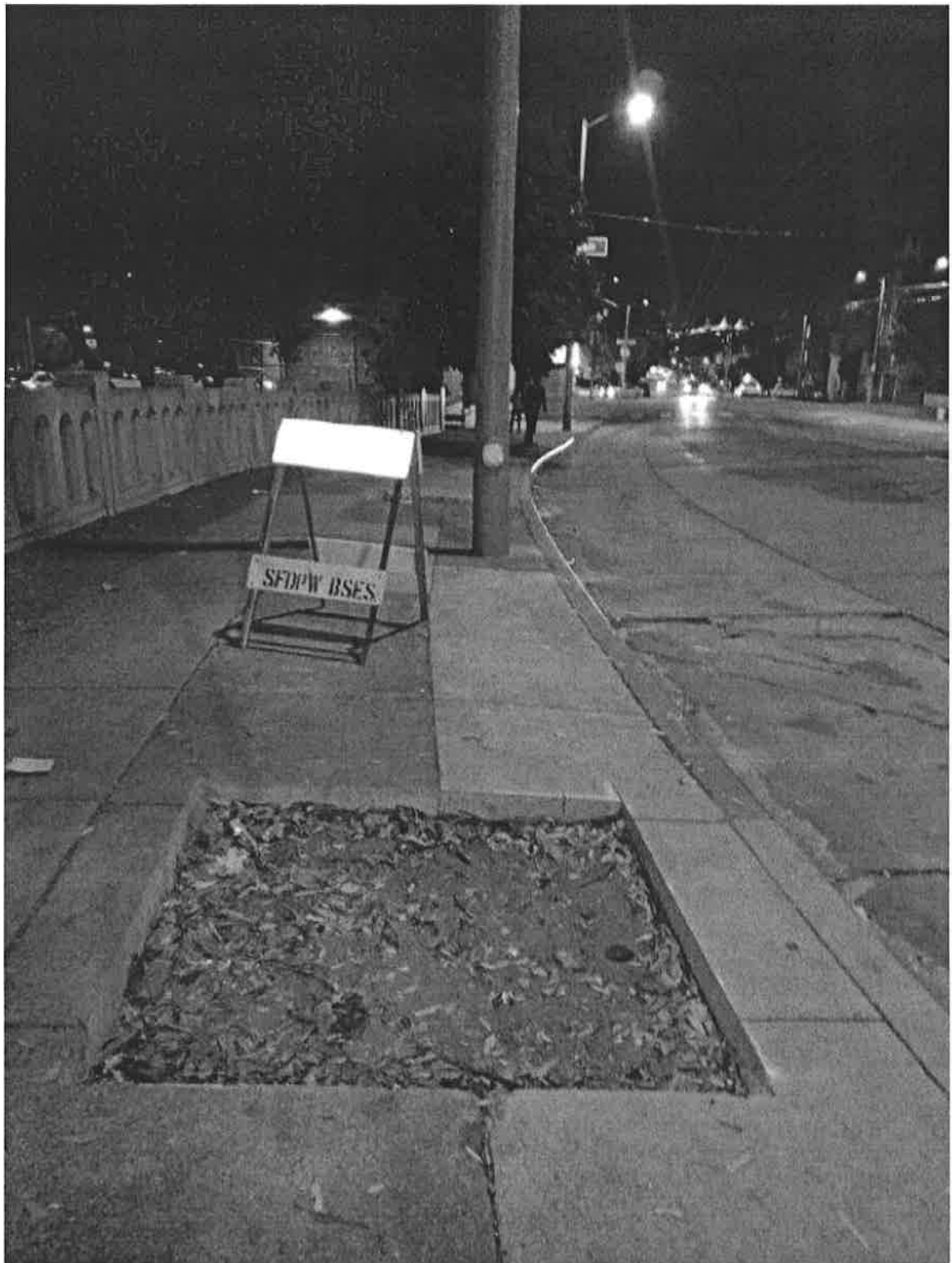
Further information, if desired, on this matter may be obtained prior to the hearing by phoning the Bureau of Urban Forestry at (415) 554-6700.

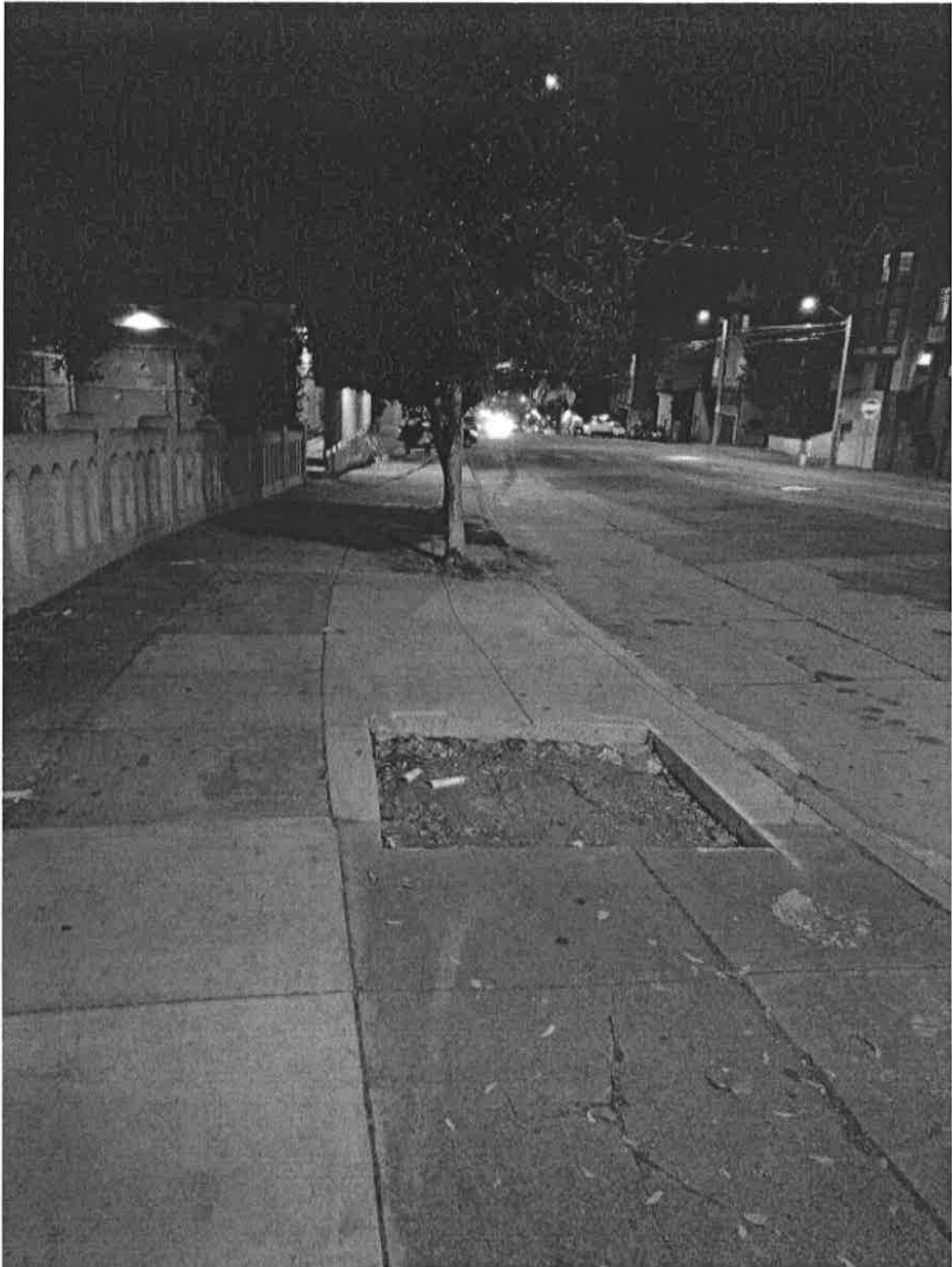


San Francisco Department of Public Works
Making San Francisco a beautiful, livable, vibrant, and sustainable city.

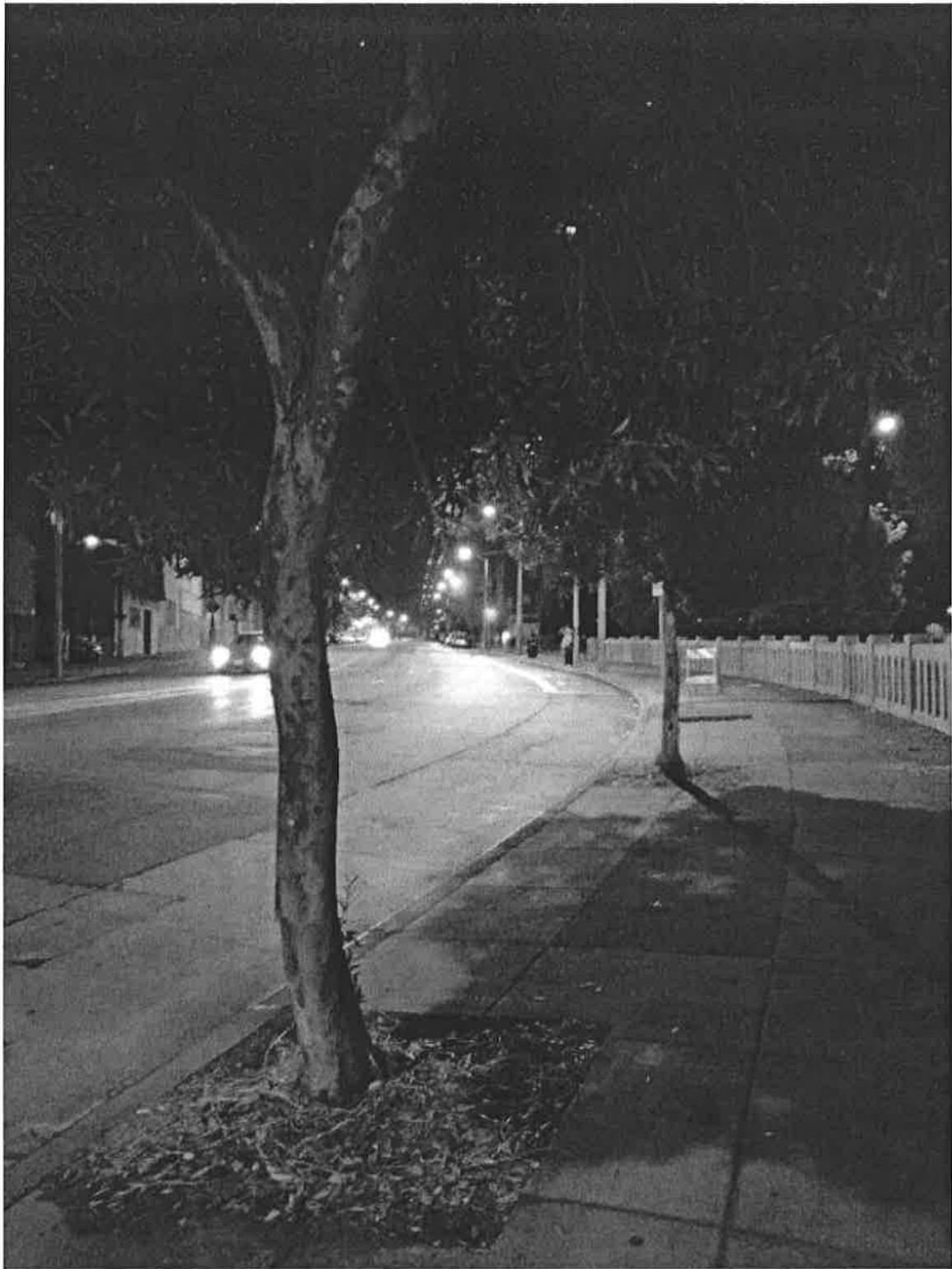
EXHIBIT F











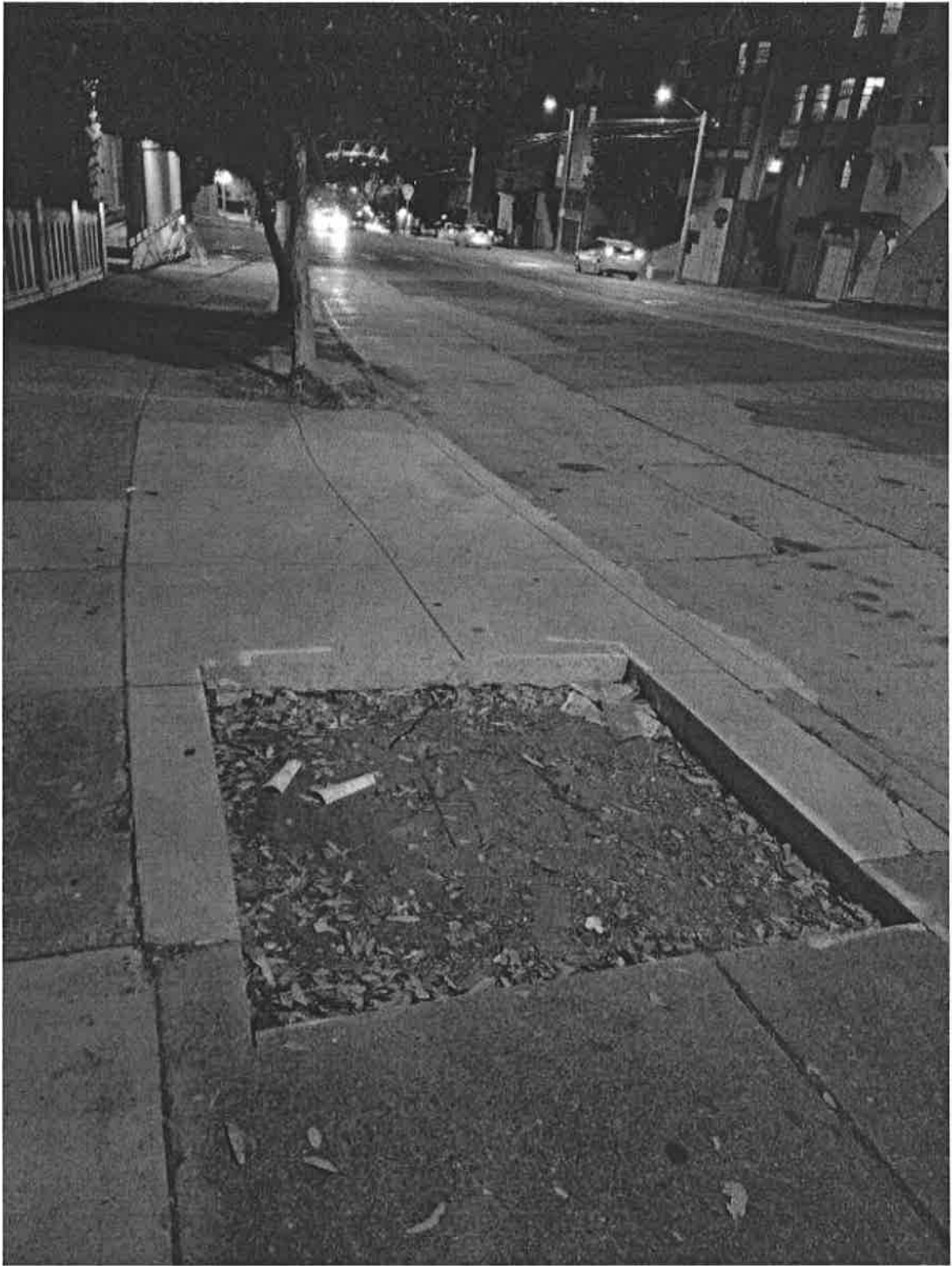




EXHIBIT G

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Where are the trees that were promised for Mission and Appeton?

[Inbox](#) [Trees](#)

[Zach](#)

Sat, Dec 29, 2018 at 12:45 AM

4 hidden messages – [Show](#)

[Buck, Chris \(DPW\)](#)

[Mon, Jan 14, 2019 at 12:21 PM](#)

[Zach](#) <zkarnazes@gmail.com>

[Tue, Jan 15, 2019 at 8:02 PM](#)

To: "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "apglikshtern@gmail.com" <apglikshtern@gmail.com>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Brown, Vallie (BOS)" <Vallie.Brown@sfgov.org>, "Cohen, Malia (BOS)" <Malia.Cohen@sfgov.org>, "Fewer, Sandra (BOS)" <Sandra.Fewer@sfgov.org>, "Jane.Kim" <Jane.Kim@sfgov.org>, "MandelmanStaff, [BOS]" <MandelmanStaff@sfgov.org>, "Peskin, Aaron (BOS)" <Aaron.Peskin@sfgov.org>, "Ronen, Hillary" <Hillary.Ronen@sfgov.org>, "Safai, Ahsha (BOS)" <Ahsha.Safai@sfgov.org>, "Stefani, Catherine (BOS)" <Catherine.Stefani@sfgov.org>, "Tang, Katy (BOS)" <Katy.Tang@sfgov.org>, "Yee, Norman (BOS)" <Norman.Yee@sfgov.org>

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Dear Chris Buch and SF Board of Supervisors,

Thank you Chris for taking the time to finally write a detailed response to my concerns.

> For the site on Mission and Appleton, we do need to check how the remaining,
> established trees are doing out there. I remember that Steve and I wanted to
> wait to see how the rest of the trees responded to the impacts from the
> retaining wall work

We the public, were promised new trees in 2014. **2014!** That's how long it has been. And yet we have to take time out of our day (unpaid) to **write repeatedly about this?** I wrote the department of urban forestry months ago with the same question and Steve ignored me again. *Where are the checks and balances in place to make sure your staff is doing their job?* and what will come of the new "inspection"? more notices to cut down trees when DUF hasn't even planted the replacements we were promised at the hearing **almost 5 years ago?**

All of this with keeping in mind the old ones were **cut down because of mistakes the city did** in construction. "Our fault" they said at the hearing, but that doesn't bring our trees back.

This is an absolutely disgraceful way for a city service to operate.

> I'm with you on creating a mechanism to allow the public to see which trees
> are currently being proposed for removal, City-wide. In fact, due to the
> passage of proposition E, we now have a public information officer who is
> helping us with a number of improvements, both to educate the public about
> recent changes to how street trees are managed in San Francisco, and
> assistance with outreach materials to let the public know not to prune or
> over prune ("butcher") street trees. Nancy is copied here

I'm glad you agree on this point at least, and something is in the works (maybe?) though without a timeline, and with the horrible track record of the DUF, I don't have a great deal of faith. It's absolutely horrendous that a proposition and new measures need to be passed just for DUF to do its civic duty of informing the public for where it is cutting down our *public* trees.

Your attached hearing notice only makes the case for the 100 Larkin trees look even more deplorable and unfounded:

>>The reasons for removal stated on the application were primarily focused on health and security issues around the library: light transmission, air movement, visibility, and the false sense of cover that has promoted activities on the sidewalk.>>

A "false sense of cover that has promoted activities"? Like what? Returning library books? or *gasp* a homeless person getting some shade from the hot sun? What insanity. What visibility and health issues are there? The trees *improve* the air quality and are beautiful to look at. Your department is simply monstrous in what they will conjure up to leave our city with nothing but barren concrete. I'm also not surprised to read that the location of the trees has a "typo" on the notices originally. Your department uses the "typo" tactic often. Keeping the public misinformed is what DUF does best.

Here is a copy of my email sent in 2014. I encourage you to read it and possibly understand my frustration with your department. I don't know how you people can sleep at night. You do everything you can to deforest San Francisco and harm our city with lies, "typos" and misinformation, missing notices, lack of a public database, lack of accountability, etc. etc.

the tree mentioned at 42 Lippard is not the one I have issue with keeping. I rarely write about trees on someone's private property (I have only done so once IIRC). I will have to find the exact address later, if the tree is still there..

-Zach

Dear Urban Forestry,

I am writing you as a concerned resident living in the Bernal Heights neighborhood of San Francisco. I have lived in this neighborhood for years and decided to first move here largely for its high density of parks and trees. In the recent months I have seen a very disturbing shift in the practice of caring for these trees. I would like to note a few instances of what I found to be completely unnecessary cuttings:

1) the large tree on the corner of 30th & Church St. over 50 years old cut down because "it was too close to power lines." The branches could have been trimmed and I have never seen buses having trouble through this intersection due to this tree.

2) a very large old tree cut down along the freeway walk way between Richland and Highland streets, on the Mission side. This was cut down because "it was leaning too much."

3) a very old pine tree (at least 50-76 years by my count of the rings) in Holly Park, at the Appleton Street entrance. This tree appeared to be in perfect health and then was just gone one day.

and at my last visit to Holly Park yesterday I now see orange spray paint around 4 palm trees at that same entrance (Appleton & Holly Park circle). I find all of this very shocking and I am speaking out as a local resident that is completely against this. I think our city officials should be making a strong case and documenting (on the tree or close by) legitimate evidence showing that the tree is sick before it should be cut down. Some of these trees have been in the neighborhood for many decades and they should be regarded as historical landmarks in SF that should be preserved.

Please let me know what appeals processes there are for these kinds of actions and/or why trees are being cut down without notices.

[Show quoted text](#)

> [for EMAIL SFDPW-logo_RGB.jpg]

> Chris Buck

> Urban Forester

>

> Bureau of Urban Forestry

> San Francisco Public Works

> City and County of San Francisco

> 1680 Mission St. 1st fl.

> San Francisco, CA 94103

> (415) 641-2677

> [sfpdw.org](http://www.sfpdw.org) <<http://www.sfpdw.org>>

> [twitter.com/sfpdw](http://www.twitter.com/sfpdw) <<http://www.twitter.com/sfpdw>>

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>> <Stephen.Keller@sfpdw.org> wrote:

>

>>> Hi Zach,

>

>>>

>

>>>

>

>>> Can you be more specific about the trees you are protesting near

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Inaccessible Removal of Trees at 3500 Mission St. / Appleton and Mission

Trees

Zach <zkarnazes@gmail.com>

Thu, Oct 17, 2019 at 2:16 PM

To: "Kittel, Heather (ADM)" <heather.kittel@sfgov.org>

Cc: "DPW, Urbanforestry (DPW)" <urbanforestry@sfdpw.org>, "Bohn, Nicole (ADM)" <nicole.bohn@sfgov.org>, "Jensen, Kevin (DPW)" <Kevin.W.Jensen@sfdpw.org>, "Pearman, Rick (DPW)" <Rick.Pearman@sfdpw.org>, SF Forest <SFForestNews@gmail.com>, "Froehlich, David (DPW)" <David.Froehlich@sfdpw.org>, "Short, Carla (DPW)" <Carla.Short@sfdpw.org>, "DPW, Urban Forestry Permits (DPW)" <urbanforestrypermits@sfdpw.org>, "Czajkowski, Matt (DPW)" <matt.czajkowski@sfdpw.org>, "Ong, Bryan (DPW)" <bryan.ong@sfdpw.org>, "Breed, London (MYR)" <london.breed@sfgov.org>, "Buck, Chris (DPW)" <Chris.Buck@sfdpw.org>, "Brown, Vallie (BOS)" <vallie.brown@sfgov.org>, "Fewer, Sandra (BOS)" <sandra.fewer@sfgov.org>, "Kim, Jane (BOS)" <jane.kim@sfgov.org>, "MandelmanStaff, [BOS]" <mandelmanstaff@sfgov.org>, "Peskin, Aaron (BOS)" <aaron.peskin@sfgov.org>, "Ronen, Hillary" <hillary.ronen@sfgov.org>, "Safai, Ahsha (BOS)" <ahsha.safai@sfgov.org>, "Stefani, Catherine (BOS)" <catherine.stefani@sfgov.org>, "Yee, Norman (BOS)" <norman.yee@sfgov.org>, "Crawford, Nicholas (DPW)" <nicholas.crawford@sfdpw.org>, "Keller, Stephen (DPW)" <Stephen.Keller@sfdpw.org>, "Sarieh, Nancy (DPW)" <nancy.sarieh@sfdpw.org>, "Walters, Cerise (DPW)" <cerise.walters@sfdpw.org>, "BoardofAppeals (PAB)" <boardofappeals@sfgov.org>, "Rosenberg, Julie (BOA)" <julie.rosenberg@sfgov.org>

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Dear Department of Public Works, Bureau of Urban Forestry, Mayor's Office on Disability, Mayor's Disability Council and other concerned parties:

I noticed recently there has been at least two (2) tree removals at 3500 Mission Street (near Appleton and Mission Street). I'm shocked to see that I was not notified of these removals, even though I have expressed:

- 1) my interest in the trees at this intersection on numerous occasions.
- 2) that your tree notices are not accessible to the disabled public.
- 3) that I spoke at city hall about the four (4) trees that were promised to be planted at this intersection on January 23, 2019.

I'm especially shocked to see this department **ignoring its responsibilities to comply with the ADA**, to be not only negligent in responding to my request for accessibility, but to actually be cutting down trees I've expressed interest in the recent past as a disabled San Francisco resident. I can't help but suspect if this is retaliation, in addition to negligence from Department of Public Works and Bureau of Urban Forestry.

I request information on the following:

- 1) when were the notices put up for these trees, and was there a way for bedridden, blind, or other disabled people to know about them?
- 2) what was the posting period for these two (2) trees that were removed.
- 3) were the four (4) trees ever planted after the 2014 removals for this intersection?
- 4) was there ever a hearing scheduled for these two (2) trees?
- 5) how would a bedridden or otherwise disabled person have been able to know about these removals if no protest or hearing was scheduled?

Please see pictures attached to this email for the trees in question.

Given that your tree notices are inaccessible to the disabled public **I kindly request all future San Francisco tree removal notices to be notified to me via email as a reasonable disability accommodation request.** And as I've stated in my numerous emails dating back to July 26th, I request that you put a temporary stay on doing non-emergency tree removals on our San Francisco public streets until the notices for these removals can be made accessible to the disabled public.

I kindly ask a reasonable disability accommodation that you reply to each of these points with the same numbering system, so I can follow along in your reply. I also request a reply over email within a timely matter for the same reason, since I cannot access my mailbox right now since it is not wheelchair accessible.

Once again, **I kindly ask MOD and the Mayor's Disability Council to look into the issue of inaccessibility with these notices** as I've spoken previously over email and at City Hall (specifically on September 20, 2019). **I also request MOD and the Mayor's Disability Council's assistance and actually getting a reply from DPW** who has failed to respond to any requests or emails since on or around September 6, 2019.

Sincerely,
Zach Karnazes

4 attachments — [Scan and download all attachments](#) [View all images](#)



3500 Mission Removal (2).jpg
59K [View](#) [Scan and download](#)



3500 Mission Removal (3).jpg
100K [View](#) [Scan and download](#)



3500 Mission Removal (4).jpg
60K [View](#) [Scan and download](#)

EXHIBIT H











APPELLANT'S BRIEF FOR APPEAL NO. 19-100

Hon. Rick Swig, President

San Francisco Board of Appeals

#1 Dr. Carlton B. Goodlett Place, Room 416

San Francisco, CA 94102

HD 11/6/19
FILE
BOARD OF APPEALS

OCT 17 2019

APPEAL # 19-100

Re: Case No. 19-100

Dear Members of the Board of Appeals,

Please accept this submission on behalf of the Calle 24 Latino Cultural District Council with respect to its appeal of the proposed ficus tree removal on 24th Street that is listed as Public Works Order No: 201771.

The Calle 24 Latino Cultural District Community Council requests that the Board withhold action and instruct the Department of Public Works to cease its removal of the trees on the Latino Cultural District (LCD). Withholding of removal is warranted by and consistent with these trees' cultural importance and landmark status in the history of the LCD and its association with the Lower 24th Street Neighborhood Commercial Development Plan, and their importance to the community's long-term vision and planning in the Latino Cultural District.¹ Premature removal of these trees would endanger the community's and Council's ongoing efforts to create a, "beautiful, clearly designated Latino corridor along Calle 24, and preserve the unique beauty and cultures that identify Calle 24" within this both local and state recognized Cultural District.² The Department of Public Works' attempt to remove these trees diminishes and marginalizes the

¹ Appendices A and B.

² Appendix B p. 6.

community of the Latino Cultural District and their right to self-determination and planning. The Department of Public Works' attempt to impose this order without collaboration or respect for the Latino Cultural District is an abuse of power of the Director's 2014 directive for the removal of ficus trees. The LCD respectfully petition's this Board to respect the history, culture, and people of the LCD and set forth associated mitigation measures to be put into place to preserve and protect the trees while a diligent process moves forward to evaluate the historic status of the trees and their danger as a "hazard tree" defined under Section 802 of the San Francisco Public Works' Urban Forestry Ordinance³.

Introduction.

On behalf of Calle 24 Latino Cultural District we are appealing Public Works Order No: 201771.

These trees have a significant historical importance in the development of Calle 24. During the 1970s and 1980s, a group antecedent to Calle 24, the Lower 24th Street Merchants Association under the revitalization committee, was a major organization representing stakeholders and community members in the planning process for the historic district during this period. After, the Calle 24 Latino Cultural District (Calle 24) was designated by the City and County of San Francisco in 2014 because of the gentrification, displacement, and cultural erasure occurring in the neighborhood. One of the goals of Calle 24 is to preserve our community cultural assets. Through a recent community process, Calle 24 reached out to over 4,000 people in the neighborhood. Through public meetings, stakeholder interviews and focus groups, Calle 24 identified cultural assets that were important historically and culturally.⁴ Some of the cultural

³

[http://library.amlegal.com/nxt/gateway.dll/California/publicworks/article16urbanforestryordinance?f=templates\\$fn=altmain-nf.htm\\$q=\[field%20folio-destination-name:%27802%27\]\\$x=Advanced#JD_802](http://library.amlegal.com/nxt/gateway.dll/California/publicworks/article16urbanforestryordinance?f=templates$fn=altmain-nf.htm$q=[field%20folio-destination-name:%27802%27]$x=Advanced#JD_802)

⁴ Appendix B

assets identified included small businesses, events, murals, low-riders, plazas and our historic trees.

These trees are important historical landmarks in the development of Calle 24 Latino Cultural District and their removal would constitute a material impairment of the intentional planning and work of this local and state recognized Latino Cultural District. For nearly 40 years these trees have been an identity marker rivaling La Rambla in Barcelona, Spain. In fact, the trees were part of a long-term collaborative planning process between the Planning Department, Lower 24th Street Merchants, and community during the period of the mid-late 1970s and early 1980s. During this planning process it was determined the area between, “Mission and Potrero on Lower 24th Street is the heart of the Mission’s Latin Commercial District...” and they therefore engaged in a planning study, “to identify and prioritize objectives and implementation measures for economic development and physical improvements on Lower 24th Street.”⁵ Included in the public improvement component as features were additional street trees as well sidewalk beautification and landscaping which were both themselves components within this evaluation and planning. In 1975, Lower 24th street received a generous planting of lollypop (*ficus microcarpa*) trees that the Planning Department recognized, in its study, had made important contributions and, “added much needed greenery to the street.”⁶ Since that time, these trees have become important cultural landmarks in Calle 24 as widely recognized as the trees which line the road in La Rambla in Barcelona, Spain and represent the cultural identity and spirit of the Calle 24 Latino Cultural District and its community.

⁵ Appendix A p.3

⁶ Appendix A p.43

As we know today, the Mission district has been experiencing unprecedented gentrification and displacement. The removal of the trees represents a significant and material impairment that would forever alter the physical characteristics of the Latino Cultural District and damage a precious historical resource. As noted in their final planning report a, “major theme that emerged in stakeholder discussions of the neighborhood strengths was the **community identity** or the spirit of Calle24, including both tangible and intangible characteristics such as the demographic diversity, the strong community connections, the commitment to social justice, and the neighborhood’s walkability, tree canopy and landscaping.”⁷ (underline and italics added) The ficus trees are inexorably tied to the community identity and spirit of the Calle 24 Latino Cultural District. These significant changes will also further amplify the pressures of gentrification and displacement within the neighborhood and run in direct conflict to the intended purposes of the cultural district. The trees have become an integral part of the character and culture representing the Latino community within the LCD. The trees have become one of the only remaining consistent images and demonstration of strength, comfort, and cultural continuity for our Mission Community during these troubling times for our neighborhood.

There is no adequate replacement for these trees. They are mature and have one of the thickest canopies of leaves in the Mission. It would take another 40 years just to reach this stage again. There have been many attempts over the years to remove these trees and an array of inconsistencies as to the stated purpose of why the trees are being removed. In 2011 the Calle 24 community came together to discuss the next generation of trees. The agreement with the city

⁷ Appendix B p.12

was to only replace trees that were deemed dead one at a time.⁸ The trees are part of the community and its identity. They contribute to the district's walkability, quality of life, welcome visitors, hold up and celebrate our holiday lights, protect us from rain and the summer sun. They are a visible representation of and provide continuity for the character and life of our community and the lower 24th street corridor.

Though the trees are not currently landmarked themselves, they are not only an integral part of a local and state recognized Latino Cultural District that would be significantly impaired were these trees removed, but a fair argument can be made that these trees indeed qualify as landmark trees. Under the California Environmental Quality Act (CEQA), a building that is potentially eligible for listing in the California Register of Historic Resources (CRHR) also qualifies as a "significant historical resource as defined by CEQA [Guidelines] Section 15064.5."

⁹ This same deference should be given to the trees with respect to their potential qualification as landmark trees under Section 810 of the Urban Forestry Ordinance.¹⁰ As such, any removal of these trees should be immediately halted until both the City and the Calle 24 community are able to conduct a due diligent investigation as to whether these trees meet the qualifications for landmark tree status. As will be demonstrated, there is substantial evidence supporting a fair argument of these trees designation as landmark trees which would entail a drastically different evaluation process from the one conducted by the Department of Public Works that is being used

8

<https://www.sfexaminer.com/the-city/city-to-cut-down-dozens-of-mission-district-ficus-trees-citing-safety-concerns/>

⁹ *Architectural Heritage Association v. County of Monterey*, 122 Cal.App.4th 1095 at 1105

10

[http://library.amlegal.com/nxt/gateway.dll/California/publicworks/publicworkscodes?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$sync=1](http://library.amlegal.com/nxt/gateway.dll/California/publicworks/publicworkscodes?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sync=1)

to justify their current proposal to remove them. Any plans for immediate removal should be halted until evaluation of this designation can be properly made.

A. Landmark Trees

The Landmark Tree Program aims to acknowledge, celebrate, and protect trees in San Francisco that have environmental, cultural, historical, botanical, or other significance. The program was codified in 2006 as Article 16, Section 810 of the Public Works Code (hereinafter referred to as "Section 810"). There is significant evidence that with proper process, these trees would qualify for both temporary and formal designation of landmark trees and should be subject to the provisions governing landmark trees set forth in Section 810 while proceedings are initiated for landmark tree designation.

Section 810 (f)(4)(A)-(E) establishes and utilizes specific evaluation criteria to review when making a determination of landmark status, with written findings to be made as well. The urban forestry council utilizes the following criteria in their determination of landmark trees:¹¹

- (A) Size, age, and species;
- (B) Visual characteristics, including the tree's form and whether it is a prominent landscape feature;
- (C) Cultural or historic characteristics, including whether the tree has significant ethnic appreciation or historical association or whether the tree was part of a historic planting program that defines neighborhood character;
- (D) Ecological characteristics, including whether the tree provides important wildlife habitat, is part of a group of interdependent trees, provides erosion control, or acts as a wind or sound barrier;
- (E) Locational characteristics, including whether the tree is in a high traffic area or low tree density area, provides shade or other benefits to multiple properties, and is visually accessible from the public right-of-way;"

11

[http://library.amlegal.com/nxt/gateway.dll/California/publicworks/publicworkscodes?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$sync=1](http://library.amlegal.com/nxt/gateway.dll/California/publicworks/publicworkscodes?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$sync=1)

There exists substantial evidence to support a fair argument that these trees meet these established criteria and qualify for landmark tree status and should therefore be afforded the same protections as well.

1. Size, Age, and Species

The trees in question are all ficus microcarpa that were planted as the result of a generous donation in 1975. This species of ficus typically grows to around forty (40) feet tall.

2. Visual Characteristics

These trees have distinct visual characteristics that has made them a prominent feature in the local landscape. They stand large along the corridor with an equally large canopy that makes them as unique and identifiable within the LCD as the trees that have gained so much prominence in La Rambla, Barcelona, Spain. A comparison of these two streets and the prominence of their respective trees as landmarks within the landscape is undeniable.¹² These trees have a unique distinction as “lollypop” trees due to the large hanging canopies that make them so prominent and attract both residents and visitors to Calle 24. These trees are so prominent that during the previous hearing on these trees a common theme emerged among, “[a]ttendees in their early 20s [who] shared stories about growing up around the trees and taking the longer route back home just to walk down 24th and look up at the vast, leafy green canopy. A young girl cried as she talked about the beloved ficus trees.”¹³ The very prominence of these trees in the lower 24th Street corridor induces both residents and visitors alike to divert their travel to 24th Street when walking or traveling.

¹² Appendix C.

¹³ <https://missionlocal.org/2019/06/mission-residents-oppose-ficus-tree-removal/>

There would be irreparable harm suffered were these trees to be removed because while there exist some tree alternatives, there are no other species that are both as prominent and retain as great a cultural significance as the lollypops that have lined these streets for decades.

3. Cultural or Historic Characteristics

These trees have significant historical characteristics that have helped to define the character of the neighborhood. With their roots dating back to the SF Planning Department and Lower 24th Street Merchant Association Planning Study for the 24th street corridor, they have become a distinctive landmark within the LCD. As mentioned before, these trees were given as a generous donation in 1975 to aid with the cultural, social, and commercial improvements that were in development at the time.¹⁴ These trees contributed immensely to the stabilization and placekeeping objectives of the 24th Street Development Plan. In fact, the Planning Department stated in their report that the, “[y]oung greening trees... which have recently been provided have significantly improved the appearance of the street.”¹⁵

Over time these trees became part of the character and culture of the Latinx and immigrant community on 24th Street. They retain an intangible heritage, transmitted from generation to generation, constantly experienced by the community in response to their environment, their interaction with nature and their history. These trees provide the community of the Latino Cultural District with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity. These trees also contribute to the LCD community’s quality of life because of how they relate to these trees. They were there when they were children and are there now as they walk their own children, providing them with a sense of continuity,

¹⁴ Appendix A p.43

¹⁵ Appendix A p.3

relationship to their history and culture, and pride for the LCD. As part of the Latino Cultural District's Final Report (LCD report) on their community planning process, under the section denoting cultural resources/assets, one of the major themes denoted was the importance of the tree canopy to the built environment.¹⁶ Further, as mentioned previously, a major theme from the, "stakeholder discussions of the neighborhood strengths was the community identity or the spirit of Calle 24, including both tangible and intangible characteristics such as ... the neighborhood's walkability, tree canopy and landscaping."¹⁷ Their removal would constitute a significant and material impairment that would forever alter the physical characteristics of the Latino Cultural District, irreparably damage a precious (and state recognized) cultural district, and forever diminish the community identity and spirit of Calle 24. The City's removal of these trees also constitutes an undermining and marginalization of the LCD community's intentional and long-term planning for the LCD.

