

KEY:**1) Objective - a strategic objective that would need to be addressed at the broad, district-wide level in order to realize the overarching mission of the economic strategy**

A. Strategy - an action, initiative, or program which aims to achieve the goal set out by the objective

- Action Item - an action item that is more specific, and builds on and/or helps to implement the strategy

Strategies highlighted in yellow have been identified by neighborhood stakeholders as top priority items.

Objective 1) Enhance and Activate the Public Realm

Improve and enhance the quality of the public realm to transform Central Market into an area that is attractive, healthy, pedestrian-friendly, and reflective of the eclectic arts and cultural district forming there. Create an active and engaging street life with regular day- and night-time programming that focuses on arts and culture.

A.	Enhance cleanliness and graffiti abatement programs.
	<ul style="list-style-type: none"> • Expand DPW's corridors program to Central Market to supplement sidewalk cleaning done by CBDs and ensure property owners maintain their