The significance of these trees at the time they were planted and their continued strong association with the Latino Cultural District is undeniable. With the passage of time these trees' association with the Latino Cultural District and contribution to the District's unique neighborhood character has only continued to grow their significance.

4. Location Characteristics

The location characteristics of these trees also significantly support a finding that they are indeed landmark trees. 24th street between Potrero and Mission is the heart of both the Latino commercial and cultural district. It is a high traffic area with many of the ficus trees lining the street on the sidewalk, making them very visible and accessible from the public right-of-way.

¹⁶ Appendix B p.44

¹⁷ Appendix B p. 12

They capture the eye, the imagination, and stand as cultural placekeepers and landmarks for the cultural history of the Latino Cultural District. Their large canopies provide ample shade and oxygen to the local environment. Particularly on hot summer days which are increasing in regularity every year due to climate change. These trees signify to visitors that they have arrived in the heart of the Latino Cultural District. With the trees significance embedded into the very cultural history of the Latino Cultural District and identity of its people, their removal would constitute a significant and material impairment as there can be no proper substitute that would provide the totality of benefits these trees have given to the district and its community for over 40 years.

Conclusion

The ficus trees lining Calle 24 are part of a historic planning process that occurred between the Planning Department and the Lower 24th Street Merchant Association beginning in the 1970s and with a full report produced in 1982. It is impossible to separate the cultural significance of these trees as they have become an integral part of the character and culture representing the Latinx community and the Latino Cultural District.

The Department of Public Works' (DPW) attempt to remove these trees is an abuse of power of the Director's 2014 directive for the removal of ficus trees. The assessment made by the Department was improper because it was made in the vacuum of only assessing the trees themselves. The Department failed to take diligent steps to investigate the cultural and historic significance of these trees, despite the notice they received from the community, within the context of the historic planning process initiated in the 1970s and 1980s, as well as the current Latino Cultural District Council's and community's intention to see the continuity of their history, identity, and heritage remain for as long as the trees themselves are not hazardous.

The Department's stated purpose is to address the increase in large limb failures that are resulting from the aging of ficus trees. There are other alternatives which have not been explored or investigated that would achieve these same ends such as engaging in maintenance by removing the potentially dangerous limbs/ competing limbs, utilizing rubberized cement to allow safe public right-of-way while simultaneously being flexible for root growth, or other similar alternatives.¹⁸ Without reasonable investigation of these alternatives, the City is signaling a message that cost-savings are more important than the preservation of a state recognized cultural district's heritage, continuity, and identity. This is an attempt by DPW to impose their will upon an historically marginalized community and diminish their right to cultural identity, continuity, self-determination, and planning. This imposition undermines the decades of intentional cultural placekeeping and planning efforts that the LCD community has worked so hard on. It runs in direct conflict of the purposes that led to its creation and formal recognition. There is substantial evidence supporting a fair argument for the cultural and historical importance of these trees.

Though these trees may not have Landmark status at the current moment, the substantial evidence that exists should compel this Board to deny the current removal for the time being to enable both the City and Latino Cultural District to investigate whether nomination of these trees as landmark trees is warranted. Under the California Environmental Quality Act (CEQA), a building that is potentially eligible for listing in the California Register of Historic Resources (CRHR) also qualifies as a "significant historical resource as defined by CEQA [Guidelines] Section 15064.5."¹⁹ This same deference should be given to the trees with respect to their potential qualification as landmark trees under Section 810 of the Urban Forestry Ordinance and

¹⁸ <https://www.npr.org/templates/story/story.php?storyId=5615795>

¹⁹ 122 Cal.App.4th 1095 at 1105

their importance to the culture and community of the state recognized Latino Cultural District. Once they are removed, they can never be returned. It is our hope that this Board would see the prudence in erring on the side of caution before engaging in an irreparable action that, if the trees are indeed landmark trees, would be tantamount to committing cultural erasure and perpetuation of the continued marginalization of the right for minority communities to have a voice when it comes to their own cultural heritage and placekeeping.

The Latino Cultural District is a state recognized cultural district and these trees have occupied a special place in the Latino Cultural District community. They form a prominent landscape feature within the Latino Cultural District and are significant to its history as well. Without these trees, the heart and spirit of the Latino Cultural District would be unrecognisable. They are, like the trees in La Rambla, the Latino community's great green heritage; an invaluable heritage that must be looked after carefully to guarantee its conservation and improvement. Before committing any actions that may lead to permanent and devastating results for the history and culture of an historically marginalized community, we would respectfully request that this Board enable the Latino Cultural District community to engage with our Supervisor, the Planning Department, and/or Urban Forestry Council and conduct a responsible and diligent investigation into their qualification as landmark trees.

Sincerely,

A handwritten signature in blue ink, appearing to read 'CB', with a long horizontal flourish extending to the right.

Carlos Bocanegra, Esq.

For Calle 24 Latino Cultural District Council

Appendix A

THE MISSION

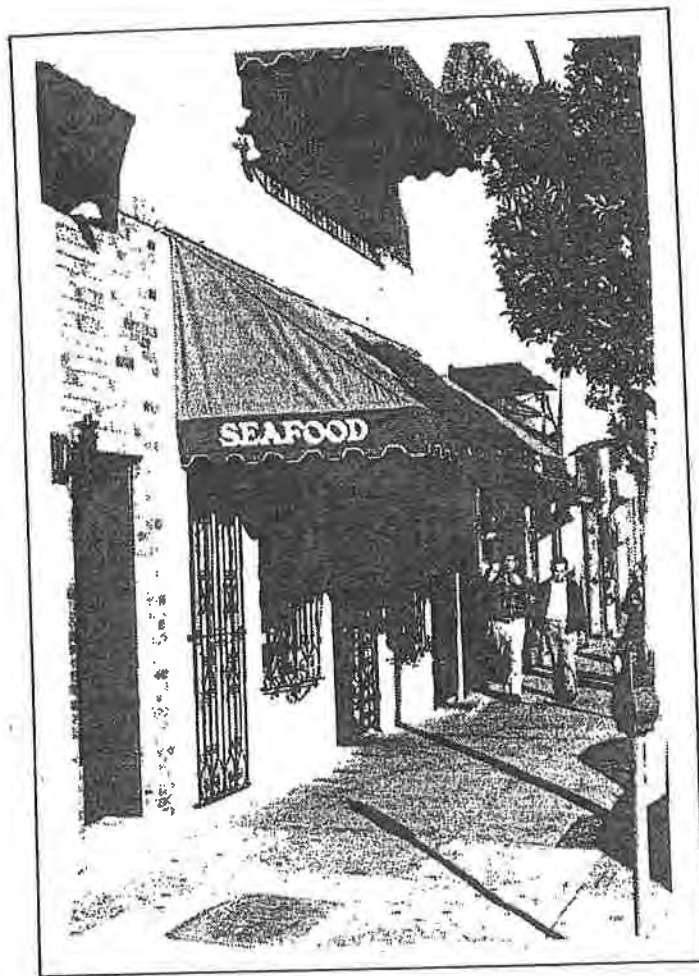
24TH STREET

NEIGHBORHOOD COMMERCIAL DEVELOPMENT PLAN



SAN FRANCISCO DEPARTMENT OF CITY PLANNING • JUNE 1981

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NEIGHBORHOOD COMMERCIAL REVITALIZATION
PLAN OUTLINE

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BOB SANCHEZ
Tutor
28-57
member's class

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Note: A Spanish translation is attached to the Appendix.

Nota. Una traducción del Sumario y Programas Recomendados se encuentra al final de este reporte.

I. INTRODUCTION

A. SUMMARY

This is a plan for comprehensive commercial revitalization of the 24th Street neighborhood shopping district between Mission Street and Potrero Street in the Inner Mission NSA. This plan documents the economic, physical, and social conditions of the commercial area and includes information obtained from primary surveys of businesses and building conditions, existing residential and commercial land use studies, and numerous interviews with the merchants to identify the major problems and opportunities facing the commercial shopping district. The demographic characteristics of the primary users of the shopping district are also described.

A market analysis of the district was conducted to determine what share of its primary and secondary markets the shopping district was capturing. The findings show that commercial activity in the area has lagged significantly behind citywide and state trends. The commercial district is operating substantially below its primary and secondary market potential. The report emphasizes the need to improve the neighborhood-serving business activity in the area but also recognizes the need to capture a larger portion of the secondary market. The merchant survey indicates that the secondary market helps support many of the small businesses. Increased business with the secondary market would allow the merchants to offer better services to neighborhood residents.

Not surprisingly, this commercial street has many of the problems associated with other neighborhood commercial strips. The principal issues perceived by the merchants are business development, increased public parking, crime prevention and employment alternatives for the youth, improved window displays, and the general physical appearance of the area, improved cleanliness, and better facilities for the use of the sidewalks by shoppers and residents.

This study has considered these issues and recommends a comprehensive business and physical development plan which when implemented would meet most of the needs of the commercial area. The business development plan outlines the strategies and programs that need to be developed. These programs will: (1) increase the availability of financing for the merchants' working capital needs along with needed external and internal improvements to their facilities; (2) improve the merchants' business developing skills -- accounting, financing, management, and merchandising; (3) improve marketing and promote management capabilities of the merchant association.

The physical development plan requires that the City make a commitment to provide a number of public improvements. This plan recommends that (1) additional off-street public parking be made available to meet the estimated need; (2) street illumination be increased; (3) pedestrian amenities be provided; (4) a demonstration painting and restoration program be developed; and (5) that a

shoppers' mini-park be developed to meet the community's open space needs.

The implementation of these recommendations is a responsibility which must be shared by the merchants, residents and the City. The City can provide or facilitate a number of needed improvements, but it is the merchants and residents who must daily work to improve and maintain the quality of the shopping environment.

This is a general plan which lays out the main strategies and programs needed. To realize the goals and objectives of the plan, the programs which are identified must be developed, refined or modified as needed. The success of this plan depends on the implementation process which is yet to be detailed.



B. Overview

Between Mission and Potrero on Lower 24th Street is the heart of the Mission's Latin commercial district. One can find here a variety of small Spanish and other ethnic specialty shops. They have flourished with the diverse Central and South American population which concentrates around the 24th Street area of the Inner Mission. A neighborhood resident or visitor to the area can choose from restaurants specializing in Cuban, Mexican, El Salvadorian, Nicaraguan, Vietnamese or other ethnic foods. Many of these small businesses are operated by merchant family members with one or two employees.

The street serves many of the convenience household shopping needs of the neighborhood. Recently, 24th Street has become increasingly more attractive to shoppers living outside of the study area who want to enjoy the area's Latin flavor. Young greening trees and other sidewalk amenities which have been recently provided have significantly improved the appearance of the street. Colorful murals and some cultural beautification details provided by individual merchants further contribute to the area's unique charm.

*data
basis*

Despite the signs of improvements on the street, the depressed economic condition of the street is evident. These symptoms are noted by the many storefront buildings in poor disrepair and blighted "sore spots", the large number of secondhand stores, the lack of painting and orderly signing and window display, and the high number of vacant storefronts. Other more deeply rooted problems are reflected by the large number of absentee owners, and the significant number of marginal businesses. Crime, vandalism and street litter are other common problems on the street.

The 24th Street Merchants have organized and have actively sought to deal with the many social and economic development problems in the street. In 1979 they were successful in organizing a major community street festivity on 24th Street to celebrate the independence of Latin America on September 15th. With the assistance of neighborhood youth groups they initiated a major street cleaning campaign. Since their establishment in 1978, the Merchant Association has worked to promote business development, prevent incompatible uses from coming into the street, and petitioned City government agencies for needed public improvements. To further these efforts the City Planning Department has assigned staff to assist the merchants to develop a comprehensive physical and economic development plan for the Lower 24th Street area.

C. Purpose of Study

The purpose of this planning study is to identify and prioritize objectives and implementation measures for economic development and physical improvements on Lower 24th Street. This neighborhood shopping area is within the designated Inner Mission Neighborhood Strategy Area (NSA). This area of the Mission is eligible to receive Community Development Block Grant (CDBG) funds to assist qualified merchants improve their business activity, and to carry out needed public street improvements. The plan which has been developed makes specific recommendation for needed private and public improvements.

Planned commercial revitalization in the area will increase economic development activities which benefit lower income residents and merchants in the community. This objective is part of broader community development goals for the area which may include neighborhood stabilization, housing restoration, social services, and employment development.

D. Scope of Study

The focus of the study is on public improvements and business development components which would enhance the street environment and improve the economic vitality of Lower 24th Street. The business development component includes recommendations for low interest loan incentives for private exterior building restoration, interior remodeling, and business expansion; painting and sign coordination demonstration blocks, and improve business management assistance. The public improvement component includes such street features as better street lighting, additional street trees, sidewalk beautification and landscaping, street furniture and amenities, public parking facilities, mini-park recreation space, and other public and cultural physical improvements.

The study recommends needed improvements, and technical and financial assistance based on the assessment of existing conditions. The implementation of these recommendations will result in increasing neighborhood business, provide greater shopping convenience, and increase neighborhood employment opportunities. It should be noted, however, that successful neighborhood commercial revitalization is neither a simple nor a short process -- it requires an overall coordinated system approach among the merchants, planners, government agencies, private financing, and community residents.

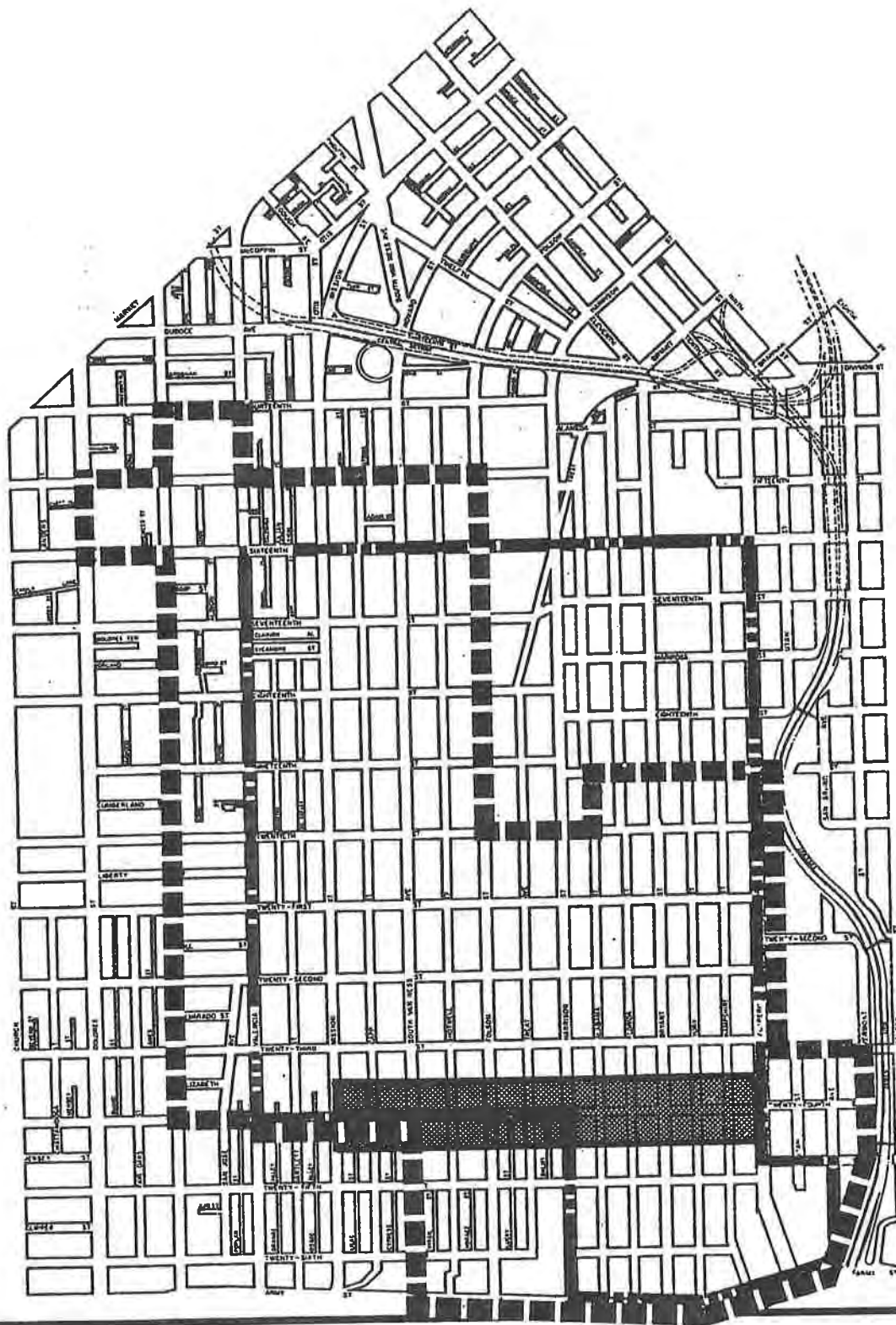


FIGURE 1 THE MISSION

- NEIGHBORHOOD STRATEGY AREA (NSA), CURRENT
- NEIGHBORHOOD STRATEGY AREA (NSA), PREVIOUS
- ▨▨▨ 24TH ST. NEIGHBORHOOD COMMERCIAL STUDY AREA

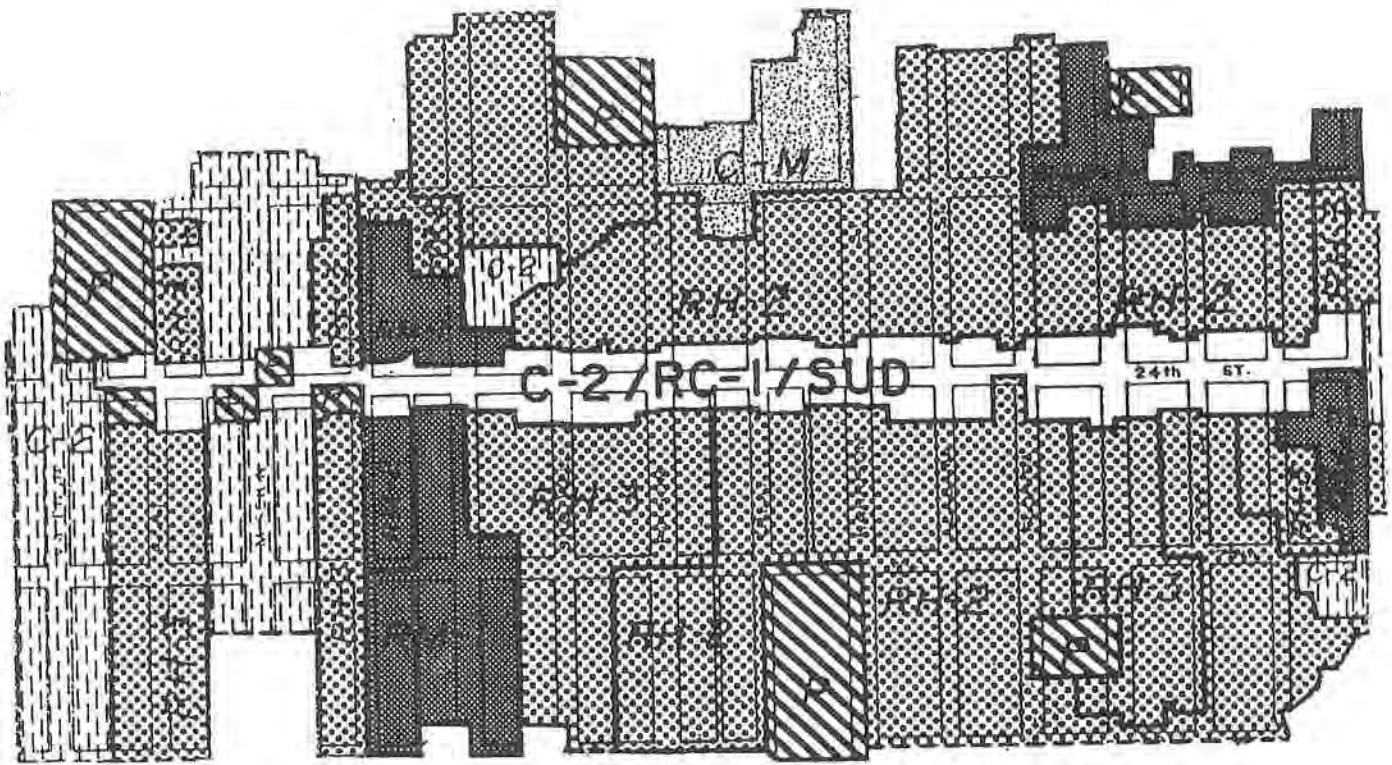








FIGURE 2

LAND USE ZONING 24TH STREET AREA

	RH-2&3	RESIDENTIAL HOUSING, 2 OR 3 UNIT BUILDINGS
	RM-1-3	RESIDENTIAL MIXED HOUSING WITH APARTMENT BUILDINGS
	SUD/RC-1	SPECIAL USE DISTRICT, RESIDENTIAL & NEIGH. COMMERCIAL
	C-2	COMMUNITY BUSINESS DISTRICT
	C-M	HEAVY COMMERCIAL
	P	PUBLIC

* Refer to the City Planning Code Manual and Maps for complete definitions and area zoning coverage.

II. BACKGROUND

A. Study Area

The neighborhood commercial study area is the 24th Street commercial strip between Mission and Potrero Streets, within jurisdictional boundaries of the 24th Street Merchants Association. Although commercial activity extends up to Valencia and past Potrero Avenue to the James Lick Freeway, Mission and Potrero Streets are the recognized entrances to the proposed study area. This area encompasses 12 city blocks (these blocks are listed by Assessor's Blocks in the Appendix, see 24th Street Storefront Inventory). A number of these city blocks are cut across by small alleys which open into 24th Street. The study area is depicted in Figure 1.

B. Zoning

The commercial strip fronting on 24th Street has been zoned C-2 for community business uses and changed in 1979 to interim RC-1 controls for mixed neighborhood residential and commercial use. In September 1980 the Board of Supervisors passed a City ordinance designating 24th Street and nine other neighborhood commercial districts as Special Use Districts (SUD) for a one year trial period.* Most recently in January 12, 1981 the Board of Supervisors withdrew the RC-1 designation and restored the area's C-2 zoning, subject to the SUD controls which are superimposed over the commercial shopping district.**

An RC-1 zoning district allows the development of medium-density residential use (one dwelling unit for every 800 square feet of lot area) and commercial uses which are allowed in C-1 districts. The principal permitted uses in a C-1 district are neighborhood retail businesses, personal services, business or professional offices, and residential dwelling. Commercial uses above the ground study in this district require conditional use permits. These commercial districts are designed primarily to meet the needs of nearby residents.

Community business C-2 districts provide a wider variety of general or specialty goods and services which may cater not only to nearby neighborhood residents but also to a citywide or regional market. As in C-1 districts, the emphasis is upon compatible retail uses and development, but the C-2 districts allow a higher intensity of commercial uses which are normally found in strictly commercial districts. The residential

*See the Neighborhood Commercial Conservation and Development Study and update by the Department of City Planning, October 1979

**See City Planning Code, City and County of San Francisco, 1979 edition.

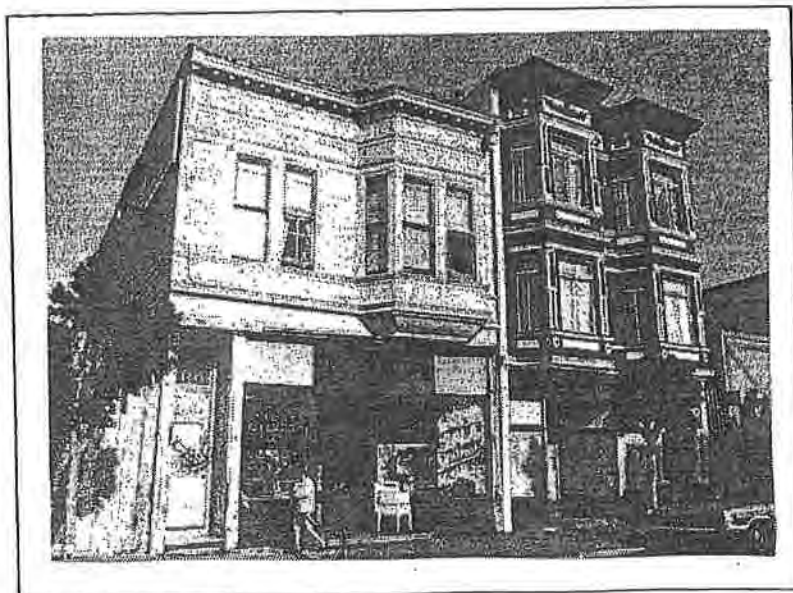
density in a C-2 district is similar to that allowed in C-1 or RC-1 districts. An important way that C-1 zoning differs from RC-1 is that RC-1 districts require rear yard setbacks on ground floor commercial stores whereas the C or RC-2 districts require rear yard only on the residential floors of a building.

The Special Use District designation which the street has received has established maximum thresholds on the number of bars, restaurants, fast food and off-sale liquor establishments, places of entertainment, dance halls, cabarets, and other uses allowed in the district's zoning. These controls aim to determine with greater discretion the compatibility and cumulative effect of individual business development proposals. It imposes controls on size, frontage, parking, drive-up uses, and requires that new buildings provide for commercial space on street level frontage. These provisions strengthen the character and use of ground floor commercial use. Another objective of the SUD is to preserve the mix of commercial and residential use on the street. This has resulted in a policy which prevents upper story residential units from being converted to commercial uses.

These zoning changes significantly affect present and future development on 24th Street. Each zoning category has a set of complex regulations which affect the street in a different way. The merchant association must follow these regulations closely to insure the best use of the street.

C. Existing Land Use

Lower 24th Street is lined by a diversity of small shops and restaurants with residential dwelling units above in the second and third story floors of many old victorian style buildings. The street has a great number of ethnic restaurants, small grocery stores, Mexican bakeries and other neighborhood and secondhand stores. This mix of residential above commercial activity typifies land use on 24th Street.



III. DEMOGRAPHICS

A. Ethnicity

Most of Lower 24th Street is included within the U. S. Census Tract 229. The neighborhood area bounded by Census Tract 229 lies between South Van Ness and Potrero and Army and 23rd Street. This residential sector is in the immediate shopping area served by Lower 24th Street. Neighborhood area information can explain much about Lower 24th Street.

The population statistics for the area show that over 75 percent of the population in the 24th Street neighborhood area are ethnic minorities. The largest proportion of these residents are Latinos, comprising over 55 percent of the population. Other major ethnic groups are Filipino and black populations which make up about 7 percent each. The white population is less than 25 percent. (See population characteristics tables in the Appendix.)

Since 1950 there has been a significant increase of Latin American migrants which have replaced the Irish families which have left the area. This major population change has been accompanied by a significant increase of Latin-oriented commercial retailing.

We estimate that the trends described here from 1970 census data will continue to be observed in the 1980 census. This information will be available in 1982.

B. Family Characteristics

This area of the Inner Mission is characterized as having a significantly high percentage of youths and married adults. In 1970, 37 percent of the population was under 18 years old in the Inner Mission, considerably higher than the 22 percent for the entire city. These characteristics clearly identify the Inner Mission's strong family orientation. *with information*

C. Employment and Education Levels

The Inner Mission has one of the highest percentages of semi- and unskilled workers in the city. One-third of all workers fall in this category, 58 percent are employed in skilled occupations, and only 9 percent in professional positions as compared to 25 percent citywide. These statistics are reflective of the generally lower economic conditions found in the area.

As with employment skills, the levels of education are significantly lower in the Inner Mission than elsewhere in the city. In 1970 46 percent of the adult population in the Inner Mission had less than a junior high school education and almost 90 percent had less than a high school education. In comparison to all other city districts, this area has the

largest percentage of people with less than a high school education.

CONCLUSION

On the whole, the population in the 24th Street area of the Inner Mission is young, family oriented, predominantly Latin, and with incomes lower than city averages. This means that neighborhood residents spend a high proportion of their incomes on essential goods such as rent and food, and very little on less essential goods and services. This is consistent with statistics which show a high percentage of small grocery and restaurant shops on 24th Street and a high percentage of lower-income renters (73 percent) living in the immediate shopping area. Merchants who sell non-essential goods and services or provide specialty goods must attract customers from a wider market than the immediate neighborhood. This information can be used by the merchants to better market their goods and services to neighborhood residents.



IV. ISSUES

From June 23 to June 30, 1980, a survey was conducted by the 24th Street Merchants Association and the San Francisco Department of City Planning to gather information on business conditions along 24th Street. Approximately 1/3 of the 160 businesses on 24th Street participated in the survey. The purpose of the survey was to identify major problems and priorities for improvements along the street. (See Neighborhood Commercial Feasibility Study summary in the Appendix.)

The issues which are most often discussed on 24th Street can be categorized under six major areas of concern. These issues center around (1) business development, (2) storefront improvements, (3) street improvements, (4) people problems, (5) transportation and parking, and (6) future neighborhood commercial development. The findings from the merchant survey are discussed in the following and summarized in Table 1 in the Appendix.

A. Business Development

One of the most basic concerns has revolved around developing methods to improve the retail economic vitality of the street as a neighborhood commercial district. The 24th Street merchants have made strong efforts to promote business activity in Lower 24th Street. They have organized a number of fundraising events and a major community street fair in mid September. The street fair has had much support from the community residents and has been successful in attracting visitors from all over the Bay Area. This past year the street received free publicity from newspaper, journal and television coverage which described some of the specialty shops, ethnic diversity and colorful charm of Lower 24th Street. However, the promotional advertising the street has received has been sparse and not substantial enough to increase the overall business activity.

While 41 percent of businesses in the merchant survey reported an increase in sales over the last three years, a full 25 percent reported that their sales had declined over the same period. Most of the merchants surveyed (74%) feel that the secondary market offers the greatest potential in terms of increased sales. Many merchants (65%) reported that a great percentage of their customers came from either the larger Mission, citywide, or regional area. These findings testify to the economic problems and unique appeal which the street already has. *Range*

The survey shows that there are three times as many merchants who lease than those who own their own shop. Almost all of the merchants expressed interest in low-interest loans which might enable them to purchase their building, or be used

for facade improvements, interior remodeling, or working capital. Similarly, about 75 percent of the merchants supported the development of a business technical assistance program. These findings have been used to recommend programs which address the need which the merchants have expressed in the survey.

Not suggested?

The merchants recommended in 1976 in a report entitled 24th Street Problems and Possibilities, by Mission Planning Council, that a business advice center be organized to personally and jointly assist the merchants on Lower 24th Street. The Center was to locate in Lower 24th Street and assist the merchants in marketing, advertising, business management and accounting, sales and purchasing, profit increase forecasting, business expansion, new business development, government assisted loans and private financing, and other business development methods and programs. To attain their economic potential the merchants should increase their business development skills. Business economic development remains the most important issue in Lower 24th Street.

B. Storefront Improvements

The merchants have expressed the need to improve the attractiveness of many storefronts and buildings which now depress the quality of the street. A large number of commercial/residential buildings require extensive restoration and rehabilitation on Lower 24th Street. A sidewalk street survey revealed that there are about 12 such "sore spot" buildings in the street. These buildings negatively impact the shopping attractiveness of the whole street, and discourage many neighborhood residents and visitors from patronizing the street.

A significant percentage of storefronts in 24th Street are poorly maintained, they lack painting, many window displays are in disarray or cluttered with dusty old secondhand goods, awnings are lacking or hang tattered over the sidewalk, and signs are displayed in many storefronts without artistic or street design considerations. A few merchants have had colorful murals painted on blank walls and many other have made special efforts to improve their storefront appearance.

While storefront improvements is an important issue, the merchant survey indicates that the majority of the merchants are just as interested in increasing police protection, improving street cleanliness, providing additional parking or increasing street lighting.

C. Street Improvements

1. Street Lighting: The street lighting on 24th Street is inadequate for lighting of sidewalks and storefronts. Dark and shadowy sidewalks discourage nighttime use of

the street. This condition may encourage vandalism and prevent the proper visual surveillance of sidewalk and storefront. In 1979 the merchants requested the Mayor's Office of Community Development for funds to improve sidewalk lighting. They are considering (1) installing human-scale sidewalk lamp posts with some Spanish architectural design, (2) converting existing lamp posts to higher intensity sodium vapor lighting, and (3) encouraging more storefront window lighting. Street lighting has been given a high priority by the 24th Street Merchants Association.

2. Sidewalks: The sidewalks on Lower 24th Street are cracked, dirty, littered, and in generally poor condition. The merchants have successfully organized a number of sidewalk cleaning programs (La Operacion Limpieza de la Calle 24) and furnished the street with a number of litter receptacles. Although they have had much support from community residents, litter and poor sidewalk conditions remains an important issue. To improve conditions of the street merchants have recommended a number of street improvements which include: colorful sidewalk mosaic pavings, street benches, and flower planter boxes, community bulletin boards, small outdoor sidewalk tables and displays, and another mini-park. These improvements could be designed to complement the existing flavor of the street.

Therese
3. Street Community Archways: The merchants have also recommended that prominent entrance arches be erected on 24th Street at Mission, Capp, or South Van Ness, and at Potrero Avenue. These could be built of wrought iron, stucco, or concrete, and be designed to carry an early Mission Spanish motif. The arches would strongly identify the boundaries of Lower 24th Street's neighborhood commercial shopping district. These two focal features could promote shopping and encourage pedestrian circulation from Mission to Potrero and visa-versa.

A number of colorful murals have been painted on 24th Street. These murals, proposed archways, and other public improvements the merchants have discussed can add to the charm of the neighborhood and improve commercial activity on the street.

D. People Problems

Crime is always a major concern to merchants. The high proportion of youths, unemployment and low incomes in the area significantly increase the potential for crime, often associated with "troublesome youths". Many merchants have resorted to putting up iron bar grilles in front of their storefronts to prevent vandalism. The apparent or real threat

of crime can have a severe negative impact on shopping on the street. Crime was the most frequently mentioned problem in the merchant survey.

The merchants have been supportive of increasing the recreational, employment, and educational opportunities available to Mission youths. This long range goal often gives way to recommendations which deal with the immediate crime problem. These recommendations have focused primarily on the need for increasing day and nighttime foot patrols.

E. Transportation and Parking

Off-street parking is another high priority problem identified by the merchants. The merchants feel that the lack of parking discourages potential customers from driving to the street. The merchants have been looking for vacant sites which may provide public parking as well as retail, and residential mix use. They have sought to work with the City's Parking Authority and private developers which may be interested in this type of mixed use development. With only a few remaining vacant sites in the area, the potentials for off-street parking are severely limited.

The merchants have also expressed the need to improve the use of commercial unloading zones to prevent double parking which blocks traffic and impedes traffic from coming into the street. The narrow width of the street with parking at either side of the curb allows only one lane of traffic in either direction. Large trucks or buses parked by the curb sometimes block the flow of traffic. These problems must be assessed to determine the improved use of the street.

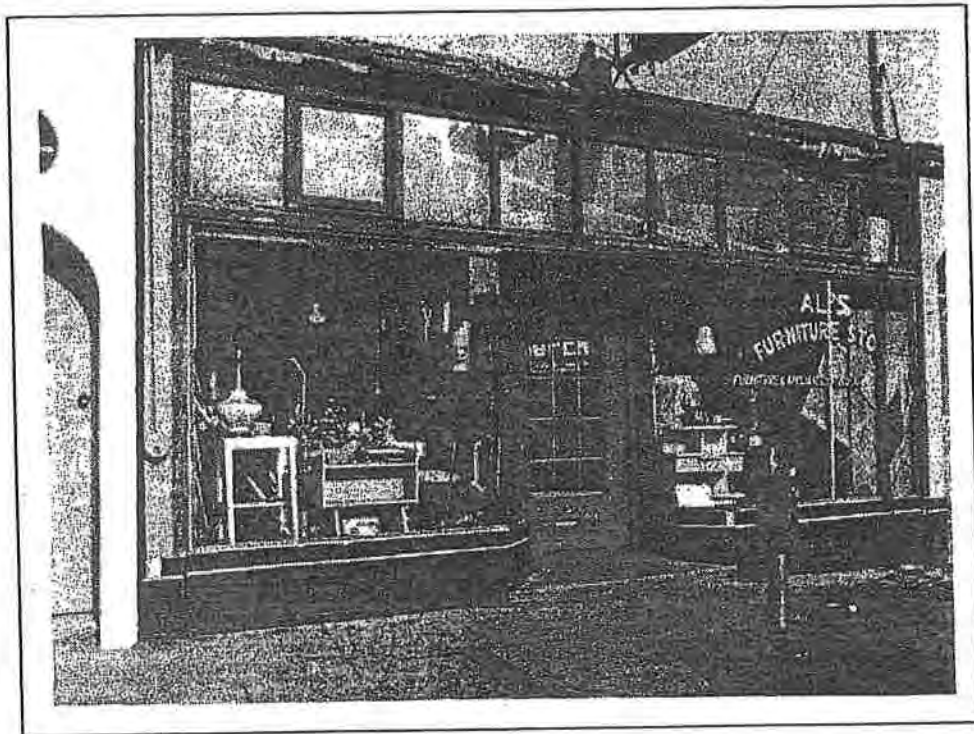
F. Future Commercial Neighborhood Development

The direction that 24th Street should take in the future is a major concern to merchants and neighborhood residents. Some merchants would like to concentrate on trying to attract tourist and other shoppers from outside the immediate area. Another alternative supported by some neighborhood residents has focused on preserving the neighborhood commercial character and residential housing units fronting on 24th street.

Despite the differences of these alternatives, there appears to be a consensus that 24th Street should (1) continue to serve the residents of the immediate area and control the conversion of 2nd story residential units to commercial usage, as well as (2) try to attract a greater number of visitors and shoppers from outside the area. The influx of additional shoppers visiting Lower 24th Street offers the prospects of

increasing retail sales needed to revitalize the commercial district. A stronger shopping market can help to finance a greater number of services and improvements from which merchants and neighborhood residents can benefit.

The merchants have taken an active role in preventing undesirable business development on the street. These efforts should include developing design guidelines and standards which existing and future business development will observe. The new Special Use District zoning designation will allow the merchants to better regulate design and business development on the street.



V. DATA

A. Commercial Land Use Inventory

The ground floor on 24th Street is lined with a diversity of small shops, only occasionally broken by a vacant site or residential building. Buildings which have a second and third floor generally accommodate residential apartment units. In total there are 166 business commercial facilities and some 200 residential units fronting on 24th Street. The residential and commercial mix is depicted in Figure 3.

The most numerous types of commercial businesses are eating and drinking establishments (30) and small neighborhood specialty grocery stores (36). The other major uses are furniture, appliances, and secondhand stores (11), clothing and shoe stores, and gift shops (11), hair salons (12), and business and social services offices (22). Other facilities include 2 churches, 1 theater, 1 bank, and 1 public parking lot. The storefronts which remain vacant number about 14. A summary inventory of business activity is provided in Table 1, and a complete listing of individual businesses by address, block, and land use is attached in the Appendix.

Potential new commercial development is limited by the number of vacant or buildable sites. There are two large corner vacant sites (50 by 100 square feet) prime for commercial and residential development. Two additional standard lots (25 by 100 square feet) remain vacant on Lower 24th Street. These sites as well as those with existing nonconforming industrial uses have been identified in Figure 3.

B. Residential Activity

Residential units occupy the 2nd and 3rd story floors of most buildings. Only a small number of buildings on 24th Street between Mission and Potrero are strictly residential or commercial. The majority of the buildings are used for a combination of commercial in the ground floor and residential above. In the ground floor there are approximately 166 business commercial units and only 11 residential units; 31 of these businesses operate in one story buildings without residential above. There is a total of about 200 residential units on 24th Street between South Van Ness and Potrero: 11 of these units are found in the ground commercial floors; 120 housing units are above commercial businesses in second story floors, and about 68 units are distributed in third story floors, with one unit in a fourth floor building. These figures show that the street enjoys both commercial and strong residential activity.

C. Physical Conditions

While most of the buildings on 24th Street are basically sound, about 60 percent of the buildings require minor or

major restoration repairs, according to an exterior condition survey conducted by the Department of City Planning in June 1980. Figure 4 indicates that 21 buildings were assessed in the survey to require major restoration improvements, an additional 42 buildings needed minor improvements, and 42 other buildings were basically sound enough to remain as they were.

Those buildings which are severely blighted severely depress the overall shopping environment of the street. Those buildings are scattered the length of the street and do not concentrate in one or two blocks. The restoration of these "sore spot" buildings can provide quick noticeable results which would improve the overall attractiveness of the street.

A number of buildings with significant architectural features should be restored to enhance their aesthetic importance to the street. Other less prominent buildings need repainting and improved color coordination with adjacent buildings in the block. According to the exterior condition survey, most buildings on Lower 24th Street can be significantly improved simply by repainting or with the installation of new awnings, signs, or other minor exterior improvements. Such facade improvements are estimated to cost between \$3,000 and \$7,000 per building.

In recent years many owners of these buildings already have taken the initiative to repaint and restore these buildings. According to files kept by the Central Permit Bureau in the Department of Public Works, in 1977 and 1978 there were 15 permits issued for rehabilitation of buildings located on Lower 24th Street.

Despite this trend, a significant number of buildings remain in poor disrepair. Our merchant survey revealed that some merchants may be withholding exterior improvements until the graffiti and vandalism problem is controlled, or until there is a greater assurance that the street will become a more viable shopping district.

D. Transportation and Parking

Twenty-fourth Street is a major east-west street running from Potrero Hill to Twin Peaks. The Lower 24th Street commercial district is located between Potrero Avenue in the east and Mission Street on the west. The Mission and Potrero crossstreet provide the two main entry points into 24th Street. South Van Ness, Folsom, Harrison and Bryant are other north-south cross-streets which access into 24th Street.

Freeway access can be readily attained at the Army and James Lick Freeway onramps just two blocks away from the Potrero and 24th Street intersection. Army Street on the south also allows access to 24th Street at the Harrison, Folsom and South Van Ness light intersections.

Table 1

24TH STREET LAND USE INVENTORY, JULY 1980
(Mission to Potrero)

RETAIL SALES AND SERVICES		137
Restaurants, Bars, Entertainment		30
Restaurants	20	
Bars	7	
Fast Food	2	
Theater	1	
Groceries, Off-Sale Liquor		36
Groceries	23	
Bakeries	6	
Liquor Stores	7	
Other Retail and Services		61
Antiques, Secondhand Stores	4	
Home Furnishings, Appliances	7	
Barber/Beauty	12	
Books, Stationery, Records, etc.	3	
Clothes, Shoes, Incl. repair	7	
Florist, Nursery	3	
Gallery, Framing	3	
Gifts	4	
Hardware, Building Materials, Automotive	5	
Pharmacy, Variety, Dept. Discount	4	
Laundry, Dry Cleaning	4	
Other Retail	5	
OFFICES		22
Financial Offices	4	
Business Offices	7	
Medical Offices	2	
Social Services	8	
Banks	1	
CHURCHES		2
PARKING		1
VACANT		<u>14</u>
Total		166

While vehicular access is readily available, parking access is more difficult to attain. Presently, public parking is provided primarily by on-street meter parking. Once parking on 24th Street fills up it spills over to the adjacent neighborhood streets. There are no major public parking facilities on the street to serve the 24th Street shopping district. There is a small public parking lot at the corner of Capp and 24th Streets which can accommodate 30 cars. This parking site is mostly used by Mission shoppers and not as much by those shopping in Lower 24th Street.

Public transportation into 24th Street is convenient and readily available from and to various portions of the city. The 24th Street and Mission intersection has five municipal lines (#9, #11, #12, #14, #86), in addition to BART (Bay Area Rapid Transit) and the private jitney service. There are also two Muni lines (#25, #27) on Bryant Street and a Muni line each for South Van Ness (#41), Army (#27), Potrero (#47) and 24th Street (#35). According to the Muni Five Year Plan, an additional Muni will run along Folsom Street from Bernal Heights to downtown.

E. Market Analysis

This section of the report analyzes the existing market conditions on 24th Street and estimates the market potential that could be realized if various changes were made.

The market analysis information was generated through close contact with the 24th Street Merchants Association as well as a survey of the merchants themselves. Buying patterns and attitudes derive chiefly from these sources. Data on gross receipts and income were obtained from the County Tax Assessor and the U. S. Census.

1. Types of Businesses

The businesses on 24th Street include the following: 36 small groceries, 3 variety and general merchandise stores, 20 restaurants, 14 personal service shops (e.g. laundries, shoe repair, printing, etc.), 12 beauty and barber shops, 11 furniture stores, 8 nonprofit agencies, 3 apparel stores, 3 hardware stores, 2 pharmacies, 2 medical offices, 2 auto supply stores, 2 churches, 2 art galleries, 1 bank, 1 bookstore and a movie theater. Presently, there are 13 vacant storefronts on 24th Street. Overall, the street offers a diverse mix of dining, shopping and entertainment facilities, although not necessarily in balanced proportion. (See Table 1, 24th Street Land Use Inventory.)

Although many of the stores cater to mainly local residents, a greater proportion (65%) rely primarily on a larger citywide and regional market. Many of the street's latin-oriented restaurants, for example, attract people from all over the Bay Area. The York theater is another example of a 24th Street business which has a large drawing power from

outside the area. One reason for this citywide attraction is the distinctive and authentic character of 24th Street, which relies almost entirely upon non mass produced food, merchandise and entertainment.

2. Trade Area

The 24th Street retail area relies heavily on patronage generated from within its primary trade area (see Figure 5). The dimensions of the trade area are defined by a number of influencing factors, such as the types of businesses operating in the retail center, the nature and location of competition, and the quality of the physical and social environment,

Proximity and walking distances are additional factors. The pedestrian-oriented shops of 24th Street are not conveniently accessible to automobile traffic, and/or public transportation such as found on Mission Street.

Estimates of the 24th Street trade area population are based on the 1970 Census taken from Census Tracts 228, 229 and part of 209. These tracts were chosen because a significant area of each is immediately accessible to 24th Street. The 7,259 households within the primary trade area vary in size from 2.3 to 3.1 persons, comprising a total population of 22,190 (see Table 2).

3. Sales Volume

In 1974 retail sale gross receipts for Lower 24th Street totalled \$5,674,038,* and in 1979 the City's Tax Collectors Office recorded \$7,056,683 in gross receipts sales in the street. This amounted to a modest 24% increase in taxable sales in 5 years. During this period citywide retail sales increased by 38%, and statewide by 48%.**

4. Income and Expenditures

Potential sales on 24th Street rely first on the retail expenditure patterns of trade area residents. Their expenditures are based on income levels within the area. The proportion of retail expenditure to income is used to estimate how much trade area residents have available to spend on retail goods. The ratio used (42%) is the average retail expenditure to income ratio for the San Francisco Bay Area. Based on these figures, it is estimated that there is a total of \$44.9 million spent annually by 24th Street area residents on retail goods (see Table 2).

*See Commerce and Industry, Neighborhood Commercial Districts report, prepared by the San Francisco Department of City Planning.

**See the State Board of Equalization annual report on taxable sales in California, 1979.

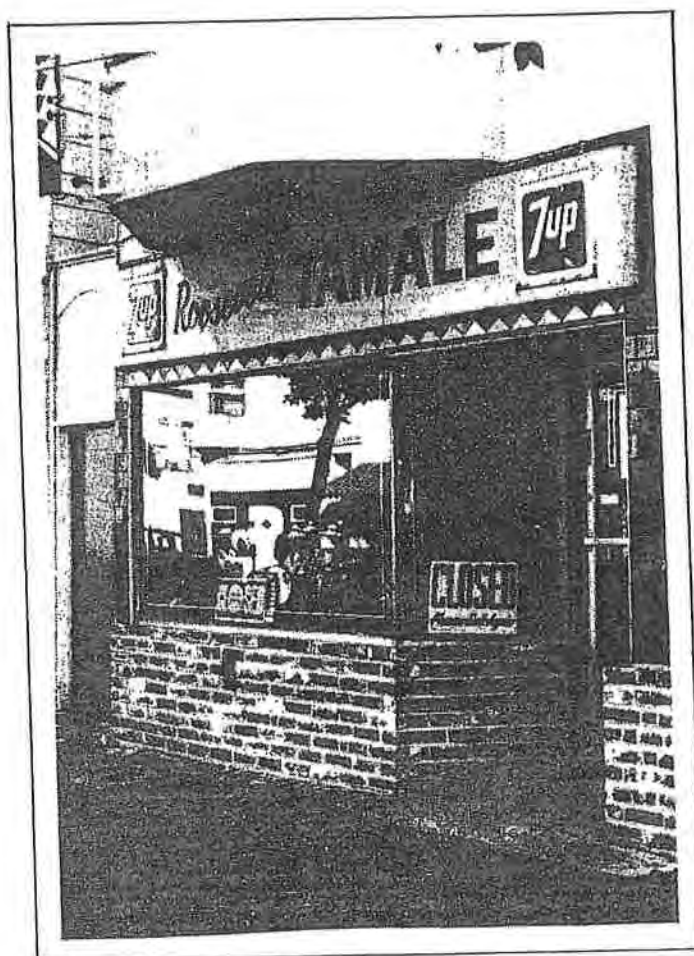
Table 2

PRIMARY TRADE AREA RETAIL EXPENDITURES

	Tract 228	Tract 229	Tract 209*	Total Trade Area
Total Population	10,717	9,448	2,025	22,190
Number of Households	3,395	3,021	843	7,259
Persons per Household	3.10	3.09	2.39	---
Total Income**	\$50,799,200	\$43,043,208	\$13,280,622	\$107,113,030
Median Income**	\$14,960	\$14,248	\$15,754	-----
Expenditure for Retail Goods**	\$21,331,464	\$18,078,147	\$5,577,861	\$44,987,472

*Approximately 1/2 of census tract in mkt area adjusted.

**Adjusted for inflation: 100% to 1980



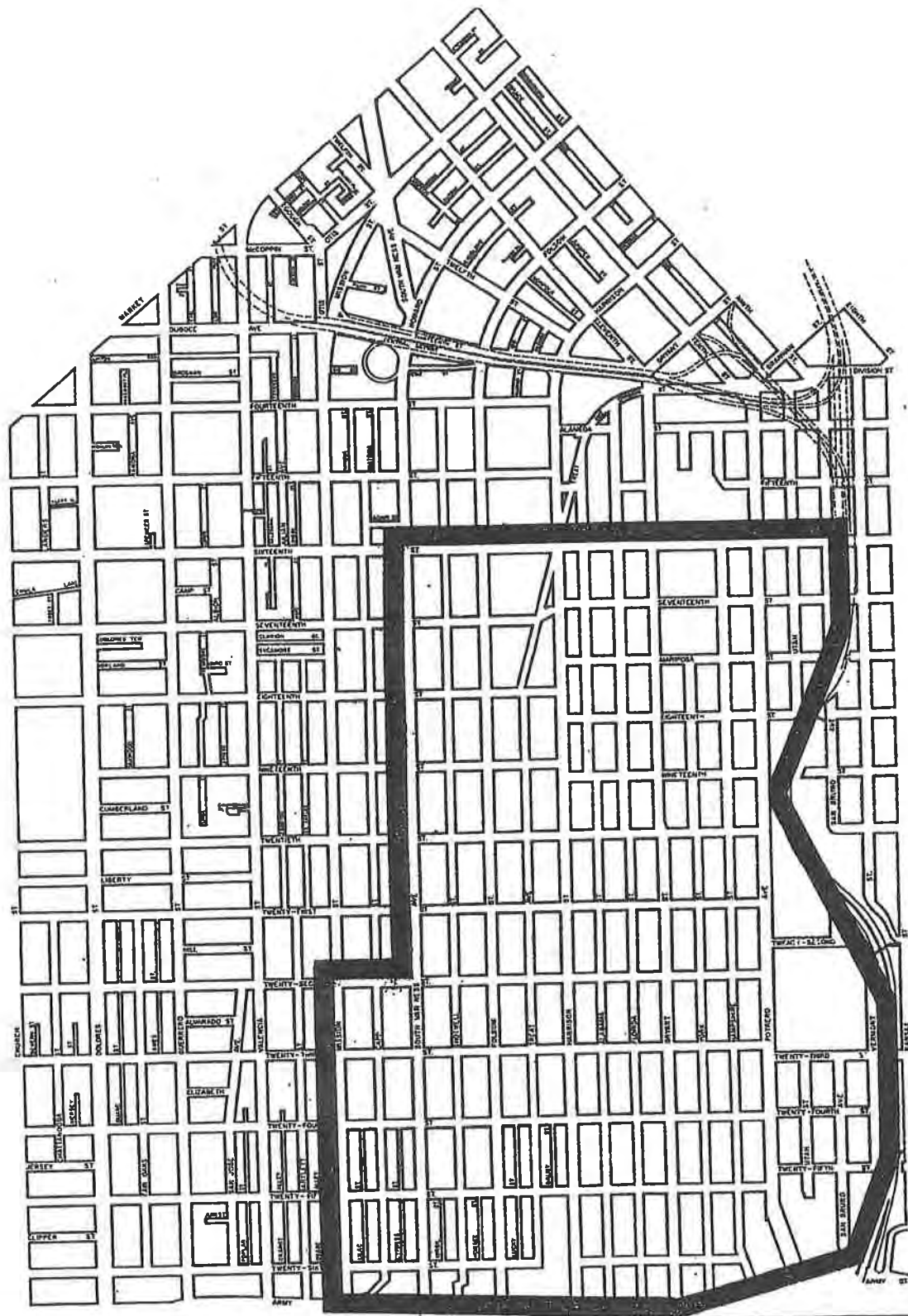


FIGURE 5

24TH ST. NEIGHBORHOOD COMMERCIAL PRIMARY TRADE AREA

5. Potential Retail Expenditures on 24th Street

Table 3 illustrates the retail sales potential from the 24th Street trade area based on average income and expenditure patterns. Listed by retail category, the percentages given indicate typical proportions of income spent on retail foods within the San Francisco -- Oakland SMSA (column 1). The accompanying dollar amounts (column 2) reflect how much money trade area residents can be expected to spend per year on each type of retail goods.

Not all of the total trade area retail dollars can be expected to be spent on 24th Street, however. The area must compete with other shopping areas, most notably the Mission Street commercial district. Thus, the capture rates shown (column 3) are the estimated percentages of trade area expenditures potentially available for 24th Street. The final column translates these percentages into dollar amounts.

Based on these formulations, the total dollar amount available for potential expenditures on 24th Street from its primary trade area is \$14.1 million per year. When this figure is compared to the street's annual gross receipts of 8.5 million, the overall untapped potential of 24th Street's primary trade area becomes sharply apparent.

Based on the results of the 24th Street merchants survey, it is estimated that area expenditures account for 58.5 percent of total sales on the street, about \$5 million. Thus, local merchants appear to be attracting only 35 to 40 percent of the 14.1 million potential buying power of their primary market.

Table 3

RETAIL DOLLARS AVAILABLE FOR 24TH STREET PRIMARY TRADE AREA

Category	% of total Retail Expenditures	TOTAL Retail Spent by Trade Area	% Primary Trade Area Can Capture	Total Potential Trade Area Expenditures on 24th Street
Foodstores	20.1	\$ 9,042,478	65%	\$ 5,877,613
Eating/Drinking	18.8	8,457,641	40	3,383,058
Pkgd Liquors	3.0	1,349,624	55	742,293
Gen. Merch.	12.8	5,758,394	--	--
-Dept. Store	(11.2)	(5,038,597)	-0-	-0-
-Other	(1.6)	(719,780)	45	323,901
Apparel & Access.	83	3,733,960	25	933,490
Furniture, etc.	2.3	1,034,712	20	206,942
Appliances	1.5	674,812	20	134,962
Gas Stations	4.3	1,934,461	--	--
Auto Dlr/Sup.	11.5	5,083,584	15	762,338
Bldg. Mat, Hdw.	1.9	854,762	20	170,952
Drug Stores	3.2	1,439,599	50	719,780
Other	12.5	5,623,434	15	843,515
TOTAL	100.0%	\$ 44,987,452		\$ 14,098,844

Table 4

GROSS SQUARE FOOTAGE OF FLOOR SPACE
SUPPORTABLE WITH AVAILABLE DOLLARS

Retail Category	Available Trade Area Dollars	Est. \$ Volume per sq. ft. of Flr Space	Gross sq. ft. of flr space Supportable	Existing Square Footage
Food	\$5,877,611	\$131	44,867	55,612
Eating/Drinking	3,383,056	45	75,179	55,315
Drugs	719,799	66	10,905	5,338
Gen. Merch. (Excluding Dept. Stores)	-	-	-	-
Apparel, Acces.	323,901	41	7,900	21,967
Furniture	933,490	33	28,287	17,273
Appliances	206,942	27	7,664	10,105
Gasoline	134,962	48	2,811	15,783
Bldg. Mat.	-	-	-	-
Pkgd. Liquor	170,952	60	2,849	12,850
Auto Sup/Dlr	742,293	80	9,279	9,484
Other	762,538	40	19,063	7,500
	843,515	-	-	38,561
TOTAL	\$14,099,059		208,804	249,788

6. Gross Square Footage

These potentials are further borne out by Table 4, which shows the gross amount of square footage of retail space which could be supported by the estimated available trade area dollars. The figures are based on national standards for the volume of sales which are typically realized per square foot of floor space for each type of retail outlet.

Table 4 shows which categories of retail goods have too much or too little retail area. The best potential appears to be in those categories that do not include "comparison" goods (furniture, housewares, etc.), which shoppers generally prefer to purchase at large shopping areas where the selection is wider. Convenience and specialty goods (eating/drinking, apparel, drug stores, etc.) have the greatest potential for increased sales on 24th Street. The notable exception is foodstores, which is a convenience category that has apparently already achieved its potential. It is important to note, however, that foodstores on 24th Street offer a unique variety of Latin American foods that attract people from well beyond the primary market area.

According to the computations in Tables 2, 3 and 4, the area is about 19,864 square feet short in the amount of space the area can support for eating and drinking establishments. This does not necessarily indicate that more restaurants are needed, but that according to national averages the area has less square footage for restaurant and drinking places. This may be because many of the restaurants on 24th Street are small, even though the street already has quite a number of eating and drinking places. Presently restaurants and

drinking places take 21% of the total business square area. According to national averages this percentage could be increased to 28%. However, it may be that the national standard averages used in this analysis may not apply to 24th Street.

7. Secondary Market Potential

Twenty-Fourth Street's potential is not limited to its primary market area alone. Because of its unique Spanish flavor and authentic charm, 24th Street has a strong potential to attract patrons from all over the Bay Area.

At present, as the merchants survey indicates, the shops on 24th Street rely almost as heavily on out of neighborhood shoppers as they do on those within the primary trade area. Equally important, more than 50 percent of the merchants indicated in the same survey that they were striving to attract shoppers from the overall city and region. Thus 24th Street, although distinctly a neighborhood sized shopping district, relies on patronage from a much wider area than the immediate neighborhood. That many people are currently drawn to 24th Street from out of the area with next to no advertising or promotion, little available parking, or convenient accessibility, is an indicator of the strength and potential of the secondary market area.

The study indicates that the secondary market helps support many of the small businesses which may have to close without this market. This is a lower income neighborhood where residents have limited expenditures to support many of the businesses which it has or would like to have. Strengthening the secondary market would allow the merchants to offer better goods and services to neighborhood residents.

SUMMARY OF FINDINGS

1. Total retail sales on 24th Street during 1979 equaled \$8.5 million.
2. Twenty-Fourth Street sales generated by the primary trade area are estimated to be between \$4.7 and \$5.2 million.
3. Businesses on 24th Street are also supported by a secondary market which is made up of people drawn to the area primarily by its distinctive shopping and dining opportunities.
4. Total potential sales from the primary trade area equal \$14.1 million per year, based on a total trade area income of approximately \$44.9 million.
5. Twenty-Fourth Street is currently capturing 35 to 40 percent of this potential.
6. The level of sales on 24th Street could be increased from \$8 to \$9 million dollars more if the street were to capture its full share of the buying power in the primary trade area.
7. An even greater potential for reasonable commercial development may exist within 24th Street's secondary market.

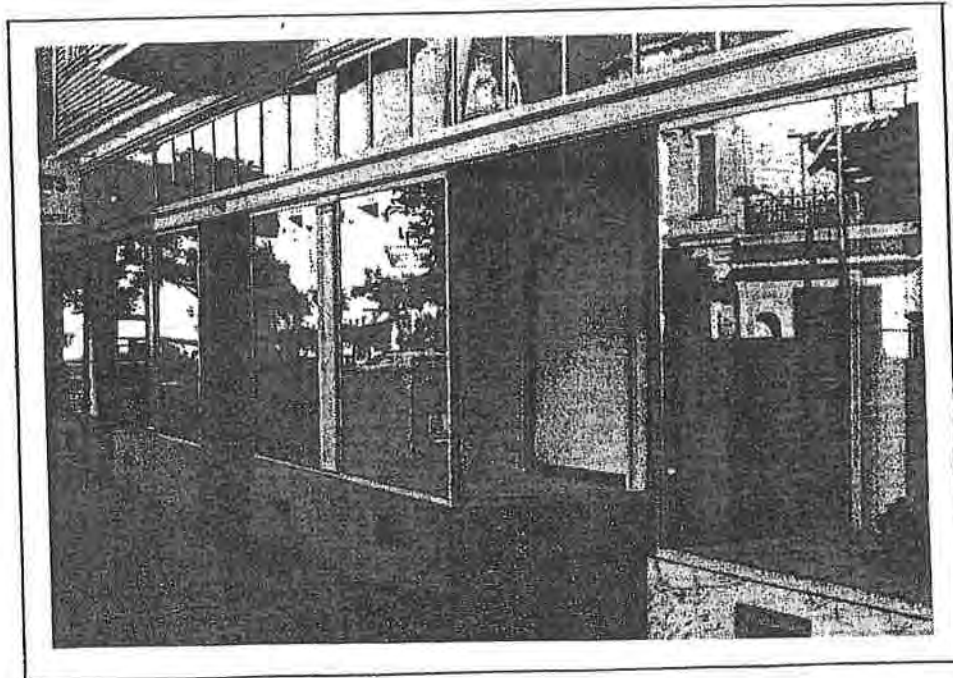
CONCLUSION

Twenty-Fourth Street is performing well below its potential as a neighborhood shopping area. Almost as many dollars are spent on the street by people outside the primary trade area as are spent by people who live only a few blocks away. The most certain opportunity for reasonable growth in 24th Street retail trade is to strive to attract a larger share of the retail dollars of its own trade area.

The potential for commercial revitalization on 24th Street is also dependent on the street's ability to attract more business from its secondary market. The multi-ethnic character is a strong asset and drawing factor for this shopping area, and should be emphasized and strengthened. This report recommends many improvements that will increase the visual appeal of the street, but care should be taken so that 24th Street's authentic character is not made artificial.

To enhance 24th Street's commercial potential within its primary trade area and to improve its opportunities within the secondary market requires:

- o Economic development advice and opportunities for merchants along 24th Street;
- o Increased sales promotional activities by the merchants through their association;
- o Improved street cleaning and control of litter;
- o Physical improvements to storefronts and public right of way.



VI. RECOMMENDATIONS

A. GOALS AND OBJECTIVES

Goal: Neighborhood Commercial Revitalization

IMPROVE BUSINESS ACTIVITY AND THE NEIGHBORHOOD COMMERCIAL ATTRACTIVENESS OF LOWER 24TH STREET TO MAKE LIFE IN THE NEIGHBORHOOD DESIRABLE, DIVERSE, AND A QUALITY EXPERIENCE.

1. Commercial Revitalization Objectives:

- *1 To increase sales to capture the neighborhood shopping and regional market potentials of this commercial district;
- *2 To improve ethnic and small business entrepreneurship;
- *3 To identify new business development which complements the character and meets the needs of the community;
- *4 To create new jobs and retain existing ones;
- *5 To increase sales tax revenues from increased retail activity;
- *6 To attract a limited number of city and regional shoppers and tourist visitors;
- *7 To provide adequate parking to serve the shoppers' needs while preserving the environment for pedestrian and residential use.

2. Neighborhood Serving Commercial Objectives

- *1 To insure that the cultural, entertainment, educational, health care, recreational, and commercial needs of the neighborhood are met.
- *2 To improve the quality and variety of retail goods and services available to neighborhood residents;
- *3 To promote the Latin and multi-ethnic character of the shopping district;
- *4 To create and maintain a pleasant and convenient shopping environment for neighborhood residents;
- *5 To maintain and stabilize the neighborhood serving character of Lower 24th Street;

- *7 To discourage "big business" development which may displace existing merchants and residents;
- *8 To increase the personal and property safety of residents, visitors and merchants on the street;

3. Street Beautification Objectives

- *1 To restore and upgrade older neighborhood commercial buildings in need of rehabilitation;
- *2 To acquire and develop new sites available and suitable for conversion to mini-street parks.
- *3 To improve the storefront appearance of individual businesses and provide for a unified design to the commercial district;
- *4 To encourage interior as well as exterior remodeling;
- *5 To develop and adopt appropriate design standards for this neighborhood commercial street;
- *6 To discourage development which is inconsistent with the need, scale and character of the street;
- *7 To provide for the necessary and desirable public street improvements;
- *8 To realize improved street and sidewalk cleanliness; and
- *9 To provide for visual beautification improvements.



B. BUSINESS DEVELOPMENT PLAN

As indicated previously in this report, Lower 24th Street has many small businesses operating marginally and meeting less than 50 percent of their community and regional market potential. Vacancy and business turnover has been high on the street as many businesses have been unsuccessful in generating sufficient sales to stay open. Usually, there are about 12 vacant storefronts all year around in Lower 24th Street.

This section outlines the economic development plan to strengthen existing and potential commercial activity which could develop in Lower 24th Street. The economic development plan has three primary strategies and a number of programs which provide for (1) financial assistance, (2) technical assistance, and (3) improved management coordination and promotion. These strategies and programs are outlined for review and prioritizing by respective merchant and other neighborhood representatives.

STRATEGY 1: FINANCIAL ASSISTANCE

Any successful neighborhood commercial revitalization requires reinvestment and long term financing. Financing is essential to allow stores to renovate or expand, and to bring new stores into the area. A number of programs have been recommended to provide the merchants and property owners with loan packaging assistance, favorable low interest long-term financing (90% to 100%), hardship loans and grants to qualified credit-worthy merchants.

These programs aim to provide flexibility in dealing with the various financial needs of the merchants and property owners. By flexibility it is meant that the loan programs should be capable of making loans to both property owners and merchant tenants, and for both "bankable" and "non-bankable" borrowers. This desired flexibility would also be useful in discouraging residential or commercial displacement of tenant merchants or renters. Loan applicants who do not qualify under normal lending criteria would then be considered for a supplementary grant or more favorable lending terms. (See 16th Street Revitalization Plan, San Francisco Department of City Planning.)

Program 1

Commercial Facade Improvement Loan Program. This program would provide low interest loans to property owners and merchants. The loans would be secured by the business or real property. These loans could finance the costs of exterior restoration of buildings, painting new signing, sidewalk awnings, window display, lighting, security measures, and other building and storefront improvements, including commercial and residential facade improvements. The Merchant Interview Survey indicates that about 54 percent of the

merchants would like to make some renovation improvements. Forty-four percent said they would be interested in low-interest loans for facade improvements.

This loan program would be developed within the context of a partnership between the merchants, property owners, private sector banking, and the City. The program would use public funds to write down the interest rate on an otherwise private market-rate rehabilitation loan, and to serve as security for the loan. The specific terms of this loan pool will not be known until a private lender is selected to participate in the program. Any credit worthy merchant or owner on Lower 24th Street would be eligible to participate in the loan program.

Program 2

Interior Remodeling Loans. Another loan pool needs to be made available for low interest financing of interior remodeling improvements. Many merchants (53 percent of those interviewed) have expressed the need for interior business remodeling instead of exterior facade improvements. The terms of this program will be similar and complementary to the facade improvement loan program.

Program 3

Business Expansion Loans. There are a number of small business development loan programs which can be utilized by qualified merchants. (See the Mayor's Economic Development Council Loan Program brochure.)

• Small Business Administration (SBA) 502 and 503 Loans. The U. S. Small Business Administration Loan Program provides attractive long term, fixed-asset financing. The 502 loan program can guarantee loans or, in some cases, provide 95% direct financing up to \$500,000 for up to 25 years. The 503 program is a new program similar to the 502 but which requires that a greater portion of the total business development proposal be privately financed. These loan programs can be used to finance commercial rehabilitation, acquisition of buildings, business expansion, or development. These loans have been used for working capital, machinery and equipment, leasehold improvements, renovation, rehabilitation land acquisition and construction. The terms of the loans for working capital and equipment are generally under 10 years and over 20 years for real property financing.

These loans have been used strictly for business commercial and not for residential purposes. Where the building has both residential and commercial uses, only the business part of the building can qualify for these loans. The availability of these loans can increase the depth of lower interest financing available to the

merchants. The City can facilitate S.B.A. financing in the area by providing needed City matching funds or guarantees, coordination, and loan packaging assistance to the merchants.

More specific information on these programs can be provided to the merchants separately at a later date. However, recent federal budget cuts may affect the availability of SBA loans.

SBA Equal Opportunity Loan (EOL) Guarantees and 7(a) Loans. The 7(a) program is designed to guarantee loans to supplement working capital, to purchase machinery, equipment or a building, or for the conversion, construction or expansion of facilities. These loans are available for start-up situations, and can be particularly useful to facilitate working capital loans to the merchants.

The EOL program is basically the same as the 7(a). It is designed to assist low income or socially or economically disadvantaged persons to establish, preserve and strengthen small businesses. The EOL program may guarantee up to a maximum of 90% of \$150,000 with terms from 3 to 15 years. The interest rates on these loans are determined depending on market rates interest.

Title IX Revolving Loan Fund. This is an Economic Development Administration (EDA) direct loan program which the City Economic Development Council (EDC) administers. These funds are to be used to generate jobs and/or ownership in economically distressed portions of the City. Loan amounts, terms and rates are all negotiable.

Program 4

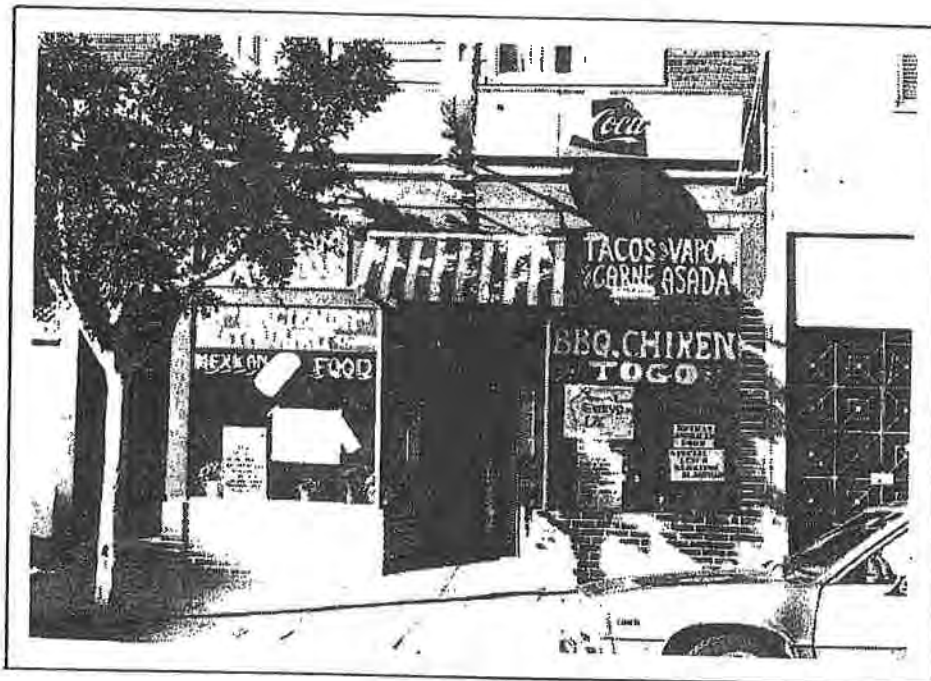
Merchant Owner Occupancy. There needs to be a program specifically to increase merchant owner occupancy. As our merchant survey shows, 51 percent of the merchants interviewed would like to purchase the buildings they occupy. Adequate financing should be sought from the SBA and EDA programs to facilitate ownership where possible. Merchant ownership can prevent potential displacement impacts which this neighborhood commercial revitalization plan may trigger. Greater merchant ownership on the street can also facilitate many storefront and maintenance improvements which are generally not possible under a lease arrangement. This is an indispensable program of the Business Development Plan.

Program 5

Small Merchant Grant Program. Many marginal small businesses in Lower 24th Street are simply not able to incur costly rehabilitation or beautification improvements. These merchants would not qualify for a bank loan. A rehabilitation and storefront improvement grant program would insure that these small merchants can do the improvements which may be required to revitalize the street.

These grants can supplement the loan program and would be for materials for facade improvements. Participating merchants would be required to provide or pay for the labor. The facade grants are not to exceed \$2,000 per storefront.

Eligibility for these grants would be determined on an individual basis, and would require that specific plans and cost estimates be submitted by interested merchants. The use of these grants must be used to comply with the design guidelines which will be established by the merchants.



STRATEGY 2: TECHNICAL ASSISTANCE

For many merchants the problem is not improved financing methods but improved business management and training. According to the Merchant Interview Survey, 63 percent of the merchants are interested in a technical assistance program. To meet this need, a number of technical assistance programs are recommended. These programs can be provided in conjunction or as a part of the financial assistance programs.

Program 1

Loan Packaging Assistance. Negotiating a loan and planning a renovation or construction project is a complex process. Without professional assistance many small businesses give up or refuse to try to acquire a loan. In many instances the merchants need much preliminary bookkeeping and accounting assistance to determine loan eligibility.

These services need to be secured from existing professional economic development agencies. The program would assist the merchants in negotiating and identifying appropriate financing sources.

Program 2

Marketing Expertise. This program would concentrate in improving the merchants' expertise in merchandising, accounting, and marketing of goods and services. A number of seminars, classes, or special lectures can be organized for this purpose. A business development consultant should be contracted to visit individual businesses requesting technical assistance. These business development consultants can then advise the merchant in ways to improve merchandising, business operation, and to increase sales. In addition, these consultants should provide the merchants with market research and outreach expertise to determine which types of business should be expanded or attracted to the street.

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Program 3

Storefront Design Assistance. Professional design assistance must also be provided to the merchants to improve the physical appearance of their storefronts. The Community Design Center and the Department of City Planning can provide the merchants with valuable advice on the best use of signs, painting color coordination, architectural enhancement, awnings, storefront lighting, window displays, and other exterior and interior design improvements. The success of a revitalization program depends on the creation of an attractive design retail environment that draws both new shoppers and businesses -- "good design is good business".

STRATEGY 3: PROMOTION AND UNIFIED MANAGEMENT

One of the major problems of older neighborhood commercial streets is the lack of cooperative promotional management and business development that one finds in the more competitive shopping centers. Running a small business profitably is very difficult and may occupy a merchant 12 hours a day to be successful. The merchant may not have the time to be knowledgeable about property development, design, commercial revitalization, joint promotional management, or cooperation with public authorities. There are always some positive thinking, farsighted leaders, but generally most individual retail business owners will not provide leadership participation. This is particularly difficult when many of the storefronts are operated by uninterested merchants, or owned by absentee landlords who may not have any commitment to renovation or other improvements. Their passiveness is an obstacle to the overall benefit of the street.

To create a vital shopping environment, the merchants and property owners must strengthen their merchant/property owners association to provide needed central management services. Central management organization can better deal with joint business promotional advertising, street maintenance and security, and business administration and development in the street. These functions can be provided by merchant or community volunteers, or contracted out on a part time basis to a marketing administrative specialist. This position can be supported by merchant fees or private or public grants.

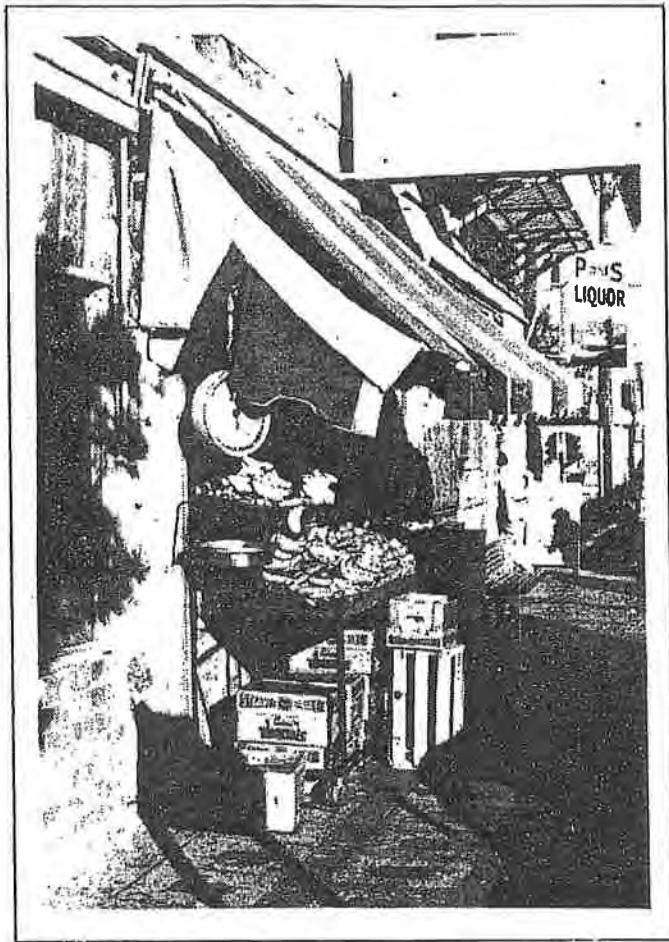
Program 1

Promotional Advertising. The Merchant Association needs to organize a Central Management Program to coordinate individual as well as overall street advertising in community newspapers, newsletters, radio and television, and tourist information publications. Special sidewalk-street sales, major wholesale retail sales, exhibits, and community events will attract more people to shop in Lower 24th Street. A high priority must be given to the organization of an aggressive promotional program which aims to capture more of the area's primary and secondary market potentials.

The merchants as well as the City stand to benefit directly from the success of a promotional advertising program which would increase sales, tax revenues, and improve the attractiveness of the area. Neighborhood residents would benefit from an increase in bargain sales, and the variety and quality of the goods and services which can be offered on the street.

Program 2

Business Administration. The merchants must assume greater administrative responsibilities to coordinate day-to-day maintenance of interior and exterior areas, maintain financial records of business activity in the street, coordinate the support of City government agencies implementing needed public improvements, financial assistance, or other services, and coordinate improved safety, security and street maintenance efforts. The individuals having such administrative responsibilities must be able to assist the merchants in improving their sales, recruiting new business where necessary, negotiating leases, and other business development activities.



C. PHYSICAL DEVELOPMENT PLAN

The following listing of potential improvements describe a number of opportunities for 24th Street. It is not an exhaustive or detailed list of all the potential physical improvements for the street. The cost estimates, site locations, and design plans would be subject to change with more specific planning for individual projects.

Some traditional as well as a number of more innovative projects have been proposed. These recommendations stem from a comprehensive assessment of existing physical conditions as well as priorities established by the merchants. The proposed physical improvements will provide visible improvements which optimize and enhance the features of this particular neighborhood shopping district. Priorities for implementation should be given to those projects which not only have a recognized visual impact or need, but which can also be implemented in a relatively short time range. Such physical improvements would help gain the support of private development on the street.

STRATEGY 1: STREET ILLUMINATION

Improve the existing street lighting system to increase needed nighttime illumination. This would encourage better nighttime use of the street, increase safety, and discourage storefront vandalism and burglaries.

Program 1

Mercury to Sodium Vapor Street Lighting Conversion.

New street light poles were installed on 24th Street in 1977 by the Department of Public Works (DPW). A total of 45 mercury vapor street light poles have been provided between South Van Ness and Potrero (see Figure 6 in the Appendix). These light poles are spaced about 20 feet apart in an alternating sequence, which average about 3 to 4 light poles per block.

Existing mercury vapor light fixtures operate at 175 watts. These give off a low intensity blue-white illumination. Conversion of existing mercury vapor fixtures to sodium vapor would double the amount of illumination for less wattage than presently used. To convert all 46 light posts to mercury vapor would cost approximately \$13,800 at \$300 a fixture. This is a significant savings from earlier \$500 a pole installation costs. This program can be implemented by the Department of Public Works (DPW) because the street lighting system on Lower 24th Street is a City-owned system.

At street intersections and other dimly lighted spots, as indicated in Figure #6 in the Appendix, additional new human-scale sidewalk light poles with artistic design qualities would most appropriately improve lighting and the charm of the street. This alternative method of improving lighting on 24th Street is more costly but more artistic and functional for pedestrian neighborhood commercial purposes. Such lighting would be more suitable to complement social activity areas at proposed sidewalk plazas or other selected sites.

Program 2

Merchant Storefront Lighting: The merchants can increase the amount of lighting of the sidewalk by carefully installing more storefront lights to illuminate window displays and signs. Such lighting installation may be financed by a low-interest loan program.

STRATEGY 2: PARKING FACILITIES

Provide additional parking facilities to better accommodate the needs of shoppers driving to Lower 24th Street. The economic viability of this commercial district of the Mission is dependent upon accommodating the needs for both parking and public transit.

According to a study of parking needs conducted in 1975 by the Division of Traffic Engineering of the Department of Public Works, the 24th Street area between South Van Ness and Potrero has a shortage of 50 parking spaces. By 1990 this shortage is expected to increase to 70 parking spaces. These findings are consistent with the merchants' concern to increase the availability of off-street public parking.

Program 1

Additional Parking Opportunities. Our survey of street parking conditions found 127 meter parking spaces on 24th Street between Mission and New Hampshire. These average about six parking meters per block on either side of the street. Another 57 parking meters were found adjacent to 24th Street on cross street intersections. These intersections may have 2 to 8 parking meters on adjacent side streets. (See Figure 7 in the Appendix.)

As expected, the highest demand for meter parking is during the 12:30 lunch hour peak, and again during the 6:00 o'clock dinner shopping hour. The percent of spaces in use during these periods is close to capacity.

One of the problems is that many merchants or employers may be using meter parking for all day use. This use of meter parking is prohibited and contrary to the turnover of meter parking for short duration shopping purposes. This problem

will be reduced once existing one-hour parking rates are doubled to 20 cents in the near future.

The availability of parking for shoppers is complicated by the lack of parking in the adjacent neighborhood streets. This is caused in part by many neighborhood residents who use public street parking instead of residential private parking. The competition for parking is intensified by out of the area employees of San Francisco General Hospital which park all day in neighborhood streets. This spillover effect is most noticeable in the blocks near Potrero Avenue.

Additional off-street public parking for 24th Street is severely limited by the lack of vacant sites. There are a number of sites which could be of use for some form of mixed parking, commercial, park or residential use. These sites include the (1) large Rolph Playground vacant lot at 26th and Potrero, (2) the Garfield Square area at 26th and Harrison, (3) the non-conforming industrial sites near Harrison and 23rd Street, and (4) the vacant site at the corner of 24th Street and Bryant. In the short-run the latter site is the most promising. This site can be developed with a mix of public parking below and at ground level commercial store frontage, and residential above in the 2nd and 3rd floors. It is estimated that approximately 25 additional meter parking spaces can be accommodated in the site. (See Figure 7 in the Appendix for the location of potential and existing off-street parking sites.)

To improve and increase the availability of parking this study recommends that:

- *1. The vacant site at the corner of Bryant and 24th Street be developed for mixed commercial, parking and residential use. Both the property owner of the site and the Parking Authority have indicated an interest in a joint project which would provide parking with new commercial development. Adequate financing needs to be made available for this proposal;
- *2. Convert the block on 24th Street between Potrero and New Hampshire from one hour free parking to meter parking;
- *3. Increase the number of meter parking spaces or one hour parking limits in the major cross street intersections to 24th Street (i.e., South Van Ness, Folsom, Harrison, Bryant, and Potrero Avenue).
- *4. Consider expanding the public parking facility at Capp and 24th Street by developing the vacant lot across Lilac Street (Block 6317, Lot 30) to public parking. This would double existing parking spaces from 20 to 40.

*5. Evaluate the possibility for mixed parking and recreational use in developing the Rolph and Garfield playgrounds.

*6. Assess the need for additional parking regulations or provisions necessary to discourage all day parking in adjacent neighborhood streets by employees from San Francisco General Hospital. Employers in the area should encourage their employees to take transit rather than driving and taking up parking spaces that should serve shoppers or neighborhood residents.

STRATEGY 3: IDENTIFY THE SHOPPING DISTRICT

Develop methods of identifying the distinct character and shopping specialty of this neighborhood commercial street. Many small shops and restaurants of ethnic character are located in Lower 24th Street. There is no major shopping store or restaurant which singularly attracts shoppers to the street. The entire street could serve to attract shoppers if there were some unification features which visibly identified the length of this shopping district.

Program 1

Twenty-fourth Street Archway: Erect two entry archways to better identify the district's distinct flavor. These may be located at South Van Ness, Capp, Potrero, or another suitable site. It would be most appropriate that the archways carry a Spanish motif since the Latin-American culture is most widely represented in the area. The design of the archways should be determined in a design competition with applicants from the community. The actual gateway concept may be realized with a simple sidewalk identification roster or more elaborate versions which may include a pedestrian sidewalk archway and a street archway.

STRATEGY 4: STREET AMENITIES

Street beautification of the public environment is a prerequisite to a successful revitalization plan. These projects provide a number of amenities for the users of the street. These include street benches for pedestrians, kiosks or bulletin boards for community announcements; bus shelters for Muni riders; trees, flowers and landscaping for shade and visual appeal; sidewalk plazas for social purposes, fountains and other features which make the public space more agreeable. These amenities fulfill both a functional and an aesthetic need. Individual elements should be designed to bring a unified consistent theme.

Program 1

Sidewalk Plazas: A number of cross street intersections offer the opportunity to be developed into pleasant sidewalk "mini-plazas". Existing wide cross streets and sidewalks make for sidewalk widening at some cross streets most favorable. These plazas may accommodate an array of complementary features which may include benches or sitting architectural elements, a kiosk, some landscaping or decorative paving; a drinking fountain, flower planter boxes, a wall mural, an architectural or decorative lighting post, or some sidewalk commercial use such as for showing merchandise or outdoor eating purposes. These sites are identified in Figure 3 in the Appendix. These locations are tentative and can be changed according to more specific site and merchant specifications.

Program 2

Kiosks and Announcement Boards. Well designed kiosks and announcement boards are important street elements which can add to the interest and use of the street, as well as provide a valuable service. These would provide a place where special announcements and publicity can be posted and read.

The successful use of these features depends on whether the merchants or a community organization assumes the responsibility to periodically maintain these community public announcement boards. Supervision is necessary to see that old posters are taken down and that posters are displayed in an orderly fashion. Galeria de la Raza on 24th Street has expressed an interest in overseeing this project.

Program 3

Street Benches: Presently there are three street benches at bus stops on the street. These benches are well used by those waiting for the bus, older residents, tired shoppers, or by persons who just want to watch the activity on the street. An additional 8 to 12 benches can be used at a number of other

bus stops and other sites where they complement the use of the street.

The location of each bench must be considered individually to insure that they do not impede pedestrian flow, interfere with parking, or become a nuisance to adjacent merchants. A number of possible good sites for benches are identified in Figure 8 in the Appendix.

Program 4

Colorful Murals. There are a number of colorful murals on 24th Street which now brighten otherwise dull building walls or fences. A number of other blank walls in the street could use a similar colorful treatment. These potential murals walls are identified in Figure 9 in the Appendix. Well designed murals can economically and quickly improve the visual appearance of some sites. Murals can provide a cultural or purely artistic message. It is interesting to note that walls which have artistic murals generally are rarely defaced by graffiti.

Program 5

Greenery and Flowers: Lower 24th Street received a generous planting of lollypop (ficus microcarpa) trees in 1975. These trees have added much needed greenery to the street. There are a number of sites that would benefit from replacement or additional trees. To add more interest and personal treatment to the existing use of trees, this report recommends that planter box trees or a different but complementary variety of trees be used where needed.

One way to beautify the street is with the use of flower planter boxes. Colorful flowers offer much beauty and visual pleasure to neighborhood residents and shoppers. Flower boxes can be located outside residential windows or in front of storefronts. As an incentive for this beautification treatment, a planter flower box could be provided to the residents or merchants on 24th Street willing to care for the flowers. Window sill flower planters would contribute much to the street.

STRATEGY 5: PUBLIC OPEN SPACE

A very successful, heavily used mini-park was built on 24th Street between Bryant and York in 1972. Merchants on the street have expressed the need for another mini-park on 24th Street near the western end of the street, towards South Van Ness. An ideal opportunity site has been identified on 24th Street near the northeast corner of Capp Street.

A small park in this area can be developed to provide recreational space for children, and a cultural and seating place for shoppers, visitors, and neighborhood residents.

2

This mini-park would provide a needed public open space in the area, and enhance the attractiveness of the shopping district.

Program 1

Latino Mini-Park: Pursue the acquisition and development of a mini-park on the triangular shaped old railroad tract lot located at the corner of Capp and 24th Streets (see Figure 8 in the Appendix). Presently the site is paved but undeveloped as a private parking lot. The site has 4,385 square feet and over 100 feet of street frontage on 24th Street. The site's large street frontage make it especially suitable for public use.

The present owner of the site is interested in the mini-park concept, but would not favor selling the property unless an alternative parking lot is acquired to serve the needs of the merchants who presently use the site for parking. Such additional parking needs can be provided by any of the vacant nearby sites identified as potential small parking facilities. (See Figure 7 in the Appendix.)

STRATEGY 6: EXTERIOR BUILDING RESTORATION

Public street improvements are not sufficient without significantly improving the physical building appearance of the storefronts on 24th Street. Much needed building restoration has occurred independently through private initiative. However, these private improvements have been spotty and slow to produce significant visible improvements. A number of different incentives can be provided by the City to increase the level of private rehabilitation of exterior building conditions.

The plan recommends the use of a combination of a (1) low interest loan and grant program, (2) street design standards, and (3) a storefront demonstration painting program. This measure would help to assure 100 percent participation in meeting needed storefront improvements.

Program 1

Painting Demonstration Program: Potential building facade improvements can be demonstrated by initiating a free storefront painting program in selected neighborhood commercial blocks. (See sample Commercial Storefront Painting Program Guidelines in the Appendix.) Three potential painting demonstration blocks are identified in Figure 4 in the Appendix. The painting of these blocks would allow for better building color coordination in an entire block. Other improvements such as artistic signs, colorful awnings, window display and lighting which the merchants can finance would complement this painting program. This treatment would

beautify a portion of the street and encourage other merchants to undertake similar type of improvements.

This program should be closely related to the facade restoration loan incentive program recommended in the Business Development Plan of the report.

Program 2

Exterior Design Guidelines: Low interest financing will encourage voluntary rehabilitation of buildings which owners may have previously not found economically feasible. However, this program would not insure that all the property owners or merchants would participate in restoring blighted building conditions. A property owner may simply opt to continue to postpone needed improvements. To prevent this problem the merchants and property owners would need to develop a number of exterior design guidelines which would require that all the buildings fronting on 24th Street meet the standards established for the street. This would assure the individual merchants the benefits which can be attained by having all the merchants participate in improving needed storefront conditions.

Experience across the country indicates that it is in those areas where the merchants have required mandatory compliance to established design standards that commercial revitalization and development has been successful. The merchants must consider how much merchant participation they would need to meet the goals and objectives for Lower 24th Street, and determine whether mandatory or voluntary participation would be required.

STRATEGY 7: STREET CLEANLINESS

In order to deal with the problem of litter and broken bottles the street must be provided with an adequate number of litter receptacles, and the merchants must make a concerted effort to clean and maintain their storefronts and adjacent areas. The merchants have organized a number of street cleaning drives, which have involved neighborhood youth groups and other community organizations. These drives have had remarkable but short-lived success because these have occurred only with special street celebrations, such as the 24th Street street fair held in September. A similar type of effort needs to be carried out on a continual basis.

Program 1.

Additional Litter Receptacles: Our survey of litter and street conditions revealed a need to replace a number of old litter receptacles and the need to provide a number of additional receptacles in front or adjacent to a number of stores where much litter is generated. The street has 20 new

litter receptacles which were provided by the Department of Public Works in 1978. Our survey findings show in Figure 10 of the Appendix that at least another 10 receptacles should be placed on the street.

Program 2

Litter Prevention Information: Additional litter receptacles are no guarantee that they will be well utilized. The merchants in cooperation with the City's Street Cleaning division need to develop a litter prevention program to encourage the use of litter receptacles. This program would provide for anti-littering postering, literature, and management to coordinate better private and public street and sidewalk cleaning.

Program 3

Litter Enforcement Citations: The City has developed an Environmental Control enforcement unit which deals specifically with the problem of sidewalk litter. These officers can cite individual merchants or property owners not properly maintaining their storefront sidewalks. These officers can give a verbal warning or issue out a fine for any illegal littering activity. The merchants can request these officers to inspect their street.

STRATEGY 8: STREET SAFETY

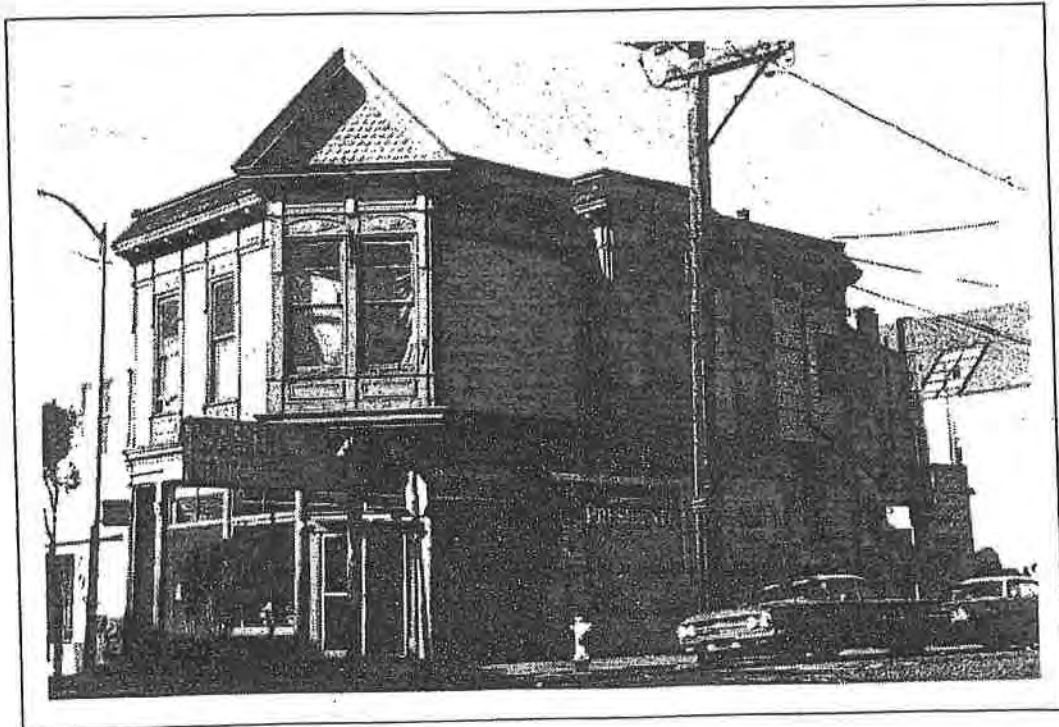
The need for increased safety and protection is one of the highest priority to merchants and shoppers. The merchants associate the high crime rate with "troublesome youth" and high unemployment in the area. Many merchants feel that the City should make efforts to facilitate more employment, recreation, and other opportunities for the youth to occupy themselves productively. Similarly, the merchants have expressed the need to increase police protection, and theft and other crime prevention programs. The merchants fear that if the area becomes known as a high crime area their businesses will continue to drop. This problem calls for increased (1) police protection and crime prevention, and (2) the development of constructive employment and educational opportunities for the Mission youth.

Program 1

Police crime statistics in the area between Mission and Potrero and 22nd Street and Army show that in the first 6 months of 1980 there were 45 robberies reported, 55 residential burglaries, 50 commercial burglaries, 63 grand thefts (over \$200), 65 auto thefts, and 114 assaults (see Table 11 in the Appendix). While this is a severe problem, street crime in this area is actually lower than in other low-income neighborhood streets and downtown areas of the city.

The following list of recommendations would improve personal and property safety in the area:

- *1 Request the Mission Police Department to increase the number of foot patrols walking and talking to the merchants on the street;
- *2 Install preventive security features such as improved interior and exterior lighting, secure door and window locks, safety bars and grills, burglary alarm systems and other preventive measures which can insure better protection against burglaries, thefts, and personal safety;
- *3 Utilize better self-regulation practices and request neighborhood groups and responsible City agencies to develop a crime prevention self-regulation youth program;
- *4 Cooperate with San Francisco Safe Inc. in organizing merchant and community participation in crime prevention seminars and workshops;
- *5 Support the continuation and development of employment programs for the youth of the Mission, and new business enterprises on 24th Street which employ and serve the needs of the youth.

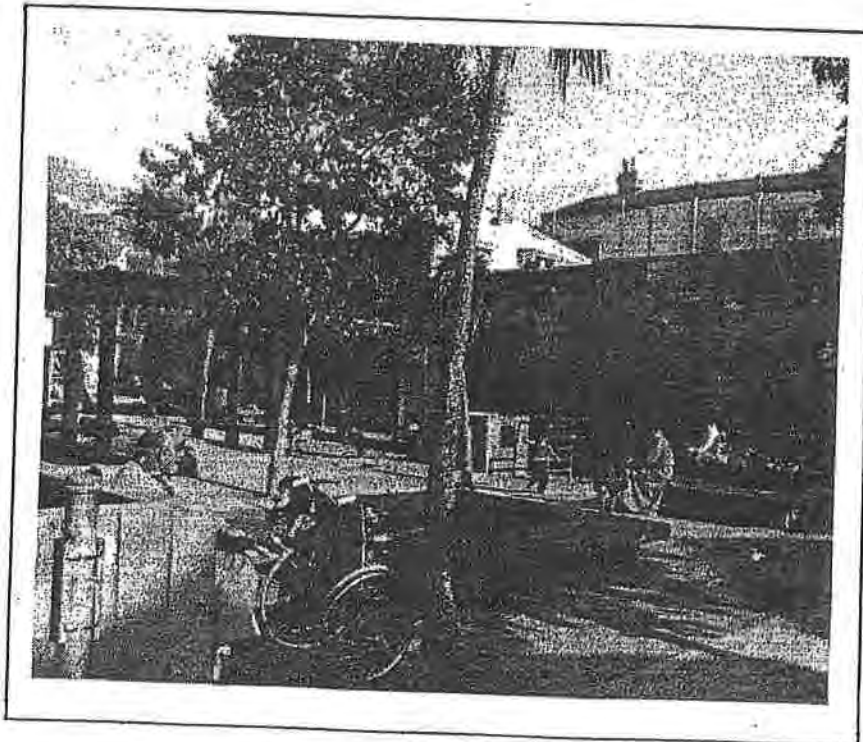


D. CONCLUSION

The 24th Street Plan lays the framework for the Mayor's Office of Community Development and the merchants to decide what steps should be taken to carry out their common objectives for neighborhood commercial development. The Office of Community Development will assess the Plan's recommendations and determine the programs which will be funded. This, of course, depends on what the need is and what the merchants are willing to support. The plan gives direction to this process of program development and implementation which should follow.

The Plan has articulated the programs which are needed but has not attempted to spell out the details of the implementation process. The details can best be addressed in the specific program plans required prior to implementation. It will be a complex process of interaction and coordination between the merchants, property owners, residents and appropriate government agencies. This may require further consolidation of efforts by the merchants, existing government agencies, or private parties involved in carrying out the different components of the Plan.

Twenty-Fourth Street (24th Street) has all the potentials for developing a model neighborhood commercial program. But just as the success of any small business depends on the skillful use of the merchant's limited resources, the success of the entire commercial area as a whole depends on how skillfully the components and limited resources available can be put to use by the various participants in the process. This plan proposes to coordinate and use its limited resources to facilitate the economic revitalization of the 24th Street area.



APPENDI X



June 1980

24TH STREET STOREFRONT INVENTORY
(BLOCKS FROM MISSION TO POTRERO)

	<u>ADDRESS</u>	<u>BUSINESS</u>	<u>LAND USE</u>
(1) Block #3642N		BART Station	
	3278	Carlas Club Bar	C
	3274	Las Guitarras Mexican Food	C/R
	3270	Mission Quick Clean	C/R-2F
	3260	(Vacant)	C/R
	3262	Bookkeeping Tax Service/Liquor Store	
	3256	(Vacant)	C/R
	3254	Casa Realty	C/R-2F
Block #6517S	3277	McDonalds	C
		Public Parking	
(2) <u>Capp to South Van Ness</u>			
Block #3642N	3224	Fil Stereo Sales Corp. (Office & Residential Above)	C/R
	3216	Business Tax Service (Vacant)	C
	3214	Public Accountant	C/R
	3212	Pepe's Imports	
		Sporting Goods	C/R
	3200	Asalam Restaurant	C/R
Block #6518S	3249	Latino's Grocery & Liquor	C/R-2F
	3247	Cinderella Beauty Salon	C/R-2F
	3245	Arnold's Painting	C/R-2F
	3243	Gala Realty Co,	C/R-2F
	3233	Golden Crust Pie Shop	C/R
	3232	(Residential)	R
	3201	Pacos Tacos and Parking	C

Note: C = Commercial

CR = Commercial street level and residential in the 2nd story
C/R-2F = Commercial street level and residential in the 2nd and 3rd story

N = North side of the street

S = South side of the street

(3) South Van Ness to Shotwell

Block #3641N	3198	South Van Ness Produce	C/R-2F
	3196	Arbo's Plant Shop	C/R-2F
	3194	Ruben Tailoring	C/R-2F
	3184	Barber Shop	C/R-2F
	3182	El Rey Meat Co.	C/R-2F
	3176	La Raza Tutorial	C/R-2F
	3174	La Raza Center of Information	C/R-2F
	3166	Spanish Sea Food Restaurant	C/R
	3164	The Toy Center	C/R
	3156	Joyeria Store	C/R-2F
	3150	El Pescador Fish Market	C/
Block #6519S		House of Brakes	C
	3175	(Residential)	R-2F
	3171	(Residential)	R-2F
	3163	(Residential)	R-2F
	3161	La Favorita Market	C/R-2F
	3151	Presa Latina Printing	C/R-2F

(4) Shotwell to Folsom

Block #3641N	3146	Discoteca Habana	C/R
	3142	T.V. Service	C/R
	3140	(Vacant)	C/R
		(Residential)	R-2F
	3130	House Fixtures	C/R
	3126	(Vacant)	C/R
	3114	La Reyna Bakery	C/R-2F
	3112	Barber Shop	C/R
	3108	Photography Studio	C/R
	3104	Food Market Produce	C/R
	3100	P. & S. Liquors	C/R
Block #6520S	3149	George's Market	C/R
	3135	Imperial Auto Painting	C
	3119	Li Chung Sand Enterprises	C/R
	3111	Botanica Santa Barbara	C/R
	3109	C.Q. Bike Shop	C/R
	3101	Gateway Liquor	C/R-2F

(5) Folsom to Treat

Block #3640N	3098	W-K Market	C/R
	3088	Latin Restaurant	C/R-2F
	3086	Al's Furniture Store	C/R
	3078	Rose's Cocktails Bar	C/R
	3072	La Reyna Meat Market	C/R
	3070	(Vacant)	C/R
	3066	Mi Casa Mexican Restaurant	C/R
	3064	Latin American Import Store	C/R
	3054	Caridad Del Cobre	C/R
	3052	La Nouia Flower Shop	C/R
	3050	Galan's Bar	C/R

Block #4264S	2937	La Victoria Mexican Bakery	C/R
		La Victoria Restaurant	
	2933	Nelli's Beauty & Boutique	C/R
	2929	China Bookstore	C/R
	2915	Latin American Mission Program	C
	2913	Barber Shop	C
(9) <u>Florida to Bryant</u>			
Block #4208	2884	La Palma Market	C
	2878	La Hacienda Restaurant	C/R
	2872	24th Street Renew Shop Repair	C/R-2F
	2870	Winnemucca Barber Shop	C/R-2F
	2862	Manuel's Store	C/R-2F
	2860	Anne's Liquor-Deli	C
	2858	Tilde's Beauty Salon	C
	2850	Bank of America	C
Block #4268S	2899	24th Street Variety Store	C/R-2F
	2891	La Palmita Gifts Store	C
	2887	Green Lantern Tavern	C
	2871	Frank's Market	C/R-2F
	2869	Joe's Appliances	C/R-2F
	2863	Susie's Beauty Magic	C/R-2F
	2857	Studio 24th Design Center	C/R
	2851	Galeria De La Raza	C/R
(10) <u>Bryant to York</u>			
Block #4209N	2836-42	(Vacant Lot)	
	2830	Punjab Chop Suey Restaurant	C/R
	2824	Angela's Gift House (Mini-Park)	C/R
	2806	Madera Realty/Income Tax	C
	2804	Panaderia La Mexicana Bakery	C/R
	2800	Pop's Bar	C/R
Block #4267S	2347	Sammy's Grocery	C/R
	2841	Mr. B-ZZ T.V. Rental	C/R
	2839	Fred Pisa's Barber Shop	C/R
	2833	Sunshine Coffee Shop	C
	2829	White Cleaners	C
	2817	Roosevelt's Tamale Kitchen	C/R-2F
	2813	(Vacant)	C/R
	2809	Income Tax	C/R
	2801	St. Francis Candy Shop	C/R
(11) <u>York to Hampshire</u>			
Block #4210N	2994	York Meat Market	C/R
	2790	Ricci's Market	C
	2782	Progressive Realty Company	C/R
	2778	Sanchez Market	C
	2762	(Residential)	R-2F
	2766	(Vacant)	C/R
	2754	Church	/R

(continued)

2830

(Vacant Lot)

Block #4266S

2799	Bell Pharmacy	C
2784	York Theater	C
2785	Ca Leta Restaurant	C
2781	Pam's Salon de Beauty	C
2773	Inter American Artist	C
2765	Puerto Vallarta Restaurant	C
2761	Roosevelt's Cleaners	C
2751	Tony's Liquor Store	C/R
1200	Hampshire - Olga's Hair Care	C/R

(12) Hampshire to Potrero

Block #4211N

2736	Timo Club Bar	C/R
2737	Cha-Gio Restaurant	C/R
2724	Cookies Just Like Home	C/R
2736	Country Meat Market	C/R
2720	Mission Publishing & Artisia Painting	C/R
2718	24th St. Merchants Association	C/R
2708	Antique Treasures	C/R
2706	Potrero Shoe Repair	C/R
2704	Stop & Shop Bakery	C/R
2702	(Vacant)	C/R
2700	Back Bay Cafe	C/R

Block #4265S

MHDC's Housing Complex

Table 5

	POPULATION ETHNICITY		
	Lower Inner Mission		Citywide
	(Tract 229) (number)	(Percentage)	(percentage)
Population	9,448	100	100
Spanish	5,210	55	14
White	2,302	24	57
Black	605	6	13
Filipino	625	7	4
Other	706	7	12

Source: 1970 U.S. Census and the District Handbook Estimates for 1979

Table 6

SPANISH SURNAME POPULATION CHANGES
Lower Inner Mission (#229)

	<u>1950</u>	<u>1960</u>	<u>1970</u>
Total Population	8,123	9,017	9,448
Percentage Spanish Surname	12%	28%	55%
Percent Increase	131%	98%	

Source: U. S. Census information

Table 7

<u>Table 7</u>		<u>POPULATION AGE</u>		
		<u>Lower</u>	<u>Inner Mission (#229)</u>	<u>Citywide</u>
	<u>Age</u>	<u>(Number)</u>	<u>(Percentage)</u>	<u>(Percentage)</u>
Pre-School	0-4	1,358	14	6
School Age	5-10	2,507	26	16
Young Adult	19-24	936	10	14
Adult	25-34	1,173	12	15
Middle Age	35-59	2,410	25	29
Elderly	60+	1,449	15	20

Source: 1970 U.S. Census

Table 8

<u>FAMILY STATUS</u> (Percentages)			
	<u>Lower Inner Mission</u> (#229)	<u>Mission</u>	<u>Citywide</u>
Married	54	49	50
Single	29	32	33
Widowed	10	10	10
Divorced	7	9	7

Source: 1970 U. S. Census

Table 9

<u>EMPLOYMENT OCCUPATION</u> (Percentages)			
<u>Labor Force</u>	<u>Lower Inner Mission</u> (#229)	<u>Mission</u>	<u>Citywide</u>
(16 yr. & older)	3,199	5,811	318,324
Managerial/Professional	9%	12%	25%
Skilled	58%	59%	55%
Semi- & Unskilled	33%	29%	20%

Source: U.S. 1970 Census

Table 10

<u>EDUCATIONAL LEVEL FOR ADULTS</u> (Percentage 25 years or older)			
<u>Percent Without a:</u>	<u>Lower Inner Mission</u>	<u>Mission</u>	<u>Citywide</u>
Junior High (Less than 8 years)	46	41	23
High School (Less than 12 years)	88	82	67
College Graduate (Less than 4 years)	95	93	83

Source: U.S. Census 1970

Table 11

Statistical Crime Profile

	Reporting Area 1 Mission to Harrison, 22nd to Army	Reporting Area 2 Harrison to Potrero, 23rd to Army	Total Mission to Potrero, 22nd to Army
Homocide	1	0	1
Rapes	5	2	7
Robberies	35	10	45
Strong Armed Robberies	19	4	23
Other Robberies	16	6	22
Assaults	100	37	137
Aggravated Assaults	42	19	61
Simple Assaults	58	18	76
Burglaries	61	53	114
Residential Burglaries	29	26	55
Other (commercial) "	32	27	59
Thefts	147	114	261
Grand Theft (over \$200)	44	19	63
Auto Theft	38	27	65
Purse Snatching	5	1	6
Other Thefts (petty theft, shoplifting)	60	67	127
Other Reports	450	151	601
TOTAL	799	367	1,166

Source: Police Department, Statistical Bureau, September 1980

SUMMARY FINDINGS
NEIGHBORHOOD COMMERCIAL FEASIBILITY STUDY
(Merchants Interviews)

May 1980

Introduction: Would you answer a number of questions to assist the 24th Street Merchants Association in conducting a neighborhood commercial improvement feasibility survey? We wish to find out more about what the merchants would like to see on Lower 24th Street. The survey will provide valuable information on some of the problems of the merchants and what type of improvements can be carried out to make the Street a more desirable shopping area for neighborhood residents and visitors. Your information is confidential and will be used only for statistical analysis.

1. What type of business do you operate? (45 OUT OF ABOUT 150 MERCHANTS WERE INTERVIEWED)

2. Name of establishment? _____

3. Location? _____
(address, block or nearest intersection)

4. How long have you been in your present location? 1-3 YEARS = 25.5%
3-5 YEARS = 4.3%
5+ = 63.2%
(number of years)

5. From what area do your customers come from?

Neighborhood 36%
(estimate percentage)

Larger Mission area 24%
(estimate percentage)

Citywide 40%
(estimate percentage)

Region and beyond _____
(estimate percentage)

6. What area shoppers do you want to serve more?

neighborhood shoppers 25.4%

community shoppers 30.1%

city and regional shoppers 44.5%

7. What do you consider to be the major street problems in Lower 24th Street?

CRIME = 37.2% THE YOUTH = 4.4%

LITTER = 31.4% OTHER = 16.6%

PARKING = 10.4%

8. What type of improvements would you like to see in the Street?

POLICE PROTECTION	27.2%	INCREASED PARKING	6.2%	MORE BENCHES	6.2%
STREET CLEANING	21.0%	MORE GREENERY	6.2%	FACADE IMPROVEMENTS	24.8%

9. Are you interested in a low-interest loan for any of the following purposes?

(1) Facade improvements	33%
(2) Interior renovation	23%
(3) Working capital	39%
(4) Other	5%

10. If no, why is this financial program not useful to you?

NOT NEEDED = 6

SELLING OUT = 5

11. Would you be interested in a technical assistance program that would include marketing and merchandising techniques that may improve window displays, signing, awning or promotional advertising?

Yes 63.3%

No 26.6%

12. Do you lease or own your building?

Lease 30.3%

Own 30.3%

(If you own continue in Q # 10)

13. If you lease: How long is the term of your lease? 1-3 YRS = 48%; 5+ YRS = 52%
(number of years)

14. If you lease: Would you be interested in the purchase of the building?

Yes 82.1%

No 17.9%

15. If No, what is the major deterrent to seeking business ownership?

16. Are you planning any renovation improvements YES = 57% NO = 43%
or business expansion in the near future? YES = 50% NO = 50%

17. If Yes, what kind?

FACADE = 50%

EXPANSION = 20%

REMODELING = 24%

Merchants Interviews

Page Three

18. Has your business sales improved 41.3%, stayed the same 34.3%, or decreased in the last 3 years? 24.6%
19. Do you belong to the 24th Street Merchants Association?
Yes 48.8% No 51.2%
20. If No, are you interested in joining?
Yes 47.6% No 57.4%
21. Would you be interested in participating in a restoration and improvement plan for Lower 24th Street?
Yes 78% No 22%

Comments: _____

22. What is your name? _____

23. What is your daytime phone? _____

DEMONSTRATION STOREFRONT PAINT PROGRAM

PROGRAM: A demonstration storefront painting program can be carried out in a small portion of a neighborhood as an initial project in a neighborhood commercial district revitalization area. It is designed to demonstrate potential color design improvements in targeted neighborhood commercial revitalization districts. The City's Office of Community Development will provide funding from the Community Development Block Grant funds that have been set aside for neighborhood commercial revitalization. Planning and coordination of each demonstration painting project will be conducted by City Planning and Economic Development Council staff. The actual painting of storefronts will be contracted to qualified contractors. Priority will be given to neighborhood based contractors, contractors hiring local residents, and minority contractors. The program will operate with the participation and involvement of individual merchants and respective merchant associations.

PURPOSE: To promote restoration and economic development support for more intensive neighborhood commercial revitalization; to incur major visual improvements affecting a large number of buildings/merchants; to expand merchant interest in street renovation efforts; to enrich the character of depressed neighborhood storefronts.

GOAL: Attain a harmonious use of color and design features on neighborhood commercial streets.

CRITERIA:

1. The program must conform to criteria established for the use of Community Development funds for neighborhood commercial activity.
2. The program is available on a demonstration basis only as an initial project in a commercial revitalization program one time only.
3. The painting of private property storefronts outside the demonstration blocks will remain the responsibility of individual merchants and property owners.
4. The number of demonstration blocks shall not exceed four block-fronts.
5. 100 percent participation is required on demonstration blocks.
6. The painting program will be for painting only and will not include any structural work that may be required. The painting of storefronts will be limited to the exterior street frontage of the building. Additional painting and necessary restoration work should be encouraged with the assistance of low interest

loans for qualified applicants, if such a program has been developed as part of the revitalization plan.

7. Merchants must agree to coordinate their paint colors with the block's color scheme design. Future independent storefront painting should attempt to observe established design criteria.
8. The demonstration block or blocks will be selected by the Merchant Association and the Department of City Planning in consultation with OCD and local residents.
9. The program must be a component of an overall commercial and facade improvement program.
10. Selection of demonstration blocks will be based on the following criteria and intended to achieve maximum impact in the commercial district.
 - a. High visible impact in relation to other blocks in the area.
 - b. Owners' and merchant tenants' interest in participating.
 - c. Commercial importance of blocks in relation to other blocks.
 - d. Topographical and geographical location.
 - e. Ownership and lease arrangements of buildings.
 - f. Architectural quality of buildings.
 - g. Number of vacancies in subject block.
11. The worst buildings in the selected blocks will receive a higher painting priority, even if they are scattered and not in the same block.
12. The program will match 50 percent of the cost of painting the exterior of the targeted buildings and the property owner or merchant(s) will finance or make direct payment for the other 50 percent of the cost.

February 29, 1980

24th Street Merchants Association
Attention: Mr. Robert Sanchez
2806 - 24th Street
San Francisco, California 94110

Dear Merchants:

We are pleased to announce that the requested neighborhood commercial restoration and development plan will be developed by our division of neighborhood commercial planning staff. Roger Herrera will be your principal planning consultant in this endeavor. We look forward to establishing a close working relationship with the 24th Street Merchants Association.

A standard format has been developed for those elements which should be included in an in-depth comprehensive neighborhood commercial development plan. These items will be discussed with you in detail and a time schedule for the completion of the report will be drawn for your review.

The planning process requires a considerable amount of effort from participating members. We are impressed by the amount of community involvement of your association. With your support we will be able to outline a most desirable course of action for 24th Street. We are hopeful that some initial street improvements can be programmed for this year of 1980.

Sincerely,



Rai Y. Okamoto
Director of Planning

RH:jk

24th. STREET MERCHANTS ASSOCIATION

2718-24th. Street San Francisco, Ca. 94110 (415)282-4974

ROBERT C SANCHEZ
President
Casa Sanchez
282-2400

June 24, 1980

ANGELO PADILLA
Vice-President
York Meat Market
824-4200

ANA MARIA ORDONEZ
Secretary
Pepe's Imports
285-3548

RICARDO ALVARENGA
Treasurer
Ricky Chiqui's Restaurant
648-1181

BERNARDO GONZALEZ
Sergeant at Arms
Potrero Shoe Repair
285-7719

CONCHITA DOMINGUEZ
Board Member
Dominguez Bakery
824-6849

RICARDO PALACIOS
Board Member
Guadalajara de Noche
Restaurant
647-9875

RENE YANEZ
Board Member
Galeria de la Raza
826-8009

PRICILIANO GALAN
Board Member
Galans Cocktails
836-0728

Dear Merchant,

The Department of City Planning, in conjunction with the 24th Street Merchants Association, is conducting a study of the 24th Street commercial district from Mission Street to Potrero Avenue. The goal of the study is to produce an improvement plan with specific recommendations for physical improvements which could include a loan program and technical assistance.

In order to get an accurate picture of problems and opportunities from local business perspectives, the Department of City Planning would like to conduct a brief series of interviews with some merchants on 24th Street. A representative from the Department of City Planning or a member of the Association would like to discuss the issues which you think are most important on 24th Street.

The 24th Street Merchants Association would appreciate your cooperation in this effort. We believe the best way to ensure the coming plan to reflect our needs is to actively participate in all stages of its preparation.

If you have any questions or would like additional information about the study, please call me at 282-2400 or call Roger Herrera of the Department of City Planning at 558-4541.

Yours truly,

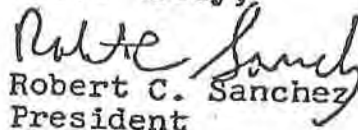

Robert C. Sanchez
President

FIGURE 6

STREET LIGHTING

TWENTY-FOURTH STREET (MISSION)
STREET LIGHTING
LIGHT FIXTURES
EXISTING
POTENTIAL

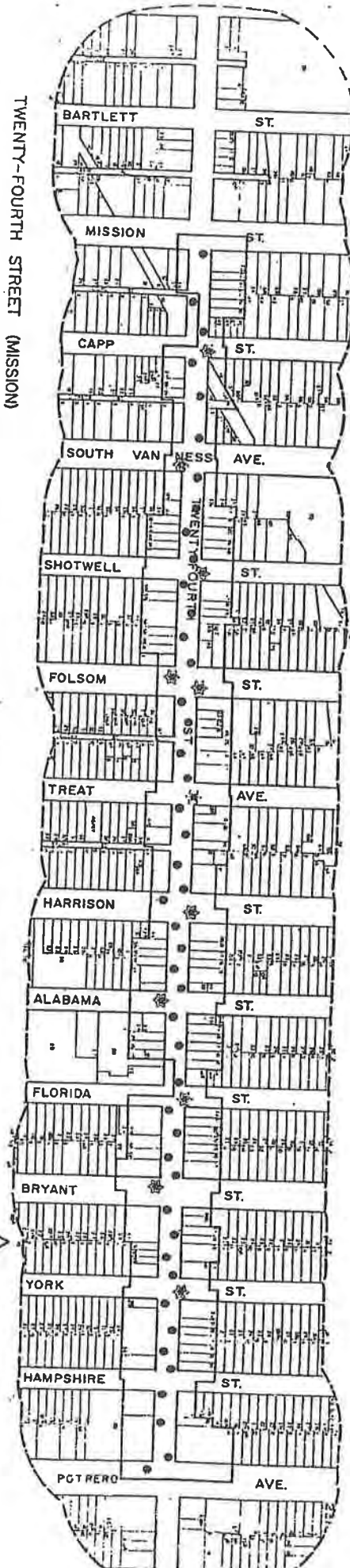
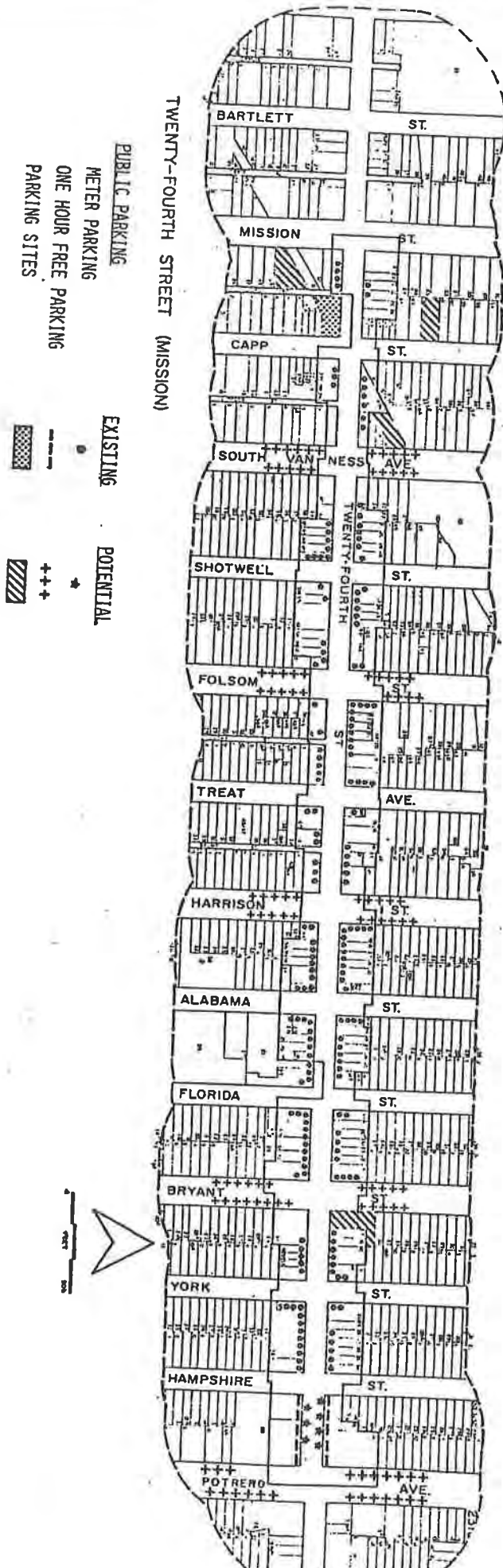


FIGURE 7 PUBLIC PARKING



STREET AMENITIES

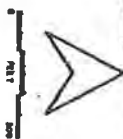
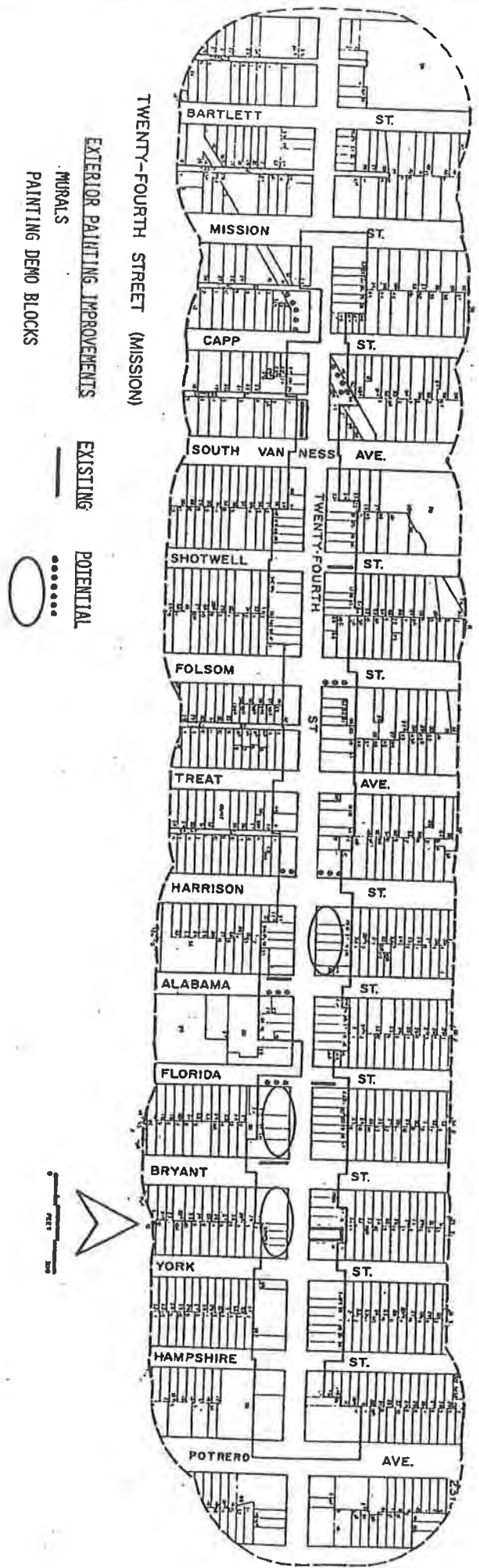


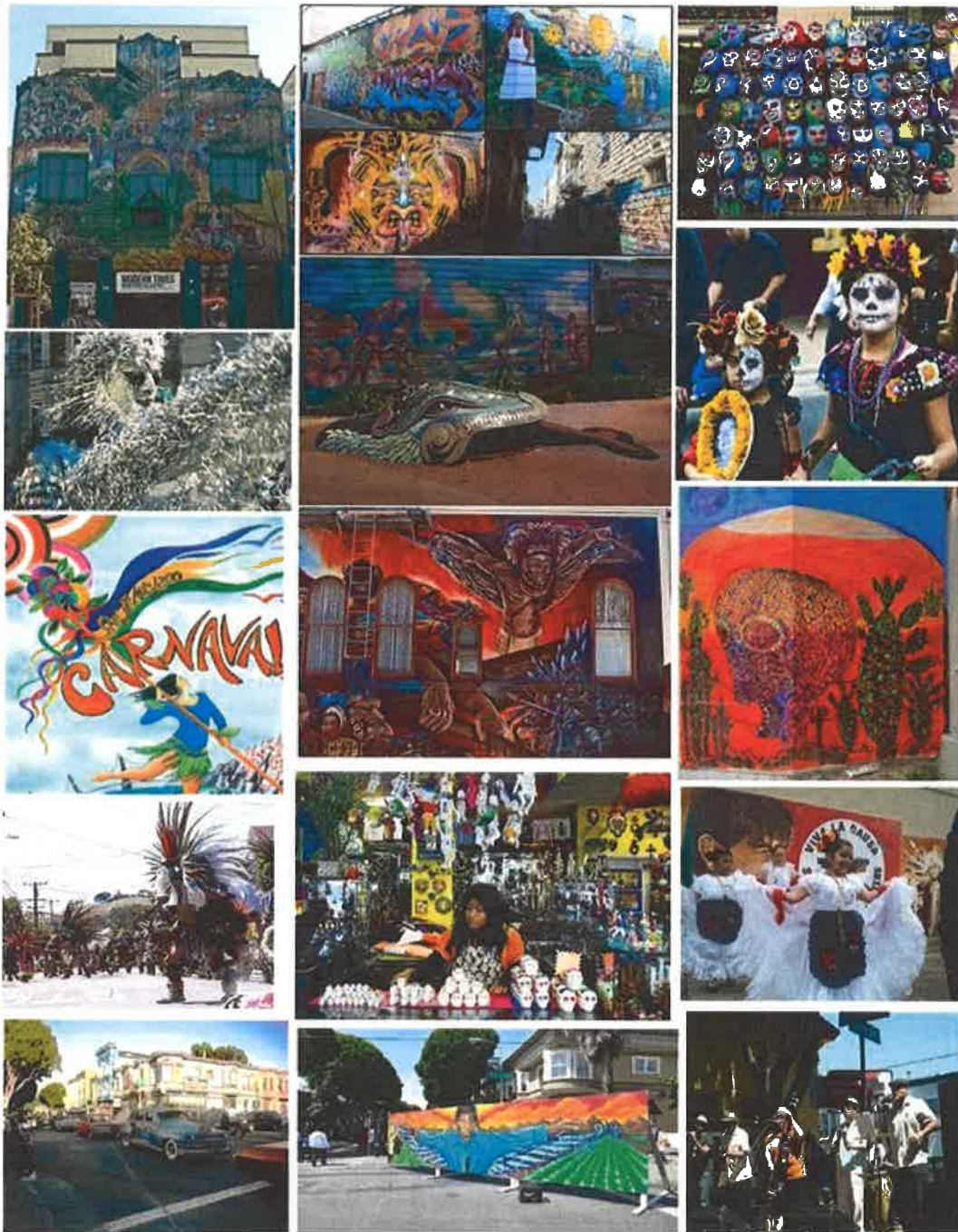
FIGURE 9 MURALS AND POTENTIAL PAINTING - DEMONSTRATION BLOCKS



Appendix B



Calle 24 Latino Cultural District Report on the Community Planning Process



Report prepared by Garo Consulting
For the Calle 24 Latino Cultural District Community Council
December 2014



**Calle 24 Latino Cultural District
Report on the Community Planning Process**

Report: Garo Consulting

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December 2014

Acknowledgements

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EXECUTIVE SUMMARY

In 2014, with support from Supervisor Campos and advocacy by the community, the Calle 24 Latino Cultural District (LCD) was formed by a Board of Supervisors resolution. The planning process was initiated to get the community's input about how the LCD should be governed and how it should serve the community. Through a competitive process, consultants were hired to facilitate the planning process, engage community stakeholders, and gather input through a number of data collection activities including community meetings, one-on-one interviews, focus groups, and a review of other cultural district plans. The objectives of the planning process were: 1) To gather community input about the Latino Cultural District's purposes, strengths, opportunities, challenges, targeted strategies, and governance; 2) To review best practices employed by other designated cultural districts (e.g., Little Tokyo, Fruitvale, Japantown), and 3) To draft a final report with findings and recommendations.

Mission and Vision Statements

The Calle 24 Community Council adopted the following mission and vision statements as one outcome of the community planning process:

Mission: To preserve, enhance and advocate for Latino cultural continuity, vitality, and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

Vision: The Latino Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino heritage and cultures of 24th Street and that celebrate Latino cultural events, foods, businesses, activities, art and music.

Calle24 Latino Cultural District Beneficiaries

Beneficiaries of the Latino Cultural District include individuals (e.g., LCD families, including traditional, non-traditional, and extended; artists; working people; residents; immigrants; youth; and elders), organizations (neighborhood businesses, arts and culture organizations, educational institutions, and community service agencies), and San Francisco and the general public.

Calle24 Latino Cultural District Purposes and Goals

The purposes of the LCD are to:

1. Strengthen, preserve and enhance Latino arts & cultural institutions, enterprises and activities
2. Encourage civic engagement and advocate for social justice
3. Encourage economic vitality and economic justice for district families, working people, and immigrants
4. Promote economic sustainability for neighborhood businesses and nonprofits
5. Promote education about Latino cultures

6. Ensure collaboration and coordination with other local arts, community, social service agencies, schools, and businesses

The goals of the LCD are to:

1. Create a safe, clean, and healthy environment for residents, families, artists, and merchants to work, live, and play.
2. Foster an empowered, activist community and pride in our community.
3. Create a beautiful, clearly designated Latino corridor along Calle 24, and preserve the unique beauty and cultures that identify Calle 24 and the Mission
4. Preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
5. Manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
6. Foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

Key Strategies and Program Areas

Through community input gathered during the planning process, the following key strategies and program activities were developed:

Key Strategies

- Create an organizational entity – a 501(c)(3) – to manage the LCD
- Create and leverage Special Use District designations
- Implement a Cultural Benefits District campaign and assessment
- Develop a community-wide communications infrastructure and promotion of the District through traditional and social media
- Collaborate with, connect, and support existing arts and cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them
- Serve as a safety net for the District's traditional cultural-critical community events, such as Carnaval, Día de los Muertos, and the Cesar E. Chavez Holiday Celebration
- Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
- Pursue social and economic justice fervently, and conduct its work with the Si Se Puede spirit of determination, collective strength, and compassion

Community input also helped define four program areas: land use and housing; economic vitality; cultural assets and arts; and quality of life, with related activities that are further discussed in the report. Finally, the community provided extensive input on the governance structure for the LCD, including the organizational structure, committee structure, member eligibility, and board size, composition, and conditions. The following report shares the results of the planning process.

1. INTRODUCTION

In May 2014, under the leadership of Supervisor Campos, the San Francisco Board of Supervisors approved a resolution (SF Heritage, 2014) to designate 24TH Street a Latino Cultural District (LCD). This unanimous vote was the result of a collaborative effort between Calle 24 SF, a neighborhood coalition of residents, merchants, non-profits in the area, the San Francisco Latino Historical Society, San Francisco Heritage, and the Offices of Mayor Ed Lee and Supervisor David Campos. A cultural district is a region and community linked together by similar cultural or heritage resources, and offering a visitor experiences that showcase those resources. The San Francisco Board of Supervisors resolution eloquently describes the rationale for the designation of this historic neighborhood as a Latino Cultural District:

Whereas, the Calle 24 Latino Cultural District memorializes a place whose richness of culture, history and entrepreneurship is unrivaled in San Francisco; and

Whereas, the Calle 24 (“Veinticuatro”) Latino Cultural District has deep Latino roots that are embedded within the institutions, events and experiences of the Latino community living there; and

Whereas, because of numerous historic, social and economic events, the Mission District has become the center of highly concentrated Latino residential population, as well as a cultural center of Latino businesses... (page 1, SF Heritage)

With the adoption of the Board of Supervisor’s resolution, the City and County recognized the significance of 24th Street to the City’s history and culture, while also acknowledging a number of significant factors impacting the Mission District and, in particular, the 24th Street area. Calle 24 (“Veinticuatro”) is a demographically diverse area, rich in Latino cultural heritage and assets (SF Office of Economic and Workforce Development, SF Planning Department, & LISC, 2014). As noted in the Lower 24th Street Neighborhood Profile, Calle 24 features over 200 small businesses (a majority of which are retail) and a high level of pedestrian traffic. Since 2006, sales tax revenue in the area has grown faster in this area than in the city overall, and the neighborhood is rich in community-based arts, cultural, and social service organizations. Approximately 23,000 people live in the neighborhood, with significant percentages of White, Latino, and other or mixed race individuals. (SF Office of Economic and Workforce Development, SF Planning Department, & LISC, 2014). A strong sense of community and history, many cultural events, the area’s walkability, its low vacancy rate, and destination as a Latino cultural center are among the area’s strengths. However, challenges include the increasing commercial rents, the lack of opportunities for youth, a fear of the “Mission” culture disappearing, an increase in gang violence and crime in general, the deterioration of sidewalks and storefronts, and a lack of lighting and nighttime activity. The pursuit of community-driven strategies to preserve the local history and culture and the development of partnerships between old and new businesses

and the various commercial and non-profit entities in the area were cited as important opportunities to seize.

As a backdrop to Calle 24 organizing the community to preserve the history and culture of the 24th Street corridor was the very recent history of the dot-com boom and the departure of 50,000 from the Bay Area because of the lack of affordable housing (Zito, 2000); approximately 10% of the Latino population left San Francisco in the early 2000s, making San Francisco one of the only U.S. cities to lose Latino/a residents (Census, 2000; Census, 2005). In her project collecting oral histories from Mission district residents about the neighborhood's gentrification, Dr. Mirabal found that many saw the loss of Latino residents, businesses, and culture not only as examples of gentrification but also as acts of cultural exclusion and erasure (Mirabal, 2009). As the technology sector began to boom again and the neighborhood began to quickly change, Calle 24 advocated for the successful designation of Calle 24 as a Latino Cultural District (LCD) to preserve and further develop the area's rich cultural heritage (see Appendix D for news articles describing the recent community transformation and advocacy for the LCD). This report describes the development of a plan for governance and implementation of the LCD.

2. APPROACH AND METHODOLOGY

To develop a plan for the Calle 24 Latino Cultural District, San Francisco's Mayor's Office of Economic and Workforce Development provided funding to Calle 24 SF. Calle 24 SF selected the Garo Group as consultants to facilitate a process of involving the community in the development of a plan for the Calle 24 Latino Cultural District (see Appendix B for a description and map of the LCD). This project was guided by a collaborative, participatory and inclusive approach to engage the community in articulating a vision and plan for the LCD. The planning process, coordinated and guided by the Calle 24 Planning Committee¹, began in July, 2014. The methods used in the planning process included the following: 10 in-depth interviews, four focus groups, one study session with experts in the field, 4 community meetings, and 1 Council retreat. The planning committee met regularly throughout the planning process to utilize community input to inform each step of the planning process. The figure below depicts the steps in the 6-month planning process.

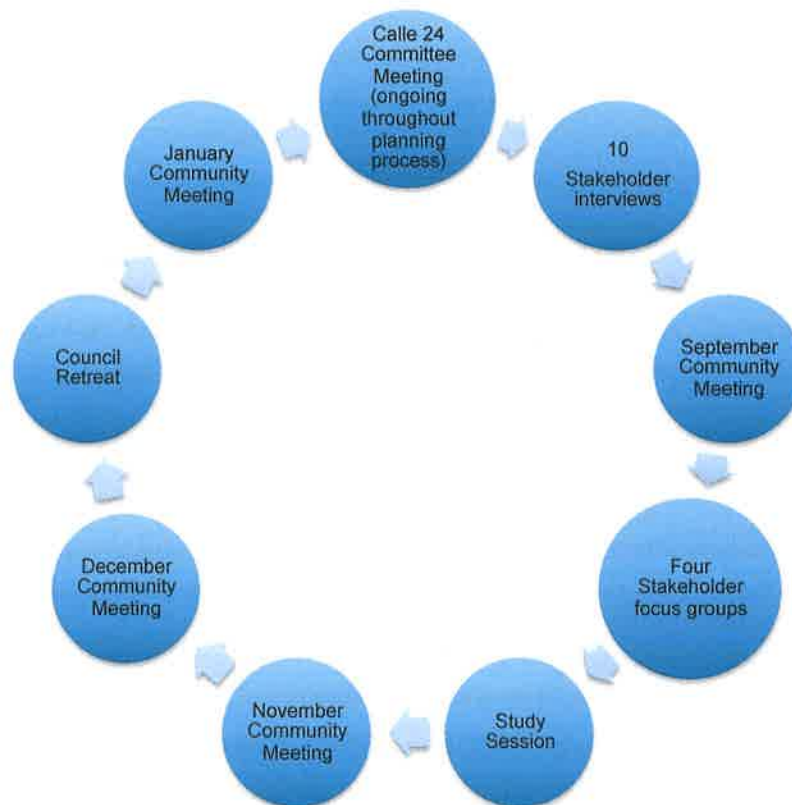


Figure 1: Overview of the Community Planning Process

¹ The Calle 24 Planning Committee includes Erick Argüello, Georgiana Hernández, Anastacia Powers-Cuellar, and Miles Pickering.

Key Stakeholder Outreach and Recruitment for Interviews and Focus Groups

The Calle 24 Planning Committee collaboratively brainstormed a list of key stakeholders (including residents, merchants, artists, non-profit service and arts organizations, etc.) to interview. Interviewees were contacted by phone or by email, and a date and time was agreed upon for them to be interviewed. All but three of the interviews were conducted by phone. Interviews were not audio recorded, but detailed notes were taken by the interviewer and edited immediately after the interview. The planning committee also felt it was important to have focus groups with each of the following stakeholder groups: residents, merchants, youth, and non-profit arts organizations. Recruitment for the focus groups was done through convenience and snowball sampling approaches. Members of the planning committee, who are also well-known and trusted community leaders, identified people from their social networks and these people invited others within their networks. For the youth focus group, two youth who were involved in the planning process contacted friends and neighbors living in the corridor. In addition, youth organizations such as Mission Girls were invited to participate. Erick Argüello of the planning committee, known to most local merchants, personally invited each merchant to attend. Stacie Powers Cuellar of the planning committee provided a list of all the artists and arts organizations in the corridor, and an email invitation was sent to all. Some of these artists invited others to attend. (See Appendix E for a full list of interviewees and focus group attendees.)

The Planning Team developed questions (see Appendix F for the interview and focus group guides) to explore the neighborhood's strengths and assets, challenges, as well as further understand critical opportunities for the LCD. Each of the group discussions was facilitated by members of the consulting team with a long history of experience in community development, community mediation and facilitation, and participatory research. Each group discussion had at least two members of the consulting team present, with 1-2 co-facilitators and a note taker. Notes from the interviews, focus groups, and community meetings were edited and analyzed using standard qualitative procedures. Themes were identified using individual and group responses to questions regarding cultural assets of the area, desired changes, vision for the LCD, and recommendations. Data collection related to vision of the LCD and challenges to be addressed was concluded when no new themes emerged, and the inventory of cultural resources in the Calle 24 corridor appeared to be complete.

The planning process was also informed by a review of other cultural district plans as well as a study session with experts from the Fruitvale and Little Tokyo Cultural Districts (see Appendix G for notes from the study session). Some of the plans reviewed included Creative Place making, Taos Arts and Cultural District Plan and Sustaining San Francisco's Living History Strategies for Conserving Cultural Heritage Assets (see Appendix C).

Three community meetings (open to the general public) and one Calle 24 Council retreat were also critical to the planning process (see Appendix I and J for community meeting agendas and notes and Appendix K for notes from the Council Retreat). These community meetings were designed to gather input from the broader community to inform the planning process and to share findings from the planning process. Outreach for the community meetings was done using Facebook, email, word-of-mouth, and handing out and posting flyers in the neighborhood. A Calle 24 Council retreat was held toward the end of the planning process in order to finalize decisions regarding governance and program activities as outlined in this report.

3. KEY FINDINGS

This section outlines the major findings from the interviews, focus groups, review of cultural district plans, study session and community meetings. Findings are organized according to strengths, challenges and opportunities for the Latino Cultural District. The themes identified here are those that emerged most often during the data gathering phase, and do not necessarily reflect the views of Calle 24.

Strengths

Throughout the planning process, a number of strengths of the Latino Cultural District emerged in two broad categories: **cultural assets and arts and community identity**. The community stakeholders who participated in discussions, interviews, and the community meetings identified a vast array of cultural assets and arts (see appendices K and L for a complete inventory of the cultural assets and art that emerged throughout the planning process). These included the iconic murals and other art, cultural events such as Carnaval and Día de Los Muertos, arts organizations such as Galería de la Raza and Precita Eyes, service non-profits, parks, businesses including incredible restaurants, churches. The other major theme that emerged in stakeholder discussions of the neighborhood strengths was the **community identity** or the spirit of Calle 24, including both tangible and intangible characteristics such as the demographic diversity, the strong community connections, the commitment to social justice, and the neighborhood's walkability, tree canopy and landscaping. A more detailed listing of tangible and intangible cultural assets is below.

Cultural Assets and Art

- Murals and art
- Cultural events
- Artists and arts organizations
- Latino business enclave
- Established community based organizations
- Thriving faith community
- Culinary destinations

Community Identity

- Long-term presence of families and historic or legacy businesses
- Commitment to social justice
- Strong community connections
- Local leadership
- Unique neighborhood character
- Strong sense of community, place and history
- Demographic diversity
- Strong core shopper base

- Cultural events
- Tourism
- Business ownership
- Character
- Walkability

Challenges

There were a few key challenges that emerged from the data gathering during the planning process. These challenges revolved around five key themes: the lack of affordable housing, rapid community transformation, tensions in the community, quality of life, and sustainability of the LCD. There were major concerns among all stakeholders about the **lack of affordable housing** and about the gentrification and recent eviction and displacement of long-time residents. A related theme was the rapid **community transformation** underway, with some saying they wanted to prevent another “Valencia” (referring to the way Valencia lost much of its Latino culture in the 1990s and 2000s). **Community relations**, often discussed as tensions between newcomers and old-timers, was another key challenge that emerged in many interviews, focus groups, and community meetings. Many mentioned that there often appears to be a division between the predominantly Latino, long-time residents, and the newer, predominantly White, residents. One person mentioned feeling an increased police presence to address the fear of “brown boys”. The cultural differences between old and new can be challenging, and many of those who have lived in the neighborhood for years struggle with how to integrate newcomers and “*convince them that Brava, Galería de la Raza, Acción Latina and the fish market are all important*”. Challenges affecting residents’ **quality of life** also emerged frequently; these included things such as gang violence, liquor stores, broken sidewalks, lack of public spaces, lack of police presence, etc. Finally, a few of the often-mentioned challenges revolved around the implementation and **sustainability of the LCD**. The limited resources (lack of funding and staff) to develop and maintain a governance structure and implement all the desired activities of the LCD were discussed by many. These themes are elaborated below.

Lack of Affordable Housing

- Evictions and displacements
- Inadequate rent control
- Rapid gentrification
- Housing/building code violations

Community Transformation

- Rapid transformation of neighborhood without a plan (“not another Valencia”)

- Loss of historical businesses, residents and services
- Unaffordable commercial rents (difficult for long time tenants to pay)
- Increase in health code and building code violations
- Fear of “Mission” culture disappearing
- Loss of historical establishments

Community Relations

- Tension between the old and the new (lack of integration)
- Partnership challenges with City/County
- Lack of opportunities for youth
- Frictions with new residents and businesses

Quality of Life

- Lack of public spaces and seating
- Lack of signage, dilapidated structures, dirty gates drawn during day
- Gang violence and fear of gangs limiting activity
- Insufficient police vigilance (beat cops rarely seen)
- Too many liquor stores
- Dirty, broken sidewalks; public spaces, trees overgrown
- Poor lighting, dark at night, increased perception of unsafe
- Homeless populations

Sustainability

- Limited resources to sustain the LCD
- Building a sustainable governance model
- Lack of resources to hire full time LCD Coordinator

Opportunities

Throughout the data gathering process, many opportunities for the LCD emerged. These are organized according to five key areas: 1) land use design and housing; 2) economic vitality; 3) cultural assets and arts; 4) quality of life; and 5) governance. In the area of **land use design and housing**, recommendations had to do with land use and other policies to help preserve and further develop cultural assets, the preservation and development of affordable housing, and strategies to promote property ownership, particularly for Latino residents and businesses. **Economic vitality** revolved around opportunities and strategies to promote the economic viability and growth of businesses and organizations, particularly those with historic and cultural significance in the District. Stakeholders discussed many opportunities related to the preservation and promotion of **cultural assets and arts**. **Quality of life** opportunities included things that focused on improving the physical appearance and accessibility of the District, particularly things that promote the Latino Cultural District (e.g., way finding, visual

cues, etc.). Finally, a key opportunity that emerged throughout the planning process and ultimately became a priority in community discussions was the development of a **governance** structure to oversee and manage the Latino Cultural District. The opportunities in each of these key areas are listed in more detail below.

1) Land use design and housing

- Work with Building and Planning Developments to create new land use policies to support cultural assets. Integrate SF Heritage frameworks and language for designation and support of Cultural Heritage Assets.
- Explore Special Use District, Business Improvement District, and Community Benefit District creation. Connect with community-based efforts that have successfully adopted these tax increment measures: Castro Community Benefit District and Fruitvale Business Improvement District.
- Pursue community-driven strategies to preserve local history and culture. Continue partnerships with SF Heritage and universities to capture history and preserve it for future generations.
- Protect existing parking.
- Regulate rents for housing and cultural spaces and explore models that preserve historical residents and merchants.
- Programs to provide financial and legal assistance to residents, businesses and organizations/tenants' rights. Enforce HUD Fair Housing laws.
- Advocate for the development of affordable housing (for example, through early identification of sites that may be available for development and small sites development where existing units can be converted to affordable housing).
- Advocate for rent regulation for tenants, businesses, and non-profits. Engage diverse neighborhood stakeholders (residents, businesses, and non-profits) in affordable housing movement.
- Advocate for a moratorium on Ellis evictions.
- Educate community about local, state, federal housing laws and housing assistance programs (e.g., DALP).
- Identify funding sources and strategies to develop and purchase properties (e.g., affordable housing trust fund controlled by Mayor's Office on Housing; foundations; technology industry; land trust models, utilizing cooperative development strategies such as tenants' collective to purchase properties; eminent domain, interim controls (for businesses).
- Seek help from the city and others to help legacy institutions such as the Mission Cultural Center and Galería de la Raza purchase their buildings.
- Promote Latino ownership of businesses.
- Create artist-centered housing (artist-in-residence; work/live space; community service with art work, NPS structure) as well as housing.
- Identify strategies to decrease ability of speculators/developers to come in and sweep up real estate as soon as it becomes available (right of first refusal for locals, long-term residents).

- Develop innovative land use in line with LCD (some possibilities include pedestrian only spaces or zones on certain days/develop walkability; development of open space like a zocalo / picnic areas with grills).

2) Economic Vitality

- Create electronic tools to assist businesses and promote arts.
- Promote branding: logos and plaques to identify CHAs, signage to designate the LCD area, aesthetic, cultural demarcations unique to the LCD, and the development of consistent marketing of cultural activities.
- Increase business engagement: increase the engagement of local businesses in the development of the LCD, improve communication between businesses, schedule meetings at times that are convenient to local businesses, ensure that businesses have reasons to participate and are motivated to participate, and create a community through common activities and interests.
- Promote preservation: ensuring the survival and viability of tangible CHAs, developing protocols for the designation of CHAs, developing strategies to stabilize residential and commercial rents and leases, developing warning system to alert businesses and non-profits about expiring leases, and continuing façade improvement following LCD standards and design. A key priority under preservation is to conduct a SWOT analysis to determine strengths, weaknesses, opportunities and threats facing historic and legacy businesses.
- Increase capacity building: create technical assistance initiatives to help businesses improve their capacity through marketing, social media, market segmentation, strategic planning, and financial management. Strategies to strengthen the capacity of local businesses include: providing assistance to help businesses survive and expand, tailoring assistance to needs of businesses (e.g., individual, traditional, virtual), creating business incubators and accelerators, forming information technology team to support legacy businesses, providing businesses with demographic and market data to help them develop better goods and services, and creating directories and other databases with information that could be of value to local businesses.
- Articulate a legislative agenda: explore and promote designation of parts or the entire LCD as a Business Improvement District (BID), Special Use District or Community Benefit District. Two other ideas include the creation of community debit cards for legacy businesses as well as the creation of community banks or credit unions.
- Identify opportunities to leverage Mission Promise investments to support the Mission's neighborhood.
- Create loan programs targeting historical business and renters.
- Develop partnership opportunities between longtime businesses and new businesses, and between businesses and arts organizations.

3) Cultural Assets and Arts

- Organize advocacy efforts to identify available resources, preservation priorities, and facilities for arts programming.
- Use technology to promote LCD (e.g., create electronic calendar of cultural events that can also be printed and distributed).
- Educate new residents on CHAs (develop social connections; provide opportunities for new residents to volunteer and get involved; integrate an educational component in cultural events; create welcome packet and neighborhood newsletter; bulletin boards at CHAs).
- Learn about models that balance beautification and preservation.
- Regulate rents for housing (to help artists stay in the area) and cultural spaces/facilities.
- Leverage potential of LCD to preserve local businesses & non-profits and protect residents from displacement.
- Recognize San Francisco and LCD as a safe haven for immigrant artists.
- Invite tourism to the LCD, but avoid the commercialization/"Disneyland" effect (develop self-guided tours educating people about cultural history of area, Mayan kiosks, "This is 24th Street" events to reinforce identity and educate new residents, classes).
- Programs to provide financial and legal assistance to residents, businesses, and organizations/tenants' rights.
- Promote architectural features that emphasize the Latin American "feel" (e.g., arches at 24th/Potrero & 24th/Mission, *papel picado*, murals, Mayan kiosks).
- Create arts spaces (i.e. Gum Wall and other spaces for youth) as well as community spaces for dialogue regarding gentrification, hate tagging, historical values, traditions, discrimination in businesses, etc.

4) Quality of Life

- Capital improvements; prune trees, fix broken sidewalks, add pedestrian lighting, landscaping.
- Define off-hour truck loading times to reduce day-time parking problems.
- Promote free shuttle and pedestrian traffic (walkability) for the LCD.
- Facilitate access to LCD from Valencia to 24th Street.
- Create visual, tangible elements (e.g., flags, maps, way finders).
- Storefront façade improvement (e.g., murals on every façade along 24th Street, window art, for example utilizing art created by local artists or schoolchildren; colors, flowers, lights; "Welcome" signs in Spanish/English).
- Prevent chain and high-end restaurants from coming into neighborhood.
- Conduct awareness campaign about health and building codes.

5) Governance

- Create strong governance structure to manage LCD.
- Implement and execute LCD branding.

4. VISION, MISSION, PURPOSES & GOALS

The planning process engaged key stakeholders in defining and articulating a vision, mission, purpose statement, targeted beneficiaries, and goals that could guide the implementation of the Calle 24 Latino Cultural District. These strategic planning elements are outlined below.

Mission and Vision Statements

The mission statement developed through the planning process is: To preserve, enhance and advocate for Latino cultural continuity, vitality, and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

The vision statement developed is: The Latino Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino heritage and cultures of 24th Street and that celebrate Latino cultural events, foods, businesses, activities, art and music.

Beneficiaries of the Latino Cultural District include individuals (e.g., LCD families, including traditional, non-traditional, and extended; artists; working people; residents; immigrants; youth; and elders), organizations (neighborhood businesses, arts and culture organizations, educational institutions, and community service agencies), and San Francisco and the general public.

Purposes and Goals

The purposes of the LCD are to:

- Strengthen, preserve and enhance Latino arts & cultural institutions, enterprises and activities
- Encourage civic engagement and advocate for social justice
- Encourage economic vitality and economic justice for district families, working people, and immigrants
- Promote economic sustainability for neighborhood businesses and nonprofits
- Promote education about Latino cultures
- Ensure collaboration and coordination with other local arts, community, social service agencies, schools, and businesses

The goals of the LCD are to:

1. Create a safe, clean, and healthy environment for residents, families, artists, and merchants to work, live, and play.
2. Foster an empowered, activist community and pride in our community.

3. Create a beautiful, clearly designated Latino corridor along Calle 24, and preserve the unique beauty and cultures that identify Calle 24 and the Mission
4. Preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
5. Manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
6. Foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

5. PROPOSED PROGRAMS AND STRATEGIES

Findings from the data gathering activities conducted throughout the planning process led to the development of the following key strategies for the LCD to prioritize. In addition, these four program areas (and related activities) will be the focus of the LCD: 1) land use design and housing; 2) economic vitality; 3) cultural assets and arts; 4) quality of life.

Program area 1: Land Use Design

The LCD wishes to utilize land use design as a tool to promote housing and commercial stability of historical assets and demographic diversity. The planning process identified a long list of potential actions within this priority and the recommended next step should be to establish a process to analyze the feasibility of various options.

Program area 2: Economic Vitality

The LCD recognizes the importance of sustaining the business vitality of the District by first acknowledging the challenges affecting the stability of historical businesses. The LCD wants to clearly delineate the differences in priorities of new and historical businesses.

Program area 3: Preservation, Revitalization and Restoration of Cultural Assets

The LCD wishes to recognize, promote and preserve cultural assets unique to the Latino Cultural District. The planning process created an inventory of close to 60 cultural assets. One crucial next step to operationalize this priority is the creation of protocols to clearly identify what constitutes a Cultural Historical Assets (CHAs). San Francisco Heritage suggests the use of this terminology to describe “the practices, representations, expressions, knowledge, skill- as well as the instruments, objects, artifacts and cultural spaces associated therewith- that communities, groups, and in some cases, individuals recognize as part of their cultural heritage. This intangible heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identify and continuity, thus promoting respect for cultural diversity and human creativity.”

Program area 4: Quality of Life

Calle 24 recognizes that preserving positive quality of life indicators is as important as affecting negative quality of life indicators. LCD will foster further dialogue to spell out strategies for preserving and improving quality of life.

Key Strategies

1. Create an organizational entity – a 501(c)(3) – to manage the activities of the Latino Cultural District
2. Create and leverage Special Use District designation

3. Implement a Cultural Benefits District campaign and assessment
4. Develop a community-wide communications infrastructure and promote the District through traditional and social media
5. Collaborate with, connect, and support existing arts and cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them
6. Serve as a safety net for the District's traditional cultural-critical community events, such as Carnaval, Día de los Muertos, and the Cesar E. Chavez Holiday Celebration
7. Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
8. Pursue social and economic justice fervently, and conduct its work with the Si Se Puede spirit of determination, collective strength, and compassion

Program Activities

1) Land Use Design and Housing

- Design Special Use District campaign
- Advocate for genuinely affordable and low-income housing in the District and related infrastructure, including promoting education about financial literacy, home ownership, and tenants' rights
- Advocate for certificates of preference that would allow long-time residents who have been forced out of the District by waves of gentrification to return to new housing opportunities in the District
- Advocate for height limits and design guidelines
- Engage in activism and advocacy to ensure that new development is responsive to and reflective of the Latino Cultural District

2) Economic Vitality

- Provide technical and lease assistance to small businesses
- Create culturally relevant business attraction and retention strategies
- Provide district event support
- Implement neighborhood enhancements (such as arches, tiles, banderas, and/or plaques that identify the District, much as Chinatown's arches and architecture distinguish it from surrounding neighborhoods)
- Help preserve local businesses and attract new ones

3) Cultural Assets and Arts

- Participate in and support traditional culture-critical community events, such as Carnaval, Día de Los Muertos, and the Chavez Holiday Celebration

- Identify and preserve cultural assets
- Create corridor monuments, arts projects, a walk of fame, light pole signs, and the like
- Foster collaboration among the arts organizations

4) Quality of Life

- Ensure the safety of the neighborhood
- Abate graffiti
- Develop a neighborhood-based communications infrastructure, and promote the District through traditional and social media
- Preserve street parking, public transit, and walking options
- Preserve open space, light, air, (trees, vegetation?)

6. ORGANIZATIONAL STRUCTURE & GOVERNANCE

Structure

The LCD will be managed by a nonprofit organization 510(c)(3), the Calle 24 Council, which will be incorporated as a membership organization.

The follow committee structure of the 501(c)(3) is recommended.

Executive Committee: An executive committee will be comprised of officers of the Calle 24 Council.

Advisory Committees:

Advisory committees will be comprised of at least one board member and other members. All committees will recruit youth in order to cultivate new generations of leaders. Suggested advisory committees include:

- Land Use Design and Housing
- Cultural Assets and Arts
- Quality of Life and Neighborhood Enhancements
- Economic Vitality
- Nominating Committee

Governance

One must meet one or more of the following qualifications to become a member of the Council:

- Live and/or work in the Mission for ten or more years; or
- Born and raised in the Mission; or
- History of activism in support of the Latino Cultural District's mission; and
- Have served reliably on one of the organization's committees for at least one year.



Figure 2: Calle 24 Organizational Structure

Membership Eligibility

There will be no charge for membership on the Council. To be eligible for membership, one must:

- Participate on one of the committees and/or volunteer for one of the endorsed events (e.g., Cesar Chavez Festival; Carnaval) or with one of the neighborhood nonprofits)
- Support the mission and vision of the organization
- Reflect Calle 24 constituencies
- Adhere to a code of good conduct and nonprofit best practices

Board Size/Composition

The Board should be comprised of no fewer than 9 individuals, with a maximum number to be determined. The Board composition should include:

- A majority of Latino/as (% to be determined)
- Long-term residents: 15 (?) or more years (% to be determined)
- At least one youth (ages 24 or under)
- Representation from all the constituencies the Latino Cultural District is designed to benefit

7. CONCLUSION

The resolution that San Francisco's Board of Supervisors unanimously passed in May 2014 to designate the 24th Street corridor as the Latino Cultural District offers community residents and other stakeholders a unique opportunity to preserve and advance the rich legacy of Latino culture within the neighborhood. As stated in the resolution, "[...] the Calle 24 Latino Cultural District memorializes a place whose richness of culture, history and entrepreneurship is unrivaled in San Francisco..." The community planning process undertaken by the Calle 24 Council during the last six months of 2014 sought to solicit and distill a wide range of ideas about the strategies and actions the Council should pursue to achieve its mission to preserve, enhance and advocate for Latino cultural continuity, vitality and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

The findings from the community planning process reflect a clear consensus on the goals for the LCD, including the desire to create a safe, clean and healthy environment for residents, families, artists and merchants to work, live and play; the desire to create stable and affordable housing for working-class families; the desire to manage and establish guidelines for economic development and land use that preserve the District's Latino community and cultures; the desire to foster a sustainable local economy that provides vital goods and services; and the desire to create a beautiful, clearly designated Latino corridor along Calle 24 that exemplifies the cultural and artistic richness of San Francisco's Latino communities.

Key to achieving these goals will be the creation of an organizational infrastructure that can support the strategies adopted by the Council. Over the next few years, the Council will incorporate as a charitable, nonprofit organization and begin to pursue and leverage Special Use District designation, followed by neighborhood organizing to launch a Cultural Benefits District campaign and assessment that could potentially offer the district a source of long-term financial support. The Council will work to implement community programs that focus on land use design and housing, economic vitality, cultural assets and arts, and quality of life issues.

The community planning process undertaken by the Calle 24 Council represents just the first step in a journey that neighborhood residents and merchants, with support from city officials, are taking to preserve the authenticity and legacy of Latino culture along the 24th Street corridor. The Council looks forward to implementing the strategies outlined in the report. The vigor of our stride, given the fast pace of gentrification, will be key to the success of this endeavor.

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APPENDICES

Appendix A: Calle 24 Council List

Appendix B: Map of LCD

Appendix C: Background Research: Strategic Plans & Document Review

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Appendix K: PowerPoint of Calle 24 LCD Final Draft Recommendations

Appendix L: Cultural Historical Assets (CHAs) Identified through Data Gathering Process, 2014-2015:

- Summary of CHAs

- Cultural Events

- Arts & Culture: Installations & Public Art

- Arts & Culture: Organizations & Venues

- Arts & Culture: Retail

- Religion

- Services & Non-profits

- Food & Culinary Arts

- Parks

Appendix A: Calle 24 Council

Erick Argüello, Volunteer Program Coordinator, AGUILAS
Rose Arrieta, Media Director, Causa Justa
Rita Alviar, Executive Director, Mission Education Project Inc.
Wendy Bardsley, Community Media Freelancer
Miguel Bustos, Senior Vice-President, Government Affairs, Wells Fargo Bank
Susan Cervantes, Founder and Executive/Artistic Director, Precita Eyes
Marcia Contreras, Resident Manager, Mission Housing Development Corporation
Annalisa Escobedo, Student, John F Kennedy University
Carlos Gonzales, Probation Officer, SF Juvenile Probation Department
Louie Gutierrez, Owner, La Reyna Bakery
Georgiana Hernández, Executive Director, Acción Latina
Roberto Hernandez, Artist & Community Organizer
Gabby Lozano, Owner, L's Café
Ruth Mahaney, Founding Member, Modern Times Books
Diana Medina, Owner, Diju Jewelry and Gallery
John Mendoza, Independent Contractor
Brooke Oliver, Principal, Oliver/Sabec
Miles Pickering, Owner, Pigs and Pie
Stacie Powers, Executive Director, Brava Theater for Women in the Arts
Eva Royale, Director, Cesar Chavez Parade and Festival
Martha Sanchez, Owner, Casa Sanchez
Marie Sorenson, Retired
Elizabeth Vazquez, Owner, Tio Chilos

Appendix B: Map of the Latino Cultural District (LCD)

The SF Board of Supervisors resolution² (defined the *Calle 24 Latino Cultural District* as the area within the boundaries of Mission Street to the west, Potrero Street to the East, 22nd Street to the North and Cesar Chavez to the South. It also includes the 24th Street commercial corridor from Bartlett Street to Potrero Avenue. This boundary demarcates the greatest concentration of Latino landmarks, businesses, institutions, festivals and history in the Mission District and San Francisco; based on the 2012 census, 49% of residents in this area self-identify as Latinos. Calle 24 is also known as a Latino business enclave of 77 Latino owned businesses, some of which date back to 1922. In addition to its residents, this area is the home to many Latino community based organizations that have served the Latino community for decades.



² The full resolution can be found at http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/committees/materials/LU051914_140421.pdf

Appendix C: Background Research: Strategic Plans & Document Review

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
Lower 24th Street Profile By Invest in Neighborhoods	This document provides a comprehensive view of the Lower 24 th Street District with great emphasis on important economic, housing, transportation and demographic information and data points. This document should be used for context in the planning of the LCD.	<ul style="list-style-type: none"> • List of cultural Assets • Commercial vitality indicators • SWOT analysis • Demographics • Land use • Business Mix • Transportation • Other plans and intervention
Taos Arts and Cultural District Plan, January 2012 (89 pp.)	After designation as a state Arts and Cultural District program in 2009, this plan was developed for strategies and projects in Physical Infrastructure, Planning and Urban Design, Financing, Marketing and Promotion, Cultural Programming, and Community Outreach. It is organized according to a 3-5 year time frame beginning in 2012. The plan can be accessed at http://www.gonm.biz/uploads/files/ACDCulturalPlanTaos2012.pdf	<ul style="list-style-type: none"> • The Arts and Cultural District strategy emphasizes creative economic development focusing on the quality of a place (cultural assets, downtown vibrancy, entertainment) and natural environment and things to attract “knowledge workers” or creative entrepreneurs to the area) • Depressed economy is a significant challenge to implementing this strategy, and requires attracting private investment • Metropolitan redevelopment and a Business Improvement District are key to economic development and financial sustainability • Lack of an organizational capacity or entity to leverage resources and do economic development is a challenge • Some ideas with potential for implementation include: small seed grants; improved spaces for cultural events; “virtual” salons for idea exchange; internet art marketing; and signature events
Sustaining San Francisco’s	Purpose of Report: Propose conservation of cultural heritage assets through	<ul style="list-style-type: none"> • Tangible historical resources are eligible for protection under City landmark designation. (i.e.

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
<p>Living History Strategies for Conserving Cultural Heritage Assets by San Francisco Heritage September 2014</p> <p>51 pages</p>	<p>incentive based strategies.</p> <p>Goals:</p> <ol style="list-style-type: none"> 1. Define the problem and identity challenges to conserving local cultural heritage assets; 2. Summarize existing efforts to conserve San Francisco's cultural heritage assets; 3. Create a common language that will advance citywide public policy and neighborhood level cultural heritage conservation initiatives; and 4. Provide useful examples of strategies and case studies that can be employed by communities, non profits, academic institutions, foundations and City agencies. 	<p>buildings, public art, murals, etc.)</p> <ul style="list-style-type: none"> • Cultural Heritage Assets (CHA) include historic businesses, non profits that contribute to City's cultural identity. These are not protected by traditional strategies. • CHA = Intangible Cultural Heritage (UNESCO)= The practices, representations, expressions, knowledge, skill- as well as the instruments, objects, artifacts and cultural spaces associated therewith- that communities, groups, and in some cases, individuals recognize as part of their cultural heritage. This intangible heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identify and continuity, thus promoting respect for cultural diversity and human creativity. • SF Planning Department has introduced (2011): Urban design guidelines, economic incentives and zoning program. STATUS? <ul style="list-style-type: none"> ▪ June 2013 SFH Summit recommendations: <ul style="list-style-type: none"> ○ Develop recognition program for CHAs ○ Educate new residents on history ○ Explore Central Business District and Community Land Trust ○ Offer technical assistance to CHAs/ succession planning ○ Incentives to CHA businesses and property owners that rent to CHAs ○ Promote tours <p>Tool box/Ideas:</p>

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<ul style="list-style-type: none"> ▪ Legacy establishment designation ▪ Special Use District ▪ Social Heritage Citizen Advisory ▪ Community Benefit Agreements ▪ Community Benefits District ▪ Community Development Corporations ▪ Main Street concepts ▪ Business Improvement District ▪ Certification of Heritage Compliance- process that allows new development to qualify for a floor area ratio (FAR) exemption for replacement in kind of a traditional retail business or dedicate a portion of project to community arts projects and events. ▪ Urban Design Guidelines ▪ Zoning programs ▪ Property tax exemption from reassessment after sale or improvement – if CHA is preserved ▪ Decrease in permit fees, transfer, recordation and property tax fees for CHAs ▪ Central Business District ▪ Community Land Trust ▪ Add Preservation Element to General Plan (with specific goals on how many CHAs will own businesses and how many units will be acquired by Land Trusts ▪ Community Arts Stabilization Trust (CAST) ▪ Transfer of Development

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<p>Rights</p> <ul style="list-style-type: none"> ▪ Right of First Refusal ▪ Longtime Owner Occupant Program (LOOP) ▪ Association Center (non profit benefit) <p>Recommendations:</p> <ol style="list-style-type: none"> 1. Develop consistent methodology to define and document CHAs. Use SF Planning Social Heritage Inventory Record 2. Support current strategies (LCD) 3. Build capacity of CHAs and youth 4. Develop financial incentives and ownership 5. Promote CHAs through public education and tourism 6. Establish a CHA designation with benefits
<p>City of Lawrence Cultural District Task Force Recommendations for Enhancing the Lawrence Cultural District</p> <p>By Task Force December 10, 2013</p> <p>83 pages</p>	<p>Purpose of report: to identify best practices for improving cultural districts.</p> <p>Approach: Looked at three models:</p> <ul style="list-style-type: none"> ▪ Columbia MO ▪ Indianapolis, IN ▪ Providence, RI <p>Types of CHAs:</p> <ul style="list-style-type: none"> ▪ History ▪ Historical sites ▪ Geography ▪ Cultural Institutions ▪ Creative Sector Businesses ▪ Natural Sites 	<p>8 month evaluation process</p> <p>Goal of Cultural District (Lawrence):</p> <ul style="list-style-type: none"> • Preserve history and cultural identity • Identify District as destination: Culture and business • Improve community vitality • Encourage public access • Host cultural events <p>Shared Elements (among models):</p> <ul style="list-style-type: none"> ▪ City level leadership ▪ City level financing ▪ Private financing ▪ City Director of Arts and Culture ▪ Coordination among municipal leaders, arts organizations, chamber of commerce and tourism ▪ Strong internet presence ▪ Excellent physical features:

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		walkable paths, lighting, way finding, signs and maps <ul style="list-style-type: none"> ▪ Commitment to investing in arts as an economic development approach
<p>4TH Avenue Cultural Corridor Design Implementation and Funding Plan by City of Edmonds, WA October 2009</p> <p>86 pages</p>	<p>Purpose of report: To present a "15% Design Plan", describing proposed design, implementation, and funding for the 4th Avenue Cultural Corridor in Edmonds, WA.</p> <p>Goal: To guide development along the Cultural Corridor in ways compatible with historic context, current scale, massing and texture of the corridor, resulting in increased cultural tourism, economic vitality, and enjoyment of the corridor.</p>	<ul style="list-style-type: none"> ▪ Small historic district. ▪ Final product: series of improvements to physical environment resulting in increased cultural tourism. ▪ Seeks to integrate concepts of historical preservation, sustainability, economic enhancement, and urban design. ▪ Low impact development (LID) ▪ Leveraged funding (specific to State of WA): ▪ State transportation board ▪ Department of Ecology, Water Quality grants and loans ▪ Public Works construction loans ▪ Pedestrian and bicycle safety grants ▪ Community Advisory Group (CAG) formed at beginning of conceptual design process ▪ CAG established guiding principles ▪ Final design proposal was the result of three CAG meetings & two public meetings where alternative design concepts were presented to the community, and strongest elements were integrated into a unified, consensus-based plan. <p>Summary:</p> <ul style="list-style-type: none"> ▪ 4th Avenue Cultural Corridor identified in the City of Edmonds' 2006 Streetscape Plan, and 2008 Comprehensive Parks Plan & Community Cultural Plan. ▪ Collaboration with Community

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<p>Advisory Group (CAG), community members, City of Edmonds staff, and design team.</p> <ul style="list-style-type: none"> ▪ Urban and Historic context ▪ Photo inventory of historic buildings/properties ▪ Site analysis ▪ Community design guidance ▪ Cultural Corridor conceptual design ▪ Art installation and integration ▪ Urban design ▪ Funding and Implementation ▪ Leveraged funding
<p>Creative Placemaking by Ann Markusen and Anne Gadwa (69 pp.)</p>	<p>This is a White Paper for the Mayor's Institute on City Design, a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors and American Architectural Foundation. It reviews and summarizes case studies and economic research representing creative American placemaking across the diverse cities in the United States. There is an emphasis in this white paper on developing partnerships across sectors to improve the likelihood of success of creative placemaking and also integrating evaluation and metrics in order to determine the outcomes of creative placemaking.</p> <p>(Full report accessible at:</p>	<ul style="list-style-type: none"> • Creative placemaking refers to strategic initiatives to influence the physical and social character of a town, city, or region around arts and cultural activities. This includes developing programming to revitalize public and private spaces, regenerating structures and streetscapes to improve local businesses & economic viability and to improve public safety and bringing together diverse people to celebrate the arts and culture of their neighborhoods. • Challenges for creative placemaking noted include: 1) forging partnerships; 2) countering community skepticism; 3) getting funding; 4) overcoming regulatory barriers; 5) ensuring ongoing maintenance and sustainability; 6) avoiding displacement and gentrification; 7) developing measures to evaluate outcomes related to creative placemaking. • Successful creative placemaking was characterized by the following: 1) leadership who innovates and creates vision and motivation; 2) an approach tailored to the uniqueness of each

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
	http://arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf	<p>place; 3) organizing and galvanizing the will of the public; 4) getting support from the private sector; 5) supported by local arts and cultural leaders; 6) partnerships across sectors, missions and levels of government</p> <ul style="list-style-type: none"> Public policy has been slow to recognize the substantial contributions of arts and culture to local economic development and livability; the best examples of creative placemaking indicate that different levels of government and public/non-profit/private sector organizations should collaborate in developing policy platforms (informed by evidence on what works and where)

Additional Documents For Future Review
Plans
Alice Carey Preservation Fund
San Francisco Historic Preservation Program
Latino Historic Context Statement
American Latino Theme Study
Central Market Citizens Advisory Committee- Framework for Community Benefit Agreements
Laws
San Francisco Historic Preservation Commission Resolution No. 0698
San Francisco Executive Directive 13-01
Mills Act
CEQA
Documents/Reports/Guidance
SF Planning Department – Japantown Cultural Heritage and Economic Sustainability Strategy July 10, 2013
Central Market Citizen Advisory Committee 21 June 2012
Alliance for California Traditional Arts
Community Arts Stabilization Trust
SF Community Land Trust

Appendix D: LCD News Articles

Source	Date of Publication	Title	Link
The Huffington Post	January 3, 2014	Latino 'Cultural Corridor' Planned To Push Back Against Gentrification	http://www.huffingtonpost.com/2014/01/03/latino-cultural-corridor-n_4535891.html
CBS Local - SF Bay Area	April 22, 2014	San Francisco Looks At Preserving Character Of Mission District	http://sanfrancisco.cbslocal.com/2014/04/22/san-francisco-looks-at-preserving-character-of-mission-district/
KQED	April 22, 2014	Group Proposes 'Calle 24' Cultural District in the Mission	http://www.kqed.org/news/2014/04/22/group-proposes-calle-24-in-the-mission
SF Gate	April 22, 2014	A mission for the Mission: Preserve Latino legacy for future	http://www.sfgate.com/politics/article/A-mission-for-the-Mission-Preserve-Latino-legacy-5419370.php
The Usual Suspects	April 22, 2014	Calle 24 Latino Cultural District	http://www.sfusualsuspects.com/landing/detail/3552
Fox News Latino	April 23, 2014	Latinos Fight To Preserve San Francisco Mission District's Cultural Heritage	http://latino.foxnews.com/latino/lifestyle/2014/04/23/latinos-fight-to-preserve-san-francisco-mission-district-cultural-heritage/
The Bold Italic	April 24, 2014	Calle 24 is Real Solution to Fight Gentrification	http://www.thebolditalic.com/articles/4878-calle-24-is-a-real-solution-to-fight-gentrification
Southern California Public Radio	April 24, 2014	In immigration news: DHS watchdog under fire, 'modest' deportation changes, preserving 'The Mission'	http://www.scpr.org/blogs/multiamerican/2014/04/24/16453/in-immigration-news-dhs-watchdog-deportation/
KGO – San Francisco	April 25, 2014	Mission residents celebrate Calle 24 designation	https://screen.yahoo.com/mission-residents-celebrate-calle-24-032901898.html
ABC 7 News	May 5, 2014	Cinco de Mayo Celebrations Raise Gentrification Awareness	http://abc7news.com/archive/9528545/

El Tecolote	May 6, 2014	Latino Cultural Corridor District designation is just the first step	http://eltecolote.org/content/en/commentary/latino-cultural-corridor-district-designation-is-just-the-first-step/
Curbed SF	May 20, 2014	Calle 24 Latino Cultural District	http://sf.curbed.com/archives/2014/05/20/calle_24_latino_cultural_district.php
San Francisco Examiner	May 20, 2014	Calle 24 resolution to be voted on at Board of Supervisors meeting this afternoon	http://www.sfexaminer.com/PoliticsBlog/archives/2014/05/20/calle-24-resolution-to-be-voted-on-at-board-of-supervisors-meeting-this-afternoon
Socket Site	May 20, 2014	<u>Calle 24: San Francisco's Latino Cultural District</u>	http://www.socketsite.com/archives/2014/05/hola-calle-24-san-franciscos-proposed-latino-cultural-district.html
Mission Economic Development Agency	May 21, 2014	Calle 24 Latino Cultural District to Preserve Mission Community for Future Generations	http://medasf.org/calle-24-latino-cultural-district-preserve-mission-future-generations/
ABC 7 News	May 23, 2014	Community Celebrates Latino Cultural Preservation in Mission	http://abc7news.com/news/community-celebrates-latino-cultural-preservation-in-mission/75987/
Latin Life	May 23, 2014	Grand Opening! Calle 24 SF Latino Cultural District	http://www.latinlife.com/article/130/grand-opening-calle-24-sf-latino-cultural-district
Mission Local	May 23, 2014	It's Official! 24th Street District is Calle 24	http://missionlocal.org/2014/05/its-official-24th-street-district-is-calle-24/
El Tecolote	May 29, 2014	Latino Cultural Corridor officially designated by the city	http://eltecolote.org/content/news/latino-cultural-corridor/
SF Bay	May 29, 2014	'Calle 24' aims to preserve Latino heritage	http://sfbay.ca/2014/05/29/calle-24-aims-to-preserve-latino-heritage/
Mission Bernal Alliance of Californians for Community Empowerment (ACCE)	September 13, 2014	Town Hall About Mission Cultural District – Saturday Sept. 13	http://honorjourney.org/missionbernalacce/events/town-hall-about-mission-cultural-district-saturday-sept-13/

Mission Local	September 14, 2014	A Year Later, Less Shock Over Gentrification	http://missionlocal.org/2014/09/a-year-later-less-shock-over-gentrification/
SF Environment	September 30, 2014	Resolution Support Calle 24 Cultural Latino District: Environmental policy and legislation in San Francisco	http://www.sfenvironment.org/policy/resolution-support-calle-24-cultural-latino-district
The Sacramento Bee	October 4, 2014	Battling for the Mission's soul	http://www.sacbee.com/news/politics-government/article2620697.html
Greenwich Village Society for Historic Preservation	October 10, 2014	<u>Ideas for Preserving Our Small Businesses and Creative Spaces</u>	http://gvshp.org/blog/2014/10/10/ideas-for-preserving-our-small-businesses-and-creative-spaces/
KALW Local Public Radio	November 17, 2014	Calle 24 - The official Latino Cultural District of San Francisco	http://kalw.org/post/calle-24-official-latino-cultural-district-san-francisco
El Tecolote	December 20, 2014	El Tecolote 2014 Year in review: Arts & Culture	http://eltecolote.org/content/features/el-tecolote-2014-year-in-review-arts-culture/
San Francisco Chronicle	December 2014	A Changing Mission	http://www.sfchronicle.com/the-mission/
California Office of Historic Preservation	N/A	Challenges of Heritage Tourism: A San Francisco Perspective	http://ohp.parks.ca.gov/pages/1054/files/2014_volume7_issue2_final.pdf

Appendix E: List of Interviews, Focus Groups, and Community Meetings

Event	Date	# of Participants	Participants
Interview 1	August 2014	1	Rita Alviar
Interview 2	August 22, 2014	1	Ben Feldman
Interview 3	August 25, 2014	2	Esther Hernandez & René Yañez
Interview 4	August 26, 2014	1	Jaime Maldonado
Interview 5	August 26, 2014	1	Maria X. Martinez
Focus group: Calle 24 Council	August 27, 2014	10	Miles Pickering, Susan Cervantes, Marie Sorenson, Ruth Mahaney, AnnaLisa Escobedo, Marcia Contreras, Eva Royale, Wendy Bardsley, Erick Arguello, John R. Mendoza
Interview 6	August 28, 2014	1	Sarah Guerra
Focus group: Youth	August 28, 2014	10	Lakayla Shelton, Tiamane Haney, Jasmine Tirrez, Liset Gutierrez, Nancy "Mitzi" Magdaleno, Chris Vargas, Dan Vargas, Luis DeGuzman, Cecilia Peña-Govea, Nina Potepan
Focus group: Merchants	September 4, 2014	13	Louie Gutierrez, Juana Mayhben Huerta, Patricia Helmer, Denise Gonzales, Patricia Torres, Sofia Elias, Angeles Lopez, Connie R., Jose Marengo, Blanca Equinoccio, Ron Mullick, Cesar O., Mia Gonzalez
Community Meeting 1	September 13, 2014	50	Mia Gonzalez, Paul Monye-Rodriguez, Miguel de Ocampo, Ben Feldman, Buck Bagot, Lulula Lee, Lucho Ramirez, Carlos Gonzalez, Leo Beckerman, Carlos Valdiviezo, Maria de la Mora, Christie Hakim, Andra Cernavskis, Eric Dimond, Patricia Reischl Crahan, Juan Carlos Ibarra, Steve Wertham, Blake Kutner, Laura Lane, Eva Royale, Gustavo Vazquez, Ann Golden, Noemi Sohn, Susan Cervantes, Anabelle Bolanos, Brian Baker, Sergio Lainez, Rob Thomson, Martha Arguello, Melissa Lareau, Mary C Magee, Mayra Madriz, Brooke Oliver, Luis Granados, Gabriel Medina, Reuben David Goodman, Joshua Arce, Roberto Y. Hernandez, Rosa Nazario, Sergio Espino, Gabriela Peña, Adriana Cruz, Gladys Soto, Michael Crahan, Thomas Ray, Julien Ball,

			Gregory Liggons, Derek Raskin, Kathy & Dewey
Focus group: Arts	September 24, 2014	24	Stella Adelman, Adriana Cruz, Melody Wang, Maggie Wilson, Todd T Brown, Indira Urrutia, Sofia Elias, Arezoo Islami, Katherine Paulson, Michael Warr, Annie Jupiter-Jones, Georgiana Hernandez, Susan Cervantes, Ani Rivera, Lou Dematteis, Anastacia Powers, Sarah Guerra, Cécilia Peña-Govea, Ashton DiVito, Carolina Dutton, Emily Klian, Roberto Y. Hernandez, Alma Robinson, Mauricio Avilés
Community Meeting 2	November 1, 2014	36	Jim Burnett, Martin Steinman, Carolyn Burnett, Anabelle Bolanos, Marsha Murrington, Thomas Ray, Sam Moss, Marie Sorenson, John R Mendoza, Maria De La Mora, Ani Rivera, Stella Adelman, Pete Gallegos, Todd Brown, Martin Esteban Farfan, Kelly Haro, Paul Monge-Rodriguez, Oscar Grande, Carlos Gutierrez, Edwin Lindo, Miles Pickering, Gustavo Vazquez, Aaron Starr, Patti Cuadra-Eng, Kate Rosenberger, Jorge Sanchez, Desiree Smith, Sylvia Lynch, Wendy Bardsley, Ben Feldman, Erick Arguello, Marcia Contreras, Susan Cervantes, Ann Golden, Georgiana Hernandez, Joaquin Torres
Community Meeting 3	December 20. 2014		Joshua Arce, Paula Fleisher, Edwin Lindo, Anabelle Bolaños, Miles Pickering, Eva Royale, Gene Royale, Wendy Bardsley, Miguel Bustos, Chris Norman, Martin Farfan, Stacie Powers, Erick Arguello, Georgiana Hernandez, Ani Rivera, Ruth Mahaney, Susan Cervantes, Martin Steinman, Brooke Oliver, Abby Stopper, Maricela Leon-Barrera, Malo Hutson, Anne Romero, Pete Gallegos, Diego Sanchez, Emilio Victorio, John Mendoza, Ben Feldman, Matthew Rogers Consulants & OEWD (4): Ana Cortez, Ori Reyes, Perla, Diana Ponce de Leon

Appendix F: Facilitator Guide for Interviews & Focus Groups

Interviewer Script:

Thank you very much for agreeing to meet/talk to me today. I am working with Calle 24, a neighborhood coalition of Mission residents, merchants, non-profits, and artists, to develop a plan for a Latino Cultural District (LCD) on 24th Street from Mission to Potrero, 22nd to Cesar Chavez.

Community input is critical to developing a plan that reflects the values, spirit, and culture of the Mission and its residents. The purpose of this interview is to hear your vision for a cultural district on Calle 24, including any concerns you may have or opportunities you would like to see developed. We are happy to share our final report and recommendations for the Latino Cultural District with you, if you would like to leave your name and email with us at the end of the interview. We also promise to keep your identity confidential in the final report, referring simply to different stakeholder groups, rather than to individuals.

Vision for LCD

- 1) When you walk around the neighborhood, particularly along 24th street, how would you describe it?
 - a. What do you like about it? (What do you do when you come out to 24th Street?)
- 2) What do you think makes the 24th Street cultural corridor unique?
- 3) What challenges or problems do you see along 24th Street?
 - a. When you come to the 24th Street corridor, what, if anything, bothers you?
- 4) What changes would you like to see along 24th Street?
 - a. Can you tell me more?
- 5) Five years from now, what would you like to see along the corridor?
 - a. What's your long-term vision for the corridor??
 - b. What particular activities you would like to see happening?
 - c. What particular opportunities you would like to see developed?
- 6) Thinking about all the things you've mentioned, what are the 1 or 2 most important changes you would like to see implemented as part of the 24th Street Latino Cultural District?
- 7) What, to you, might be signs that the Latino Cultural District is successful?
- 8) (for Council only?): What should be the guiding principles for the Latino Cultural corridor?

(Probe): What are some of the values or beliefs that are important to you that should guide the development of a Latino Cultural corridor?

Implementation of LCD Plan

Fast forward 6 months and assume that we have developed a comprehensive plan for the Latino Cultural District. The following questions focus on the implementation of that plan.

- 1) What organizational structure is needed for governance and staffing to sustain the LCD?
- 2) How do you think the community could best be engaged in the **(planning & implementation)** of the Latino Cultural District?
- 3) Who are some of the stakeholders that should be engaged in developing and implementing the LCD?
 - a. What are the best ways to communicate regularly with these stakeholders?
- 4) What ideas do you have that could help ensure affordable housing for residents?
- 5) What ideas do you have that could help ensure that merchants can continue to afford to lease their properties?
- 6) Thinking about all the ideas you have suggested for a Latino Cultural District, what kind of budget do you think is needed to implement this plan for years 1-5?

Interviewer: Thank you very much for taking the time to answer these questions. Your input is critical to the development of a LCD that reflects the values and beliefs of Mission residents. If you'd like to write your name/email on this card, we will ensure that you receive a copy of the final report, anticipated in January, 2015.

Appendix G: Major Themes from Interviews & Focus Groups

Interviews & Focus Groups Referenced

- 8.27.14 Council focus group (CFG)
- 8.28.14 Youth focus group (YFG)
- 9.04.14 Merchant focus group (MFG)
- 9.13.14 Community Meeting #1 (CM1)
- 9.24.14 Arts focus group (AFG)
- Interview: resident Rita Alviar (RA)
- Interview: resident Maria X (MX)
- Interview: resident Ben Feldman (BF)
- Interview: residents Esther Hernandez & Rene Yañez (EHRN)
- Interview: merchant Jaime Maldonado (JM)
- Interview: arts Sarah Guerra (SG)

Summary of Major Themes

Topic	Major Themes
Cultural Resources / Assets	<ul style="list-style-type: none"> • Uniqueness (EHRN, BF, MX) • History (MX) <ul style="list-style-type: none"> - History of Latinos in the Mission / modern history of the Mission (MFG) - Oral history projects (CFG) - Historical archives (CFG) - Archives of art history (AFG) • Cultural atmosphere <ul style="list-style-type: none"> - The feel; community feel (JM, RA, BF) - Culture (MX, RA) - Vitality (MX) - Cultural institutions (CM1) • Affordable Housing <ul style="list-style-type: none"> - Rent control (YFG) • Events <ul style="list-style-type: none"> - Celebrations: dance, cars, murals, language (BF) - Cultural events, spaces, and discussion (BF, CM1) - Street festivals (CFG) • Built Environment <ul style="list-style-type: none"> - Walkability (MFG, BF, MX, RA) - Tree canopy and landscaping (BF, MX) - Transportation (RA) - Schools (RA) - Community gardens (CFG) - Ability to transform negative spaces into positives, i.e. Garfield park (JM) • Diversity <ul style="list-style-type: none"> - In real estate and services (JM)

- Diverse community (BF, RA)
- **Community**
 - Community feel (JM, RA)
 - Those that are still here (JM)
 - Working families (JM)
 - The community that arrived here, many left and keep coming back (JM)
 - Continue to welcome residents that left and keep coming (MX)
 - Families with children and old folks (BF)
 - Residents who are involved in community events (BF)
 - Friendly people (SG)
 - Long-term residents take care of each other, despite history of struggle (SG)
 - Community fundraising (AFG)
 - Activism (AFG)
- **Services**
 - After-school programs (BF)
 - STEM-related activities for youth (BF)
 - Effectiveness of community-based organizations (RA)
- **Businesses (CFG)**
 - Customer Loyalty (JM)
 - Affordable wages (JM)
 - Independent businesses (BH)
 - Small stores (MX)
 - Merchants (RA)
 - Business owners who have been here a long time (SG)
 - Legacy businesses, family-owned, possible for successive generations (AFG)
 - New businesses with new visions (AFG)
- **Arts**
 - Others' appreciation of our art (EHRN)
 - Murals (EHRN, BF, YFG, CFG)
 - Graffiti & street art (EHRN, YFG)
 - Dance studios (BF)
 - Old cars, lowriders (BF, AFG, CM1)
 - Arts organizations that support each other, collaborate and share resources (SG)
 - Music and musicians (AFG)
 - Artists (AFG)
 - Free access to art (AFG)
 - Bookstores (AFG)
 - Arts Inventory, digital (AFG)
- **Food (CFG)**
 - Spicy food (BF)
 - Restaurants (MX, RA)
 - Panaderias (MX)
- **Weather (RA)**

Inventory of Resources	<ul style="list-style-type: none"> • Events <ul style="list-style-type: none"> - Sunday Streets (MFG) - Día de los Muertos (CFG, AFG) - Cesar Chavez festival (CFG, AFG) - Carnaval (CFG, AFG) • Arts & Culture <ul style="list-style-type: none"> - Brava (EHRN, MX, CFG, AFG, CM1) - Murals (EHRN, BF, YFG) - Alley Cat books (EHRN) - Modern Times books (CFG, AFG) - Galería de la Raza (EHRN, MX, AFG, CM1) - El Tecolote / Acción Latina (EHRN, MX, CFG, AFG) - Precita Eyes (EHRN, YFG, AFG) - Puppet shows (23rd & Bryant) - Red Poppy Art House (EHRN, CFG, AFG) - Mission Cultural Center (EHRN, MX, AFG) - Cars / Lowriders (BF, CFG AFG, CM1) - Balmy Alley (YFG, CFG) - Lilac Alley (YFG, CFG) - Cypress Alley (CFG) - Pirate Radio (YFG) - Southern Exposure Gallery (YFG) - Flags of the Americas (CFG) - BART plaza (CFG) - Dance Mission (AFG, CM1) - Carnaval Mural Restoration Committee (CRC) - SF Mime Troupe (AFG) - Loco Bloco (AFG, CM1) - SF Found (AFG) - Public Library (AFG) • Religion <ul style="list-style-type: none"> - St. Peter's (MX, CFG) • Services & Non profits <ul style="list-style-type: none"> - Mission Girls (YFG) - MEPI (CFG) - MNC (CFG) - Good Samaritan (CFG) - Jamestown (CFG) - Instituto de la Raza (CFG) - MAPP (CFG) - Musing (CFG) - Will Brown Gallery (CFG) - La Latina (CFG) - Mixcoatl (CFG) • Businesses <ul style="list-style-type: none"> - Goodwill (YFG) - Luz y Luna (CFG) • Food

	<ul style="list-style-type: none"> - Taqueria Vallarta (YFG) - El Farolito (YFG) - Quickly's (YFG) - Happy Donuts (YFG) - L's Café (YFG) - La Cocina (CFG) - Frutilandia (CFG) - El Metate (CFG) - La Michoacana (CFG) - La Victoria (CFG) - La Reina (CFG) - Las Palmas (CFG) - Café La Boheme (CFG) - Casa Sanchez (CFG) - El Mercadito (CFG) <ul style="list-style-type: none"> • Parks & Recreation <ul style="list-style-type: none"> - Garfield Park and mini-parks (BF, YFG) - Precita Park (YFG) - Skatepark (YFG) - Potrero (YFG) - Garfield swimming pool (YFG)
Concerns / Deficits	<ul style="list-style-type: none"> • Displacement <ul style="list-style-type: none"> - Displacement of historical residents (JM) - Lack of communal space; used to have such space (EHRN) - Challenges preserving the organizations that serve traditional residents (MX) - Families leaving (RA) - Latino families with children leaving (RA, AFG) - As households leave, community-based organizations may also have to leave (RA, AFG) - Evictions (YFG) - Fewer youth and children (YFG, AFG) - City is not willing to buy housing for specific groups / interests (AFG) • Affordability <ul style="list-style-type: none"> - Dying culture due to unaffordable housing (JM) - High rents for businesses and households (MX, RA, YFG) - Expensive food & coffee (YFG) - Expense creates too much pressure on organizations to fundraise (SG) - Lots of residents, businesses and organizations do not own property (AFG) - Lack of housing initiatives for non-profits (AFG) • Preservation <ul style="list-style-type: none"> - Preserving murals on properties that change hands (AFG) - Lack of funding for preservation and restoration (AFG) - Preserving history and culture (AFG)

	<ul style="list-style-type: none"> • Crime & Safety Concerns <ul style="list-style-type: none"> - Need to transform magnets for criminal activity (JM) - Gang activity (RA, YFG) - Drivers' disregard for bikers (YFG) - Violence (AFG) • Homelessness <ul style="list-style-type: none"> - St. Peter's magnet for homeless activity (JM) - Homelessness around SF General & BART (EHRN) - Transients (YFG) • Discrimination <ul style="list-style-type: none"> - Hate towards "other": red/blue, saggy pants/youth, language other than English and Spanish, groups of tourists, people with maps, homeless/transients, those who look from outside, white or perceived as hipsters (YFG) Police presence to address fear of "brown boys" (SG) Hard to bring communities together, ignorance at one end and anger on the other (SG) Police targeting residents, injunctions. Fear of brown people, assumptions that teenage boys are always in gangs (SG) • Gentrification <ul style="list-style-type: none"> - Gentrification driven by money (JM) - Community members not capable of capitalizing on changes (EHRN) - Fear of becoming 16th St, the new party district (EHRN) - Avoid becoming a circus (MX) - New businesses (MX) - Repeat of 1991 revitalization efforts (MX) - Sense of "other" (YFG) - Blocks have lost traditions like neighborhood water fights (YFG) - Regret that this work is only happening now, should have happened when Valencia went down the drain (SG) - We're forced to adapt to bicycles and techies (SG) • New residents <ul style="list-style-type: none"> - New residents moving in (MX) - Influx of new residents that may or may not want to be part of the community (RA) - New businesses/newcomers less friendly; "unfriendliness to the unfamiliar" (SG) - Cultural differences are challenging (SG) - How to convince newcomers that Galería, Acción Latina, the fish market are all important (SG) - A lot of tension with new residents. Resident upstairs from Galería complained about noise during event (SG) - Us vs. them mentality (AFG) • Lack of engagement <ul style="list-style-type: none"> - Lack of engagement by SF Arts Commission. Used to
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	<ul style="list-style-type: none"> - be a partner; they have checked out (EHRN) - Not blending or folding into established community (MX) - Neighbors are strangers (YFG) - People coming in take, but don't give. Culture vultures (SG, AFG) • Built environment <ul style="list-style-type: none"> - Lack of bike lanes (YFG) • Parking (JM, CFG)
Vision & Desired Change	<ul style="list-style-type: none"> • Housing, Affordability & Ownership <ul style="list-style-type: none"> - Need more middle income housing (JM) - Combine uses – housing and industrial (JM) - Ways for Latino artists to stay in the Mission (EHRN, CFG) - Create artist-centered housing: artists in residence, work/live space, combine community service with artwork (CFG) - Housing for artists is imperative. Create live/work spaces for (EHRN) - Help negotiate better leases for key organizations (EHRN) - Affordable venues for culture (MX) - Stabilization for households, businesses, and nonprofits (RA, CFG) - Housing for historical residents (YFG) - Help long-time non-profits and businesses buy their buildings (CFG) - Ownership of historical cultural assets: Galería, MCC (CFG, CM1) - Galería should own its own building (SG, CM1) - Housing collective/nonprofit. Need to purchase buildings (AFG) - Advocate for housing (AFG) - Ask City Hall to offer tax breaks if landlords sell to nonprofits (AFG) - Reach out personally to landlords and negotiate sales directly with nonprofits and small businesses, possible a housing collective (AFG) - Co-op and shared housing (CM1) - Housing first approaches (CM1) - Establish housing zones for low income housing (CM1) • Arts & Entertainment <ul style="list-style-type: none"> - Rehearsal spaces for performing arts (EHRN) - Spaces for arts, theater and comedy (EHRN, CFG) - Entertainment district, connect with major venues in SF (JM) - High-standard entertainment district, cultural events & new venues (MX) - Creation of curator standards (MX)

	<ul style="list-style-type: none"> - Identifying target population for various arts elements (MX) - Movie theater (YFG) - Gum wall (i.e. Seattle) or paint wall (YFG) - Music and dance venues for youth, under 21 with no alcohol (YFG) - Youth programming and art space (YFG, CFG) - Create a 24th St. flag design, logo, branding (YFG, CM1) - Window art: school projects (CFG) - Arches on 24th St x Mission & 24th St x Potrero (CFG) - Murals on every façade (CFG) - Map, way finders (CFG) - New arts exhibits and cultural performances (CFG) - Mayan kiosks (CFG) • Preservation <ul style="list-style-type: none"> - Preservation of present culture as illustrated by business mix, household income and activities (JM) - Preservation of identity (BF) - Slow change without rejecting others (BF) - Preserve cultural resources (YFG, CFG, CM1) - Self-guided tours (CFG) - Keep bookstores healthy (CFG) - Preserve political and alternative history (AFG) • Suggestions for Built Environment & Development <ul style="list-style-type: none"> - Culturally based beautification (CM1) - Flowers, lights, colors. Must be authentic. (MFG) - Clean and welcoming public environment (EHRN) - Balanced: housing, businesses, parking, bikes, pedestrian (JM) - Open space (MX) - Free bus that runs through a defined area (YFG) - Visual effect: You should feel like you're in Latino America. Architectural features, land uses, businesses and establishments, street décor like papel picado, arches murals (YFG) - Develop city-owned land (JM) - School district could become developer (JM) - A place of gathering: zocalo (MX, AFG) - A chill space like a zocalo with picnic areas and grills (YFG) - Bus stops with swings (YFG) - Lighting (CFG) - Improved pedestrian uses (CFG) - Parking considerations (CFG) - Pedestrian only spaces (CFG) - Develop available land, like Cala (CM1) - Consider land use. No parklets (CM1) - Define the district using cultural context (CM1) - Prevent chain and high-end restaurants (CM1) • Signage
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- Welcome signs in English / Spanish (MFG)
- Signs, mapping way finding (EHRN)
- Signs with information (BF)
- **Increased communication & coordination**
 - Among merchants (MFG)
 - Need to better communicate between established and new residents (JM)
 - Greater coordination amongst cultural venues, and with businesses (EHRN)
 - Greater coordination of cultural events (EHRN)
 - Strong coalition among Brava, Calle 24, Causa Justa, Galería de la Raza, Precita Eyes, City government (EHRN)
 - Need to better engage Interception for the Arts, Mexican Museum, other ethnic museums
 - Organize the community to preserve the identity and protect it against speculators, crime, gangs , prostitution (BF)
 - Greater education of tenants rights (RA, YFG, CM1)
 - Space for dialogue: gentrification, hate tagging, historical values, traditions, discrimination in businesses, etc. (YFG)
 - Invite tourists to cultural district, avoid Disneyland effect (CFG)
 - Better communication infrastructure (AFG)
- **Increased engagement**
 - More engagement by tech companies (EHRN)
 - Better engagement of General Hospital employees – understanding their needs and desires (EHRN)
 - SF Arts Commission, SF General, City College (EHRN)
 - Co-exhibits DeYoung, MOMA, LAVA (MX)
 - Greater interaction among neighbors, especially new ones (YFG)
 - Community involvement and ownership (YFG)
 - Educate new residents on historical cultural assets. Welcome packet, neighborhood newsletter, bulletin boards in businesses, opportunities to volunteer and get involved (CFG, AFG)
 - How to engage those with deep pockets to invest in organizations (SG)
 - Support schools (AFG)
 - Through art, promote participation, not just consumption (AFG)
 - Lots of outreach needed to educate new neighbors about the existing community, help them integrate (AFG)
 - Engage the often invisible undocumented population (CM1)
 - Engage those living in illegal units (CM1)
 - Engage residents, old and new (CM1)
 - Engage philanthropy (CM1)

	<ul style="list-style-type: none"> - Resident advisory committee (CM1) • Economic & Funding Strategies <ul style="list-style-type: none"> - Need to better connect arts community into the economic and physical life of the community (EHRN) - Economic opportunities for historical businesses and long-term residents (CFG) - Focus on business and economic development: loan program, marketing, façade/storefront (CFG) - Culinary schools invited into, and working with restaurants (CFG) - Find and re-direct funding streams into target housing (CFG) - Develop an artists collective and become a non-profit, fundraise together (AFG) - Pressure developers to invest in existing nonprofits (AFG) - Pressure City Hall to allocate AirB&B tax revenues proportionally. Since the Mission hosts the most AirB&B rentals, the Mission should receive their share of revenues (AFG, CM1) - Develop production, distribution, repair jobs for people with limited education (CM1) • Cultural Events <ul style="list-style-type: none"> - Closing off streets on certain days, pedestrian-only zones (MFG) - Street closure for special events (RA) - "This is 24th St" events to reinforce our identity while educating new residents (MFG) - Día de los Muertos, Carnaval, Cesar Chavez parade as cultural experience vs. business opportunity (EHRN) - Celebration of cultures, all not just Mexican. Las Posadas, Día de los Niños, Día de la Madre, La Pena (EHRN) - Celebration of all cultures – a number of Yemenese families live here now (RA) - Celebration of food, arts and culture – no beer (EHRN) - Latina Day, Mariachi Festival, Salsa in the Street (MX) - Street fair that celebrates many cultures (RA) - Block parties (YFG) - More street fairs (YFG) - Free events (YFG) - Neighborhood water fight (YFG) - Re-instate 24th Street Festival (CFG, AFG) - Calendar of cultural events: print and electronic (CFG) - More intimate conversations with large event corporate sponsors (AFG) • Services <ul style="list-style-type: none"> - Activities designed and targeted for teens, parents, young professionals, older folks - Incorporate supportive services, mental health (CM1)
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	<ul style="list-style-type: none"> • Businesses <ul style="list-style-type: none"> - Restaurants that serve all residents and workers (RA) - Served by Latino workforce (YFG) - Owned by Latino owners whenever possible (YFG) - Preserve Latino flavor of the district, even if simply by leaving a sign unchanged (YFG) • Policy & Assistance <ul style="list-style-type: none"> - Programs to increase ownership of Latino businesses (MFG) - Legal assistance to help negotiate better leases (MFG) - Controls of commercial rents (MFG) - Monitoring of fraudulent business assistance (MFG) - Reclaim 24th St through planning codes and architecture (MX) - Better regulation of illegal bed and breakfasts like AirB&B (YFG, AFG) - Zoning or designation for historic businesses and residents (YFG) - Legislative priorities: set controls (CFG) - Re-defining affordability (CFG, CM1) - City should purchase buildings for centers. Galería should own its own building (SG) - Need policies and advocacy to fund arts (AFG) - Insert into planning code that requires developers to contribute to arts fund (AFG) - Incentivize landlords to sell to community (AFG) - City needs to focus more resources to the Mission. Give the Mission its fair share of Air B&B tax revenues (AFG) - Use of eminent domain (CM1) - Right of first refusal (CM1) - Ellis Act eviction moratorium (CM1) - Insurance structure to diminish cost (CM1) • Improved Safety / Crime Reduction <ul style="list-style-type: none"> - Benefit from elimination of gangs (EHRN) - Gang injunction was positive (BF) - Diagonal pedestrian crosswalk (MX) • Attitudes <ul style="list-style-type: none"> - Better understanding by merchants that new clients have new tastes (MFG) - Welcoming attitude towards tourists so they spend money (MFG) - A community that greets (RA) - Zero tolerance for haters (YFG) - Address new resident fears with education (CFG) - Recognize cultural capital in neighborhood (SG)
Planning and Implementation	<ul style="list-style-type: none"> • Values & Guiding Principles <ul style="list-style-type: none"> - Data-driven (CFG) - Collaborative (CFG) - Latino-centric (CFG) - Inclusive (CFG, SG, CM1)

	<ul style="list-style-type: none"> - Innovative, outside-the-box thinking (CM1) - Consider sustainability (CM1) • Tools <ul style="list-style-type: none"> - Look at models in London and Paris (JM) - Logic model that shows how activities, goals, strategies are connected: who, what, what, where , when, why, money (CFG) - Guided by work plan: steps to implement. Based on model BIC + CDC + DBD + CBDO (CFG). - Tenants collectives to purchase buildings (CFG) - Special-use district tied to code and architectural design (CFG) - Land trust models (CM1) • Funding & Resources <ul style="list-style-type: none"> - Investigate resources through National Association of Latino Arts and Culture (EHRN) - Subsidize arts (MX) - Driven by Fund Development Plan: tech money, philanthropy, City Arts, City of SF (CFG) - CAST (Community Arts Stabilization Trust), trust bought buildings on Market St., and organizations have 7 years to buy back property. The city is invested in mid-Market, but convincing them to invest in Calle 24 is a challenge. CAST is tricky, complicated real estate transaction that requires organizations to have a lot of resources, strong board, business plan, business person to keep the deal in order. (AFG) - MEDA? (AFG) • Outreach & Coordination <ul style="list-style-type: none"> - Receive information, hard to attend meetings as these are during hours of operation (JM) - One on one outreach to merchants (JM) - Receive information from Calle 24 and similar associations (JM) - Coordination of cultural assets to maximize their cultural and community binding value (EHRN) - Inclusive of city government, philanthropy, technology, community-based organizations (CFG) • Structure <ul style="list-style-type: none"> - Create Calle 24 governance structure to sustain effort (CFG) - Organization/entity whose responsibility it is to run the LCD (AFG)
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Appendix H: Strengths, Opportunities & Challenges of LCD

▪ Strengths	✓ Opportunities	• Challenges
<ul style="list-style-type: none"> ▪ Long term residents/stability ▪ Strong community connections ▪ Local leadership ▪ Unique neighborhood character ▪ Artists and arts organizations ▪ Strong sense of community, place and history. ▪ Demographic diversity ▪ Latino business enclave ▪ Established community based organizations ▪ Thriving faith community ▪ Numerous cultural events (i.e. Carnaval, mural tours, Cesar Chavez Parade). ▪ Neighborhood-oriented, variety of restaurants, convenient goods & services. ▪ Low retail vacancy rate. ▪ Strong core shopper-base: locals shop daily, specialty shoppers from Bay Area, ▪ international tourists. ▪ High percentage of business owners that also own their 	<ul style="list-style-type: none"> ✓ Work with Building and Planning Departments to develop new land use policies to support cultural assets ✓ Protect existing parking ✓ Develop more pedestrian friendly options ✓ Create Special Use District ✓ Create Cultural Benefits District or Community Benefits District ✓ Create loan programs targeting historical business and renters ✓ Create strong governance structure to manage LCD ✓ Implement and execute LCD branding opportunities ✓ Leverage legacy business ✓ Pursue community-driven strategies to preserve local history and culture. ✓ Capital improvements; prune trees, fix broken sidewalks, add pedestrian lighting, landscaping. ✓ Define off-hour truck loading times 	<ul style="list-style-type: none"> • Lack of affordable housing (evictions and displacements) • Tension between the old and the new (lack of integration) • Rapid transformation of neighborhood without a plan (not another Valencia) • Losing historical businesses, residents and services • Partnership challenges with City/County • Limited resources to sustain LCD • Building a sustainable governance model • Increasing commercial rents (difficult for long time tenants to pay). • Increase in health code and building code violations. • Lack of opportunities for youth. • Fear of "Mission" culture disappearing.

<p>property.</p> <ul style="list-style-type: none"> ▪ Destination for Latino specialty food stores and restaurants, bars. ▪ Street trees and sidewalk plantings bring character. ▪ Murals and art institutions are destinations /attractions. ▪ Walkable, access to public transportation (bus, BART). 	<p>to reduce day time parking problems.</p> <ul style="list-style-type: none"> ✓ Develop partnership opportunities between longtime businesses and new businesses, and between businesses and arts organizations. ✓ Conduct campaign to increase merchants' awareness of health and building code issues. ✓ Identify opportunities to leverage Mission Promise investments to support the Mission's neighborhood 	<ul style="list-style-type: none"> • 2009-2012 crime data shows slight upswing in most categories: Assaults decreased by 67% from 09-11, slight increase 2012. • Gang violence and fear of gangs limiting activity. • Insufficient police vigilance (beat cops rarely seen). • Too many liquor stores. • Dirty, broken sidewalks; public spaces, trees overgrown. • Poor lighting, dark at night, increased perception of unsafe. • Lack of public spaces and seating. • Signage dilapidated, dirty, gates drawn during day.
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Appendix I: Agendas for Community Meetings 1, 2 & 3

Agenda for Community Meeting 1



**Calle 24 Community Meeting 1:
Planning the Latino Cultural District**

September 13, 2014 at Brava Theater

11:30 am – 12:00 pm		Registration
12:00 pm – 12:50 pm	Exhibits Open	Welcome/ Bienvenida Qué es un Distrito Cultural- What is a Cultural District. Datos/Data Presentaciones/Presentations
12:50 pm – 1:00 pm		Break
1:00 pm – 2:30 pm		Group Discussion What is your vision for the Latino Cultural District? What would the LCD look like in five years?
2:30 pm – 2:45 pm		Next Steps and Closing Remarks
2:45 pm – 3:30 pm		Post-meeting Q&A (optional)

Agenda for Community Meeting 2



**Calle 24 Community Meeting 2:
Planning the Latino Cultural District**

November 1, 2014 at Brava Theater

12:30 pm – 1:00 pm	Registration		
1:00 pm – 1:30 pm	Exhibits Open	What is the Latino Cultural District (LCD)? What is the process for developing a plan for the LCD? What have we learned from the community so far?	
1:30 pm – 2:00 pm		What is a useful model for governance of the LCD? Presentation of Little Tokyo (Los Angeles) Reactions from and discussion with community members	
2:00 pm – 2:15 pm		Break	
2:15 pm – 3:15 pm		Cultural Heritage Assets/Urban Form Working Group	Business and Economic Vitality Working Group Housing Working Group
3:15 pm – 3:45 pm	Wrap-up and Next Steps		

Agenda for Community Meeting 3



Calle 24 Community Meeting 3: Planning the Latino Cultural District

December 20, 2014 at Brava Theater

12:30 pm – 1:00 pm	Exhibits Open	Registration
1:00 pm – 1:30 pm		Welcome/Intro Remarks/Retreat Objectives
		Update on Planning Process/Progress
1:30 pm – 2:00 pm		Findings regarding LCD Strengths, Weaknesses, Opportunities, & Challenges
2:00 pm – 2:30 pm		Latino Cultural District Mission, Vision and Guiding Principles
2:30 pm – 2:35 pm		Break
2:35 pm – 3:15 pm		Proposed Governance and Structure
3:15 pm – 3:50 pm		Strategic Priorities for the Latino Cultural District
3:50 pm – 4:00 pm		Wrap Up and Overview of Next Steps

Appendix J: Notes for Community Meetings 1, 2 & 3

Community Meeting 1 Notes Saturday, September 13, 2014

Attendance (50):

Mia Gonzalez, Paul Monye-Rodriguez, Miguel de Ocampo, Ben Feldman, Buck Bagot, Lulula Lee, Lucho Ramirez, Carlos Gonzalez, Leo Beckerman, Carlos Valdiviezo, Maria de la Mora, Christie Hakim, Andra Cernavskis, Eric Dimond, Patricia Reischl Crahan, Juan Carlos Ibarra, Steve Wertham, Blake Kutner, Laura Lane, Eva Royale, Gustavo Vazquez, Ann Golden, Noemi Sohn, Susan Cervantes, Anabelle Bolanos, Brian Baker, Sergio Lainez, Rob Thomson, Martha Arguello, Melissa Lareau, Mary C Magee, Mayra Madriz, Brooke Oliver, Luis Granados, Gabriel Medina, Reuben David Goodman, Joshua Arce, Roberto Y. Hernandez, Rosa Nazario, Sergio Espino, Gabriela Peña, Adriana Cruz, Gladys Soto, Michael Crahan, Thomas Ray, Julien Ball, Gregory Liggons, Derek Raskin, Kathy & Dewey

This process has to be:

- ❖ Innovative, outside the box and aware of housing/real estate conflicts, solutions, issues and legislation
 - Decrease of housing footprint- microhomes
 - Understand housing impacts on services, schools, etc.
 - Land trust models
 - Coop and shared housing
 - Use of eminent domain
 - First right of refusal
 - Interim controls
 - Develop available land- CalaFoods
 - Redefine affordable
- ❖ Comprehensive and inclusive to involve as many stakeholders as possible
 - Engage the often invisible undocumented population
 - Engage those living in illegal units
 - Engage new and historical residents
- ❖ Community Education
 - Must educate community on tenant rights
 - Address housing needs of historical populations:
 - Immigrant
 - Artist
 - Elderly
 - Housing first approaches

- Incorporate supportive services: mental health,
 - Understand business issues, challenges and solutions
 - Interim controls
 - Develop PDR (Production Distribution Repair) jobs for people with limited education
- ❖ Preserve historical community based organizations:
 - Culture
 - Social Services
 - Purchase buildings to gain control: Galeria de la Raza
 - Assists with operational costs
- ❖ Consider land use
 - No parklets
 - Define the district using historical context
 - Airbnb tax revenue/ tax increment
 - Prevent chain and high scale restaurants
 - Ellis eviction moratorium
 - Increase culturally based beautification strategies
 - Establish housing zones/sites for low income residents
- ❖ Set outreach strategies
 - Philanthropy
 - Resident advisory committee to evaluate cultural resources
 - Set out logo to identify cultural assets
- ❖ Consider governance
 - Sustainability
 - Resident involvement
 - Structure
 - Insurance structure to diminish cost
- ❖ Evaluate innovative financial strategies
 - Set up loans for historical organizations and individuals
 - Set up tax pool to support artist related housing and craft expenses
- ❖ Asset Inventory
 - Brava
 - Galeria de la Raza
 - Dance Mission
 - Loco Bloco
 - Cultural Events
 - Cultural Institutions
 - Low riders

Saturday, November 1, 2014
Community Meeting 2 Notes

Attendance (36):

Jim Burnett, Martin Steinman, Carolyn Burnett, Anabelle Bolanos, Marsha Murrington, Thomas Ray, Sam Moss, Marie Sorenson, John R Mendoza, Maria De La Mora, Ani Rivera, Stella Adelman, Pete Gallegos, Todd Brown, Martin Esteban Farfan, Kelly Haro, Paul Monge-Rodriguez, Oscar Grande, Carlos Gutierrez, Edwin Lindo, Miles Pickering, Gustavo Vazquez, Aaron Starr, Patti Cuadra-Eng, Kate Rosenberger, Jorge Sanchez, Desiree Smith, Sylvia Lynch, Wendy Bardsley, Ben Feldman, Erick Arguello, Marcia Contreras, Susan Cervantes, Ann Golden, Georgiana Hernandez, Joaquin Torres

Juliana gives an overview

- Priority 1: Preserve and help grow Latino historical and cultural resources
 - Cultural Heritage Assets (from SF Heritage), CHA's for short
 - Tangible and intangible (spirit of solidarity, orientation towards human rights, Latino "feel" of the neighborhood)
 - This is the discussion that will be held by the CHAs work group.
- Priority 2: What can we do to protect businesses, organizations, and residents as tenants?
 - Affordable rents and housing, for both businesses and residents
 - This is the discussion that will be held by the Housing work group and Business work groups.

Introduce Ana, who will go over the Little Tokyo model and other cultural district models

- Must create a plan that is sustainable, and for that we look at sustainability strategies of other cultural districts.
- Potential model is Little Tokyo in LA. Notion of creating a membership organization, consisting
 - Membership gives you the opportunity to vote
 - Council votes in board members and chairs
 - Created committees, selected according to the priorities of Little Tokyo. Committees can change along with changing priorities
- Pro - provides people many ways to participate, connection to the person she voted for. Allows membership to make decisions. Con – not everyone has an equal say. Someone needs to manage the bylaws, so you need someone to keep track of these things and it can get complicated.
- LT model, they are a CDC who is managing the whole process, an entity that is involved in managing the cultural district and is able to apply for grants that allows them to sustain the whole effort.

- Governance will be discussed in future meetings with Calle 24 Council & community

Break into working groups: Economic vitality, Housing, & Cultural Historical Assets (CHAs)

Working Group Facilitators:

Ana Cortez (Economic vitality), Juliana van Olphen (Housing), Jorge Sanchez (CHAs).

Notes: Economic Vitality working group

Date: November 1, 2014

Purpose: Identify important business vitality priorities for incorporation in the Latino Cultural District Plan

Themes/Action Items:

- ❖ Branding
 - Creation of logos and plaques to identify Cultural Heritage Assets (CHAs) including businesses, homes, non profits, structures
 - Development of culturally appropriate signage of LCD areas
 - Design of aesthetic, cultural demarcations unique to LCD
 - Development of consistent marketing of cultural activities
- ❖ Business Engagement
 - Hold meetings at times that are convenient to local businesses
 - Give businesses reasons to participate
 - Create a community through common activities and interests
- ❖ Preservation
 - Reinforce current tangible CHAs
 - Develop strategies to stabilize residential and commercial rents and leases
 - Continue Façade improvement program following LCD standards and design
- ❖ Capacity Building
 - Create technical assistance initiatives to help businesses improve capacity: marketing, social media, market segmentation, strategic planning, financial management.
 - Provide assistance tailored to sustain and to expand businesses
 - Develop diverse methods for delivery of technical assistance: group, individualized, traditional, virtual
 - Create business incubators and accelerators
 - Form IT team and floating staff to support historical businesses
 - Provide demographic data and metrics to develop better goods and services

- Create directories and other data bases/information
 - ❖ Process
 - Conduct needs analysis to determine Assets, Weaknesses, Opportunities and Threats of historical businesses
 - Elaborate and adopt protocols to evaluate and designate CHAs
 - Develop warning system to alert commercial renters of expiring leases
 - ❖ Legislative
 - Explore Business Improvement District designation for specific parts/entire LCD
 - Create community debit cards for historical businesses
 - Create community banks/credit unions
-

Notes: Housing working group

Date: November 1, 2014

Purpose: Identify important housing understandings, questions, challenges and suggestions to be addressed in the Latino Cultural District Plan.

Themes/Action Items:

- ❖ Understandings
 - Housing, property ownership is a complex issue
 - No “one size fits all” approach
 - Need short- and long-term goals (first preserve what we have, then expand what we have)
 - Movements builds through small steps and small wins
- ❖ Overarching questions
 - How can we increase affordable housing?
 - How can we increase property ownership?
 - How can we increase protections for cultural heritage assets such as legacy businesses, non-profits, etc.?
 - What can we do locally?
 - What kind of powers can the LCD leverage?
- ❖ Challenges
 - Takes a long time to build new affordable housing – time from site acquisition to new available units can be ~ 5 years
 - In SF, very costly to build -- \$500,000 per unit to build; no building discounts for affordable housing

- Some housing policy (e.g., small sites development) very hard to understand for a lay person or even for someone familiar with housing policy
 - Community members may not know about available programs that could help
- ❖ Suggestions for early steps
- Educate residents, businesses, and non-profits about definition of affordable housing, types of affordable housing, and how to qualify for affordable housing in SF;
 - Educate community about housing assistance programs (e.g., Down Payment Loan Program or DALP that provides subsidies for down payments – funding varies over time; also “teacher next door” that provides \$ to teachers to purchase property; money for First Responders)
 - Encourage more transparency in how policies/local programs are developed (e.g., how is it determined who gets money for down payments);
 - Advocate for more funding to programs like DALP through Mayor’s Office; provide funding to other groups, not only First Responders and teachers
 - Be more aggressive regarding new sites or buildings that are coming on market; make sure that someone from Calle 24 advocates for the development of affordable housing or rent regulation for tenants and businesses/non-profits
 - Forge alliances between Calle 24 and housing advocates; ensure that housing advocates/organizers are part of Calle 24 and that Calle 24 is part of housing movement
 - Organizing & empowerment
 - education (of community about local, state, federal housing laws and programs, e.g., DALP)
 - engagement of residents, businesses, and non-profits
- ❖ Long-term strategies to explore
- Identify early what sites may be available for development; Calle 24 can be advocates for how the sites are developed (recent sites being developed: 26th/Folsom; 1950 Mission; 17th and Folsom)
 - Move toward decolonizing – self-governance
 - Small sites development – existing units can be converted to affordable housing; city will allow organization to purchase existing property; stabilize property
 - Affordable housing trust fund controlled by Mayor’s Office on Housing (MOH); non-profit developers can apply for this money
 - Land trust strategy (22nd/Florida – co-operative development as model)

- Right of first refusal for locals, long-term residents – they should have first choice to purchase units or buildings– put brakes on ability of speculators to come in and sweep up real estate as soon as it comes on the market
 - Get units out of speculators' market
 - Raise money to purchase property (challenge is market)
 - Solicit funding from technology industry, foundations
 - Reduce reliance on city government; think about developing more self-governance
 - Legacy business – should give you some status that affords you some protections (Campos introduced)
 - benefits for landlord to sell to legacy business/tax breaks
 - should also be mechanisms for community entrepreneurs to step in to preserve a legacy business
 - develop cooperative business model – worker-owned cooperatives
 - No person should pay more than 30% of income for housing; qualification for affordable housing determined by percent of Area Median Income (71,000 for 1 person or 105,000 for 4 people) – usually 55-60% of AMI but can be up to 80%
-

Notes: Cultural Historical Assets (CHAs) working group

Date: November 1, 2014

Purpose: Identify challenges, priorities and suggestions for the preservation of cultural historical assets (CHAs) within the Latino Cultural District.

Themes/Action Items:

- ❖ Cultural Historical Assets (CHAs)
 - Dance Mission
 - Red Poppy: Intersection between different communities, unique organizationally, small staff
 - SF Heritage: Working on SF Latino Historic Context Statement, involved in the writing of the historical narrative, created self-guided tours, etc.
 - Precita Eyes: Murals
 - Accion Latina: AL produces El Tecolote 45 yrs old, extensive archive, was also given North Mission News Archive, Encuentro del Canto Popular
 - Galeria De La Raza
 - Chicano Latino Filmmakers Society
 - Alley Cat Books and Gallery
 - Brava Theater
- ❖ Cultural significance of LCD

- Culture is a way of life: Language, Food, Music, Casa Lucas is different than Safeway. Culture of indigenous resistance of colonization, power in culture of resistance.
 - Culture is engaged in what is happening now
 - Culture as a point of reference for the importance of having an LCD.
 - Retaining our place in history. All these things that aren't in mainstream media, honoring that, how do we share it among all of us. It's important to us to not just work nostalgically but engage on what's happening now.
 - Beautiful overlapping/ of communities in Balmy Alley event.
 - We slow people's time down. Art has a healing role.
 - Often the first wave of gentrification comes through artists. Reflect on how culture has responsibility for preceding gentrification. Dia de los Muertos: Nobody knew about it until Galeria de la Raza.
 - Artistic sanctuary city. First generation of working class artists, "We couldn't make art in our home countries because it was too political".
- ❖ Strategic Questions
- How do we organize ourselves and figure out an advocacy agenda, advocate for resources or whatever that is.
 - How do we leverage the LCD to ensure real cultural preservation?
 - Anything that works to make a neighborhood more attractive will gentrify it, so how can we create those checks and balances to preserve affordable housing or arts orgs?
 - As institutions, how do we provide space to bring artists back to our neighborhoods? Artists are families and community?
 - What are the values of the LCD? How do we articulate those?
- ❖ Challenges facing CHAs & LCD
- OEWD didn't consider arts and culture orgs as businesses, so they didn't get to benefit.
 - Demonstrations don't have the same impact that they used to have, people in power aren't embarrassed by that anymore.
 - Original Precita Eyes space getting harassed about eviction
 - Affordable youth platform, youth population has shrunk dramatically. Do we move, or do we find a place to bring those kids to us?
 - We've become a bedroom community, like the suburbs of old
- ❖ Priorities & Suggestions for Next Steps
- Maintaining these arts spaces that are getting evicted
 - Advocate as arts orgs and create specific tools.

- Preservation is a social justice, living issue. Preserve the right to make art.
- Create a cultural inventory of everything that has happened, and make it through this point in time when everything is shifting, and become more organized and make some commitment for the next five years. The next five years are incredibly important for our kids.
- Cultural inventory is important. Look at the body of work that has come out of this district and document it.
- Latinos are increasing in the city as a whole, while they're decreasing in the Mission. We do represent inclusivity, and we do need to come out with programs that attract and include those populations.
- Preserving cultural assets, partnering with youth orgs and other cultural arts orgs.
- LCD benefited Mayor's office and economic development. This is our opportunity in pushing them to making sure that they support our economic reality.

Legacy business. Make sure that Latino businesses have some incentive to stay here.

Saturday, December 20, 2014
Community Meeting 3 Notes

Attendance (29)

- Joshua Arce, Paula Fleisher, Edwin Lindo, Anabelle Bolaños, Miles Pickering, Eva Royale, Gene Royale, Wendy Bardsley, Miguel Bustos, Chris Norman, Martin Farfan, Stacie Powers, Erick Arguello, Georgiana Hernandez, Ani Rivera, Ruth Mahaney, Susan Cervantes, Martin Steinman, Brooke Oliver, Abby Stopper, Maricela Leon-Barrera, Malo Hutson, Anne Romero, Pete Gallegos, Diego Sanchez, Emilio Victorio, John Mendoza, Ben Feldman, Matthew Rogers
- Consultants & OEWD (4): Ana Cortez, Ori Reyes, Perla, Diana Ponce de Leon

Meeting Objectives

- To update community about the planning activities undertaken and findings to date.
- To receive input regarding LCD's organizational mission, vision and guiding principles
- To receive input regarding LCD's governance model
- To receive input about strategic priorities LCD should pursue in the next 3 years

Findings Discussion

- Housing
 - For whom?
 - Certificates of preference for Mission District
 - Immigrants in general, not just artists
 - What are the categories for deeply affordable housing? To be changed and inclusive
 - Affordable family housing
- Look at land use policies
 - Preserving open spaces
 - Make sure that policies and their histories are looked to, to learn why they took place
 - Look at the history of the neighborhood when future planning takes place
- Youth Involvement
 - In all aspects, including governance
 - Outreach to schools, jail systems
- Residents, Non-Profits, CBO's
 - Incorporate thinking of long-term effects for the population who will continue living in the area (20 years)
 - Rent control for businesses & CBO's or non-profits.
 - Including services for elders

Guiding Principles

Principles were presented.

- Community = Mission to Potrero, 22nd St. to Cesar Chavez are the boundaries
- Preservation of culture (specifically, Latino culture), Celebrate assets (businesses & arts), Strengthen legacy
- Encourage elder & LGBT & youth & disabled communities

Mission

- Gentrification or other market forces (gentrification, ghettoization)
- Recognize district is large & call out geography
- Continuity, protect, enhance (#2)
- Promote
- Manage, instead of mitigate
- Focus on Latino community/manage
- Preserve the goods
- Flip mitigation & preservation
- ✓ General satisfaction with the 2nd version of the Mission statement ☺

Goals

- Ethnically Latino culture & demo(graphic) preservation
- Proactively connect communities/networks (age & demographics & origin)
- Attract more Latinos to come back (residents & businesses)

Vision

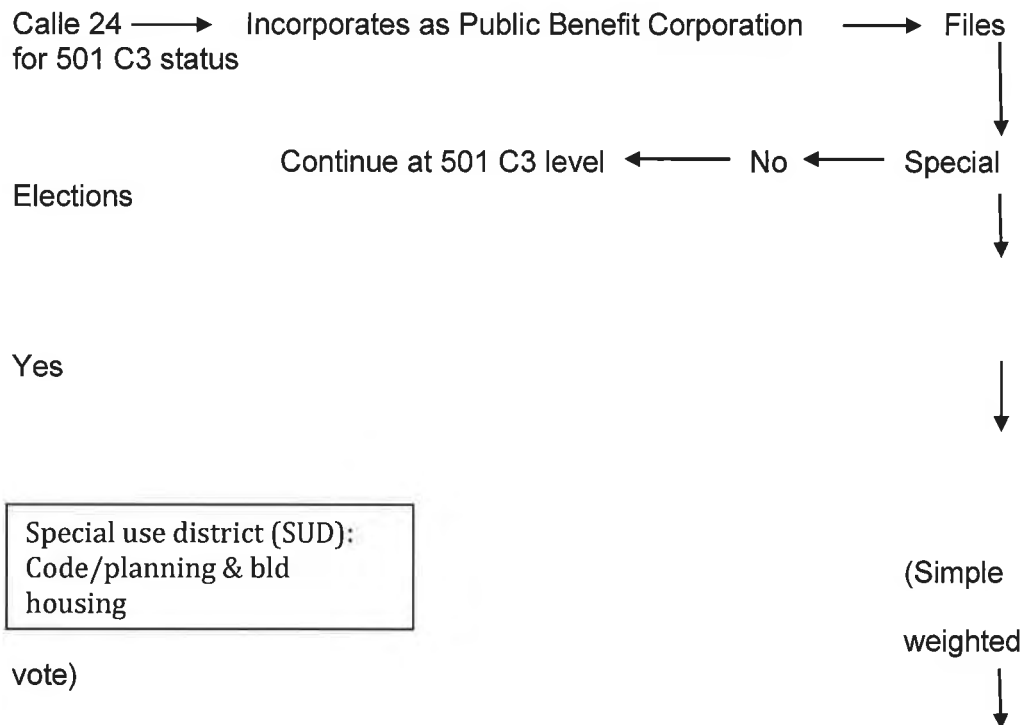
- Focus on district (not 24th)
- Place somewhere for input
- Businesses & non-profits

Governance

- Mutual Benefit Assistance – designed to benefit users
VS.
Public Benefit – serves all
- Want to benefit all – public
 - 501 C3; gets grants
- Formalize Calle structure
- Benefits District → CBD (community/residents, property tax)
BID (business owners, business tax)
- Requires election
 - Hard to sell; not micro-managed
- Spread taxes on the entire LCD (residents & businesses)
- 501 C3
 - Will manage CBD

- Board & staff
- Limits liability
- How do we relate to other non-profits? Support, collaboration, communication, safety net
- Association ensures sustainability (avoid Carnaval)
- Voting members or not? Should not be insular
- Little Tokyo = 100+ members, elected board who manage staff
- Who could be a member? (slide)
- Who would be on the board? (slide) → majority Latino
- Questions & Comments
 - By-laws should be firm yet flexible; changes by members challenged by quorum
 - Manage LCD to reflect Latino traditions
 - Yes, membership!
 - Board diversity (sectors, age, gender)
 - Activities: cultural, land use, events, street-scaping, design standards, advocacy, clean up, management

Calle 24 Roadmap



Projects

crosswalk)

(arts,

Priorities

- ✓ #1 is having a structure to incorporate governance model
- ✓ Program priority (immediate): land use advocacy, development of housing
 - Land use issues – look at it closely
 - Housing opportunities
 - Real affordable housing
 - Pro-family and pro-youth
 - Community education
 - Moratorium of housing developments
 - To be more family friendly
 - Sustain 24th St. cultural assets


Important Dates

- Governance meeting – January 10th
- Community meeting – January 17th
 - Strategic Plan presentation

Wrap-up

- Next steps:
 - Presentation on Jan 17.th
 - Policy intervention → City of SF, WFD
 - Programming
 - Funding
 - Tech. assistance
 - Advisory on leases
 - David Campos staff
 - Environmental justice commission
 - Resolution to support the district

Appendix K: Calle 24 LCD Final Draft Recommendations



CALLE 24 LATINO CULTURAL DISTRICT FINAL DRAFT RECOMMENDATIONS

Community
Council Meeting
1/27/15

UPDATED
1/28/15
TO INCLUDE
ADDITIONS FROM
COMMUNITY
COUNCIL
MEETING

UPDATES
SHOWN IN
ORANGE



6-MONTH PLANNING OBJECTIVES

- To **gather community input** about the Latino Cultural District's purposes, strengths, opportunities, challenges, targeted strategies and governance
- To **review best practices** employed by other designated cultural districts (e.g. Little Tokyo, Fruitvale, Japantown)
- To **draft a final report** with the findings and recommendations

Calle 24 Latino Cultural District Final Draft
Recommendations

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OUR MISSION STATEMENT

To preserve, enhance and advocate for
Latino cultural continuity, vitality, and community
in San Francisco's touchstone Latino Cultural District
and the greater Mission community

Calle 24 Latino Cultural District
Final Draft Recommendations

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VISION STATEMENT

The Latino Cultural District will be
an economically vibrant community
that is inclusive of
diverse income households and businesses
that together compassionately embrace
the unique Latino heritages and cultures of 24th street
and that celebrate Latino cultural
events, foods, businesses, activities, art, and music.

Calle 24 Latino Cultural District
Final Draft Recommendations

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CALLE 24 LCD BENEFICIARIES

WHO DOES LATINO CULTURAL DISTRICT BENEFIT?

- **Individuals:**
 - District families (traditional, non-traditional, and extended), **artists**, working people, residents, immigrants, youth, and elders
- **Organizations:**
 - Neighborhood businesses, arts and cultures organizations, **educational institutions**, and community service agencies
- **San Francisco and the Public.**

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NONPROFIT PURPOSES

1. Strengthening, preserving and enhancing Latino arts & cultures institutions, enterprises and activities
2. Encouraging civic engagement and **advocating for** social justice
3. Encouraging economic vitality and economic justice for district families, working people, and immigrants
4. Promoting economic sustainability for neighborhood businesses and nonprofits
5. Promoting education about Latino cultures
6. Collaboration and coordination with other local arts, community, social service agencies, **schools**, and businesses

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GOALS

- To create a safe, clean, and healthy environment for residents, families, artists, and merchants to work, live, and play.
- To foster an empowered, activist community and pride in our diversity.
- To create a beautiful, clearly designated Latino corridor along Calle 24, and to preserve the unique beauty and cultures that identify Calle 24 and the Mission.
- To preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
- To manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
- To foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

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LCD KEY STRATEGIES

- 1) Create an organizational entity – a 501(c)(3) – to manage the activities of the Latino Cultural District
- 2) Create and leverage Special Use District designation
- 3) Implement a Cultural Benefits District campaign & assessment
- 4) Develop a community-wide communications infrastructure and promotion of the District through traditional and social media.
- 5) Collaborate with, connect, and support existing arts & cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them.
- 6) Serve as a safety net for the District's traditional, culture-critical community events, such as Carnaval, Día de Los Muertos, and the Cesar E. Chavez Holiday Celebration.
- 7) Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
- 8) Pursue social and economic justice fervently, and conduct its work with the Si Se Puede® spirit of determination, collective strength, and compassion.

Calle 24 Latino Cultural District Final Draft
Recommendations

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PROGRAM ACTIVITIES

FOUR PROGRAM AREAS:

1. Land Use Design and Housing

- Special Use District campaign
- advocating for affordable genuinely affordable and low-income housing in the District and related infrastructure, including promoting education about financial literacy, home ownership, and tenants' rights
- advocating for certificates of preference that would allow long-time residents who have been forced out of the District by waves of gentrification to return to new housing opportunities in the District.
- advocacy for height limits & design guidelines
- activism and advocacy to ensure that new development is responsive to and reflective of the Latino Cultural District.

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PROGRAM ACTIVITIES, CONT.

2. Economic Vitality

- Technical and lease assistance for small businesses
- Culturally relevant business attraction and retention
- Traditional district event support
- Neighborhood enhancements (such as arches, tiles, banderas, and/or plaques that identify the District, much as Chinatown's arches and architecture distinguish it from surrounding neighborhoods)

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PROGRAM ACTIVITIES, CONT.

3. Cultural Assets and Arts

- Participate in and support traditional culture-critical community events, such as Carnaval, Dia de Los Muertos, and the Chavez Holiday Celebration
- Identification and preservation of cultural assets
- Pursuing corridor monuments, arts projects, a walk of fame, light pole signs, and the like.
- Foster collaboration amongst the arts organizations

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PROGRAM ACTIVITIES, CONT.

4. Quality of Life

- Safety
- Graffiti abatement
- Developing a neighborhood based communications infrastructure, and promotion of the District through traditional and social media
- Preserving street parking, public transit, and walking options
- Preserve open space, light, air, (trees?) (vegetation?).

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ORGANIZATIONAL STRUCTURE

Nonprofit organization 510(c)(3), incorporated as a membership organization.



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PRELIMINARY COMMITTEES

Executive Committee: Officers of the Concilio/Council

Advisory Committees: At least one board member as well and members; **recruit youth participation in all committees to cultivate new generations of leaders.**

Suggested Advisory Committees:

- Land Use Design and Housing
- Cultural Assets and Arts
- Quality of Life and Neighborhood Enhancements
- Economic Vitality
- Nominating Committee

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GOVERNANCE

Qualifications of all Council members:

- Lived and/or worked in the Mission for ten or more years; or
- Born and raised in the Mission, or
- History of activism in support of the Latino Cultural District's mission; and
- Have served reliably on one of the organization's committees for at least one year.



MEMBERSHIP ELIGIBILITY

Calle 24 Membership Eligibility (no charge for membership):

- Participate on one of the committees, and/or volunteer on one of the endorsed events (e.g. Cesar Chavez Festival; Carnaval) or with one of the neighborhood nonprofits
- Support the mission and vision of the organization
- Reflect Calle 24 constituencies
- Adhere to code of good conduct and nonprofit best practices.



BOARD SIZE/COMPOSITION

Size:

No fewer than 9, maximum number TBD?

Composition:

- Majority Latino (% TBD);
- Long-term residents: 15 (?) or more years (% TBD);
- At least one youth (24 and under)
- Representation from all the constituencies the LCD is designed to benefit.

Calle 24 Latino Cultural District
Final Draft Recommendations

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BOARD CONDITIONS

1. No director will be compensated
2. No director will be hired in any capacity
3. No interested directors
4. If board members' affiliated organizations or businesses provide goods or services to our organization, those goods or services should be provided at less than market rate and the rates must be disclosed to the board prior to procurement of goods or services

Calle 24 Latino Cultural District
Final Draft Recommendations

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Appendix L: Cultural Historical Assets (CHAs) Identified through Data Gathering Process, 2014

Summary of CHAs

CHA Category	# of CHAs	List of CHAs
Cultural Events	6	Carnaval Grand Parade & Festival, Cesar E. Chavez Parade & Festival, Día de los Muertos Procession & Festival of Altars, Encuentro del Canto Popular Music Festival,
Arts & Culture: Installations & Public Art	7	24 th Street BART Station Plaza, Balmy Alley murals, Cypress Street (Alley) murals, Flags of the Americas lamp post posters, Lilac Street (Alley) murals, Lowriders, Other murals along 24 th Street
Arts & Culture: Organizations and Venues	12	Acción Latina, Brava Theater Center / Brava for Women in the Arts, Calle 24 Art for BART Committee, Carnaval Mural Restoration Committee (CMRC), Dance Mission Theater, Galería de la Raza, Loco Bloco, Mission Arts Performance Project (MAPP), Precita Eyes Mural Arts, Public Library Mission Branch, Red Poppy Art House, Will Brown Gallery
Arts & Culture: Retail	3	Alley Cat Books, Mixcoatl Arts & Crafts, Modern Times Bookstore Collective
Religion	2	Mission Presbyterian Church, St. Peter's Catholic Church & School

Services & Non-profits	8	Acción Latina, Central American Resource Center (CARECEN), Good Samaritan Family Resource Center, Instituto Familiar de la Raza, Jamestown Community Center, Mission Educational Projects, Inc. (MEPI), Mission Neighborhood Centers, Inc. (MNC), Mission Girls
Food & Culinary Arts	16	Café La Boheme, Casa Lucas Market, El Chico Market #4, El Farolito Taquerias, El Metate, El Nuevo Frutilandia, The Jelly Donut, L's Caffé, La Cocina, La Reina Bakery & Coffee Shop, La Victoria Bakery, La Palma Mexicatessen, Pan Lido Salvadoreño, Panaderia La Mexicana, Roosevelt Tamale Parlor, Taqueria Vallarta
Parks	5	24 th & York Mini Park, Garfield Square (Garfield Park), James Rolph Jr. Playground, Parques Niños Unidos, Potrero del Sol (La Raza Park)

Cultural Events

Event Name	Description
Carnaval Grand Parade & Festival	Founded in 1979 and held annually in May, Carnaval San Francisco is a 3-day event featuring a Grand Parade and 2-day Festival, celebrating music and cultural elements from Latin American and Caribbean traditions.
Cesar E. Chavez Parade & Festival	Founded in 2001 and held annually in mid-April. Parade, music, entertainment, arts & crafts booths celebrate the life of Cesar E. Chavez.
Día de los Muertos Procession & Festival of Altars	In San Francisco, Day of the Dead has been celebrated since the early 1970s with altar installations, music, performances and a walking procession. Held annually on November 2.
Encuentro del Canto Popular Music Festival	Founded in 1982 and held annually in early December. Acción Latina hosts this yearly concert and cultural festival. Encuentro celebrates the Latin American <i>nueva canción</i> movement and follows the evolution of that musical style from its roots as a protest movement against Latin American dictatorships, to the current iterations of new Latin American song.

Arts & Culture: Installations & Public Art

Name	Location	Description
24th Street BART Station Plaza	24 th Street at Mission Street	Plaza Sandino is a prominent public space where artwork is featured, including the 1975 <i>BART Station Mural</i> painted by Michael Rios with Anthony Machado and Richard Montez.
Balmy Alley murals	Balmy Alley between 24 th Street & 25 th Streets	The block long alley boasts the most concentrated collection of murals in San Francisco. The murals began in the mid-80's as an expression of artists' outrage over human rights and political abuses in Central America. Today the alley contains murals on a myriad of styles and subjects from human rights to local gentrification and Hurricane Katrina.
Cypress Street (Alley) murals	Cypress Street between 24 th Street & 26 th Street	Cypress Street features numerous murals and street art.
Flags of the Americas	24 th Street from Mission Street to Potrero Street	Flags from Central & South American countries.
Lilac Street (Alley) murals	Lilac Street between 24 th Street & 26 th Street	The Lilac Mural Project was founded in 2007 by MISSIONART415, and features murals and street art by Bay Area artists.
Lowriders	N/A	Popularized in the 1970s and 1980s, lowriders are a cultural symbol of the Mission and are prominently featured in many cultural events, such as parades, festivals, and art shows.
Murals	N/A	In the 1970s, Mission artists began painting the sides of buildings and doors, reflecting social, political and community themes. Precita Eyes offers walking tours of the hundreds of murals in the LCD.

Arts & Culture: Organizations and Venues

Name	Location	Description
Acción Latina	2958 24th Street	Acción Latina is a non-profit organization dedicated to the promotion of cultural arts, community media, and civic engagement as a way of building healthy and empowered Latino communities. Home of El Tecolote newspaper and Encuentro del Canto Popular.
Brava Theater Center / Brava for Women in the Arts	2781 24th Street	Founded in 1986, Brava for Women in the Arts is a professional arts organization that owns and operates the Brava Theater Center. Brava produces, presents, and cultivates the artistic expression of women, people of color, youth, LGBTQ and other unheard voices. Brava Theater Center also provides a venue for community art & music events.
Dance Mission Theater	3316 24th Street	Dance Mission Theater is a non-profit, multicultural dance center offering adult and children's classes from hip hop to Salsa to Afro-Caribbean to taiko to modern dance.
Galería de la Raza	2857 24th Street	Founded in 1970, Galería de la Raza is a non-profit art gallery and artist collective that serves the heavily Latino population of San Francisco's Mission District.
Loco Bloco	2781 24th Street	Founded in 1994, Loco Bloco provides low-income, minority and immigrant families access to professional level arts education for youth ages 3-25. After school classes, summer camps, international exchanges/tours, and annual self-produced events and community performances feature multicultural drumming, dance and community-based performance art.
Precita Eyes Mural Arts	2981 24th Street	Founded in 1977, Precita Eyes is an inner city, community-based mural arts organization, Precita Eyes Muralists Association seeks to enrich and beautify urban environments and educate communities locally and internationally about the process and

Public Library Mission Branch	300 Bartlett Street	the history of public community mural art. Opened in 1888, the Mission Branch of the San Francisco Public Library system serves Mission residents and offers English and Spanish-language resources and materials.
Red Poppy Art House	2698 Folsom Street	Founded in 2003, Red Poppy Art House is a creative space which hosts a varied performance program, artist residencies, a socially-engaged professional development track, weekly family art activities, and assistance in curating space for MAPP. MAPP is a community arts event that takes place in the Mission the first Saturday every two months. MAPP events are hosted in venues , public spaces, street corners, BART, cafes, bars, taquerias, and homes all over La Mission & 24 th Street. Events include live music, spoken word, performance art, film screenings, BBQ's, etc.

Arts & Culture: Retail

Name	Location	Description
Alley Cat Books	3036 24th Street	Alley Cat Books opened on 24th Street in 2011, and offers new, used, and remaindered books in English and Spanish. Alley Cat also hosts workshops and events.
Mixcoatl Arts & Crafts	3201 24th Street	Mixcoatl offers a wide range of traditional and contemporary Mexican fine jewelry, art, and accessories. Mixcoatl reflects the Arts and Crafts of the Huichol people, descendents of the Aztecs.
Modern Times Bookstore Collective	2919 24th Street	Founded in 1971, Modern times opened on 24 th Street in 2011. Collectively owned and operated, this progressive bookstore offers a wide selection of genres in addition to hosting workshops, community forums, and literary events.

Religion

Name	Location	Description
Mission Presbyterian Church	3261 23rd Street	Built in 1891 and added to the National Register of Historic Places in 1982.
St. Peter's Catholic Church & School	1200 Florida Street	Built in 1867, St. Peter's is a Parish of The Roman Catholic Archdiocese of San Francisco.

Services & Non-profits

Name	Location	Description
Acción Latina	See "Arts & Culture: Organizations and Venues"	
Central American Resource Center (CARECEN)	3101 Mission Street, Suite 101	CARECEN provides health and social services to the Latino and immigrant community. The Immigration Legal Services Program serves more than 5,000 low-income immigrants each year through direct legal services, community education, and advocacy. CARECEN provides vital direct services and advocacy to help create a vibrant and thriving Latino immigrant community in San Francisco and the Bay Area.
Good Samaritan Family Resource Center	1294 Potrero Avenue	Good Samaritan delivers comprehensive educational, health and social services tailored to the needs of the Latino immigrant community.
Instituto Familiar de la Raza	2919 Mission Street	For over 30 years, IFR has established a leadership role in community violence prevention, school-based mental health consultations, family programming, culturally-based integrated HIV services, and indigenous/Maya wellness programs.
Jamestown Community Center	3382 26th Street	Founded in 1971, Jamestown serves over 600 youth and their families with a full array of high-quality programs.
Mission Educational Projects, Inc. (MEPI)	3049 24th Street	For over 30 years, MEPI is a non-profit and public benefit entity. MEPI's mission is to provide at-risk youth and their families an equal opportunity to access quality, culturally sensitive and holistic educational and quality of life experiences through tutoring, homework assistance, parenting workshops, and employment workshops.
Mission Neighborhood Centers, Inc. (MNC)	362 Capp Street	Founded in 1959, MNC is a 501 (c) (3) non-profit organization with 11

community centers. MNC promotes self-sufficiency and community growth for San Francisco's children, youth, families and seniors through Child Development, Youth and Senior Services Programs.

Mission Girls

3007 24th street

A youth program run by Mission Neighborhood Centers, Inc. (MNC), Mission Girls serves 300 girls annually, 9-25 years of age who come from communities experiencing significant barriers. Clients are predominately Latina youth and girls of color. Programming consists of after school and summer programming, in-school violence prevention girls' circles, evening services, health education, cultural enrichment, career exploration, college awareness, youth leadership, and LGBTQ services.

Food & Culinary Arts

Name	Location	Description
Café La Boheme	3318 24th Street	Established in 1973. Café serves coffee drinks, beer, pastries, sandwiches, soups, and more.
Casa Lucas Market	2934 24th Street	Established approx. 1980. Neighborhood market for fruits, vegetables, dairy items & basic groceries, specializing in Latino products.
El Chico Market #4	2965 24th Street	Latino grocer with sidewalk fruit & veggie displays, plus pantry staples, meat & seafood.
El Farolito Taquerias	2779 Mission Street & 2950 24 th Street	Established in 1982. Serving tacos, burritos, tortas, and more.
El Metate	2406 Bryant Street	Established in 2003. Restaurant serving traditional Mexican cuisine with vegetarian options.
El Nuevo Frutilandia	3077 24th Street	Established in 1974. Restaurant serving traditional Puerto Rican & Cuban dishes plus fresh-fruit drinks.
The Jelly Donut	3198 24th Street	Established in 1987. Family- owned donut shop.
L's Caffé	2871 24th Street	Established in 2005. Family owned and operated, L's Caffé serves a variety of coffee drinks, pastries, salads, sandwiches, and more. L's also provides a forum for community meetings or events.
La Cocina	2948 Folsom Street	Established in 2005. La Cocina is a business incubator providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. We focus primarily on women from communities of color and immigrant communities.
La Reina Bakery & Coffee Shop	3114 24th Street	Established in 1965. Family-owned and operated Mexican panaderia.
La Victoria Bakery	2937 24th Street	Established in 1951. Family-owned and operated Mexican panaderia.
La Palma Mexicatessen	2884 24th Street	Established in 1953. Tortilleria, restaurant, and market serving Mexican cuisine, tamales, etc. and in-house handmade and machine made tortillas.
Pan Lido Salvadoreño	3147 22nd Street	Established in 1981. Traditional panaderia Salvadoreño.

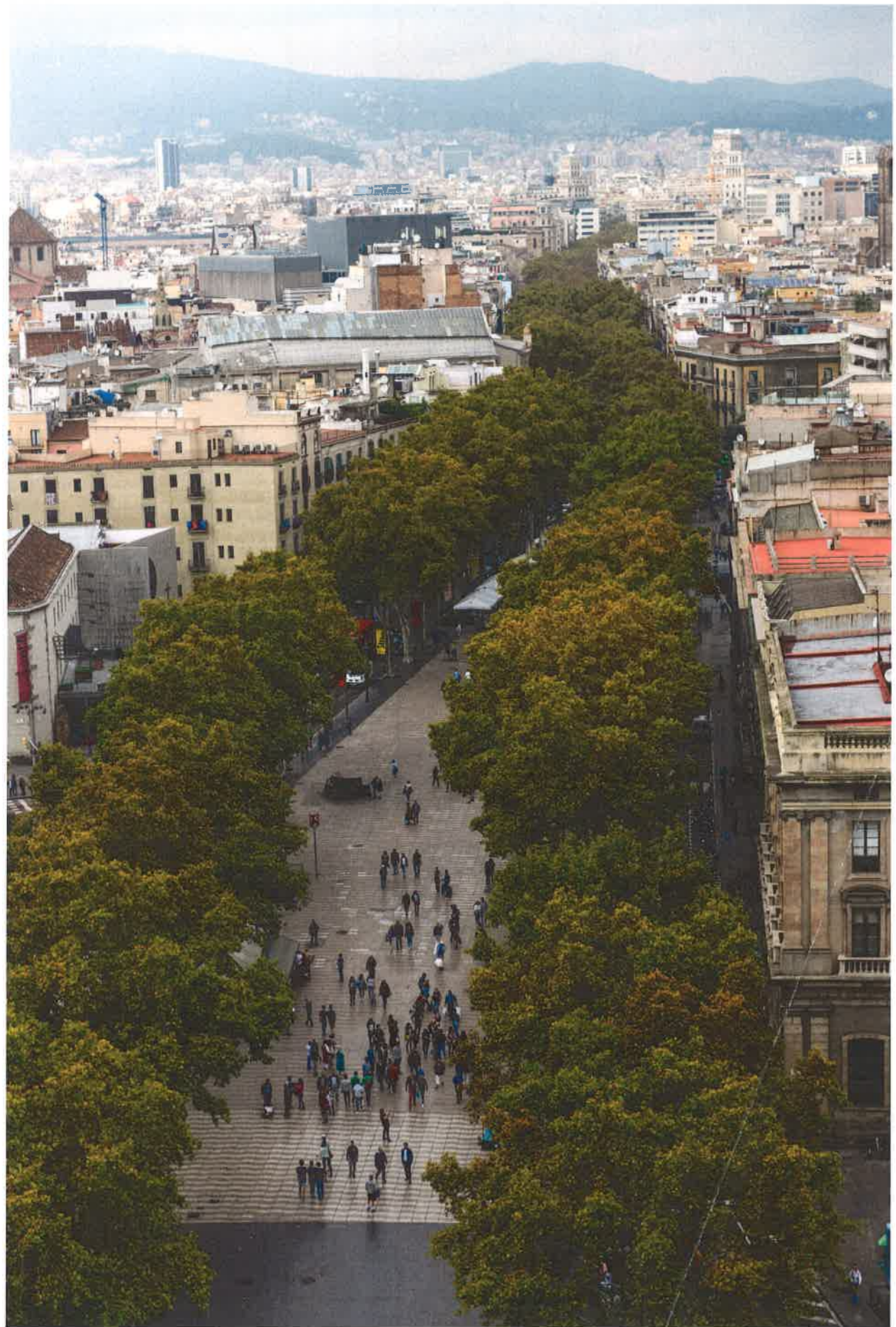
Panaderia La Mexicana	2804 24th Street	Established approx. 1972. Traditional Mexican panaderia.
Roosevelt Tamale Parlor	2817 24th Street	Established in 1922. Under current ownership since 2006. Restaurant serving Mexican cuisine, notably tamales.
Taqueria Vallarta	3033 24th Street	Serving tacos, burritos, tortas, and more. Known for tacos al vapor.

Parks

Name	Location	Description
24th & York Mini Park	24th Street between Bryant Street & York Street	The .12-acre mini park features a children's play area, with an interesting serpent play structure, a small picnic area, and park benches
Garfield Square (Garfield Park)	26th Street & Harrison Street	The 3.5-acre park features a new, artificial turf soccer field for league play or pickup games. The playground, athletic field, clubhouse and swimming pool have all been remodeled, along with the basketball court, picnic and BBQ areas. Garfield Square is the traditional gathering spot for annual Day of the Dead ceremonies.
James Rolph Jr. Playground	Potrero Ave & Cesar Chavez Street	The 2.93-acre park features a community center, clubhouse, play structures, athletic field, baseball field, basketball & tennis courts.
Parques Niños Unidos	23rd & Treat Street	The .53-acre park is built especially for kids under 12. Parque Niños Unidos features a clubhouse, two play areas, a gazebo and a community garden. The courtyard provides outdoor gathering space, and the entire park is fenced and gated.
Potrero del Sol (La Raza Park)	Potrero Ave & 25 th Street	The 4.36-acre park features San Francisco's largest skatepark, grassy lawns for picnicking and ball-playing, a playground, a performance space, and a nearby community garden

Appendix C





APPELLANT'S BRIEF FOR APPEAL NO. 19-101

HD 11/6/19
FILE

APPELLANT'S BRIEF FOR APPEAL NO. 19-101

BOARD OF APPEALS

OCT 17 2019

APPEAL # 19-101

Kindra Scharich vs. San Francisco Department of Public Works
Appeal No. 19-101, Appeal of Public Works Order No. 201771

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- I. Introduction
- II. Summary
- III. Background
- IV. Argument
- V. Conclusion

Exhibits List

EXHIBIT LETTER	EXHIBIT DESCRIPTION
Exhibit A	A table indicating a contradiction in SFPW's own ficus tree removal recommendations in a 12-month period, resulting in an increase of 66%
Exhibit B	SFDW Ficus removal data over the last decade
Exhibit C, D, E	The dramatic impact of now direct sunlight where only 1 Ficus tree was removed
Exhibit F, G	The magical green canopy currently residing on the 24th St. corridor

Kindra Scharich vs. San Francisco Department of Public Works
Appeal No. 19-101, Appeal of Public Works Order No. 201771

I. INTRODUCTION

The appeal in the above-listed matter is brought by Kindra Scharich, resident of the 24th Street Corridor. Her appeal is made not only on her own behalf, but also that of concerned neighbors, fellow residents of the Mission and San Franciscans at large.

II. SUMMARY

Kindra Scharich appeals San Francisco Public Works (SFPDW) decision to approve the removal of 48 trees along 24th street, pursuant to Public Works Order No. 201771, with a request for all Ficus removal to be halted until the matter can be revisited, reconsidered and revised.

III. BACKGROUND

I first became aware of the city's war on Ficus trees in or around March of 2018 when two trees on the 3100 Block of 24th Street (between Van Ness and Shotwell) were removed, one on either end. Their removal was alarming, vastly increased the direct sunlight on affected buildings, and raised questions from concerned residents. Upon inquiry, the contractors working assured the residents that these were the only two trees they were removing in the area. Only one month later, signs were posted regarding the order to remove 52 trees along the 24th Street corridor, between Mission Street and Potrero, effectively eliminating most of the existing trees and entire 24th Street canopy. On June 5th a public hearing was held at which over 50 people spoke in vehement opposition to the tree removal. The result of that hearing was to retain 4 of the 52 trees, proceeding with the destruction of the remaining 48, Public Works Order No. 201771.

IV. ARGUMENT

1. Inconsistency in assessing tree removal: In 2017 a citywide tree survey was completed by a collaboration of representatives from the Planning Department, Department of Public Works, Friends of the Urban Forest and ArborPro, Inc., under the umbrella organization EveryTreeSF. In that appraisal 47 trees on the 24th Street corridor were assessed, with 16 recommended for removal. Yet in 2018, when The Bureau of Urban Forestry assessed the same trees, they recommended that all 47 be removed. Why this discrepancy of a whopping 31 trees, a 66% increase, recommended just one year after a comprehensive, city-wide tree survey in which the Department of Public Works itself participated? San Franciscans deserve an explanation of the SFPW's contradiction of its own findings before it takes chain saws to our trees (Exhibit A).¹
2. The "replacement" trees cited, in this case Ginkgo and Red Maple, take more than 3 decades to mature and do not possess the same characteristic full, green canopies of the ficus trees that are being removed, resulting in a solution that will never compensate for the lost canopy in terms of tree size, species and proposed replanting schedule.
3. The 19 million dollars per year appropriated to SFPDW for tree maintenance can only be used for pruning and removals, but not for the planting of new trees or for their maintenance.² The result of this poor planning is apparent city-wide, and all along Market Street, where newly planted trees are wilting, sickly-looking and poorly maintained. Without the funding or demonstrated history of responsibly maintaining city trees, why should citizens support SFPDW's decimation of an entire neighborhoods of trees? A first-rate solution for this must be achieved before a single additional tree is felled.

¹ sf4all.org/sf-trees/

² sfchronicle.com/bayarea/article/SF-s-tree-planting-budget-surges-but-removals-14056408.php

4. SFDPW vastly inflates the threat of ficus trees: According to the latest tree census, while there are more than 7000 mature Ficus trees in San Francisco, SFDPW records indicate that they have removed only 147 of them in the last decade (EXHIBIT B). Of those removed, it is not indicated how many actually FAILED, or were removed preemptively or due to other indicators, such as new construction, street or sidewalk work, etc. Even IF the entire number consisted of failed trees, with an average of 15 trees per year city-wide, it is unlikely that the average San Franciscan would consider this a pressing threat.

5. Such a dramatic loss of tree canopy is dangerous to our health, both physical and mental, and runs counter to the City's aims to do our part in fighting global warming: San Francisco has one of the smallest canopies (12-13%)³ of any major city in the country, half the U.S. average. San Francisco also consistently falls short of its goals with canopy expansion, last year planting only 1 more tree than we eliminated. In a time of increased global temperatures, The U.S. Department of Agriculture and BBC Science Magazine report that "a mature, leafy tree produces as much oxygen in a season as 10 people inhale in a year."⁴ At that rate, destroying the Ficus trees in the Mission alone, effectively erases the yearly oxygen supply of nearly 500 people.

6. Without the 24th Corridor Ficus Trees our neighborhood will be transformed into a 'heat island'. This has already been demonstrated by the two trees that were removed earlier this spring. Where there used to be adequate shade there is now nothing but direct sun beating down onto the buildings (EXHIBIT C & D), and a vacant sand hole (EXHIBIT E) where a beautiful tree once stood. Many affected areas are homes of long-time residents, including elderly ones

³ deeproot.com/blog/blog-entries/tree-cover-how-does-your-city-measure-up

⁴ thoughtco.com/how-much-oxygen-does-one-tree-produce-606785


who have never before had to worry about intense heat in their apartments due to the bountiful Ficus canopy protecting them, but are much more vulnerable now.

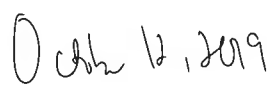
7. Destroying San Francisco Ficus trees is a direct violation of SFPDW stated core values: ‘Respect: We treat each other with respect; we communicate openly and fully; **we listen** to one another, to our clients and **to the community**. Integrity: **We are accountable** to ourselves, **to each other and to the public**. Responsiveness: **We are responsive to the diverse needs of all communities.**”⁵ To date, not a single resident of the Mission has stood up in support of the removal of 48 trees on our street. To the contrary, they have risen up in unprecedented numbers to fight AGAINST this mandate.

V. CONCLUSION AND PLEA FOR RELIEF

It is impossible to adequately express what the 24th Street Ficus mean to the residents of the 24th Street corridor — they are the leafy, green, life- blood of this street and of our neighborhood (EXHIBIT F-G). Not only are they the witnesses of our shared history, but they form a shelter from the sun, noise, wind and rain, provide privacy for us and nesting places for the multitudes of birds whose songs cheerily awaken at the first break of dawn. I ask that the San Francisco Board of Appeals give most serious consideration as to whether the gross severity of the actions ordered of the SFPDW are warranted, and further consider how our communities will be impacted by such a sweeping order. The day to day challenges of survival in San Francisco are daunting enough for the average person, please do not allow the city to strip our neighborhood of its greatest treasure: our beautiful trees.

Sincerely,


Appellant, Kindra Scharich


Date

⁵ sfpublicworks.org/about/core-values

EXHIBIT A

	DPW BUF Staff Survey				EveryTreeSF 2017 survey		
	Trees	"Remove"		Map	Trees	"Remove"	
Main Library	19	19	100%	D6	19	0	0%
North Beach	7	7	100%	D3	7	0	0%
Hayes Valley	27	27	100%	D5	27	1	4%
24th Street	47	47	100%	D9	47	16	34%
807 Mission	14	14	100%	D6	14	2	14%
16th St Phase 1	10	10	100%	D10	10	0	0%
	124	124	100%		124	19	15%

EXHIBIT B

Removals-Since-2010-01-01-DPW-database .XLSX

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fx ActionDate - Year

	A	B	C	D	E	F
1	ActionDate - Year	COUNTA of Scienti				
2	2010	1				
3	2012	6		Ficus microcarpa nitida removals		
4	2013	2		Removal eased by		
5	2014	5		Director's Order 183151		
6	2015	10		11/24/2014		
7	2016	10				
8	2017	35				
9	2018	41				
10	2019	32				
11	Grand Total	142				
12						
13						
14						

EXHIBIT C



EXHIBIT D



EXHIBIT E



EXHIBIT F



EXHIBIT G

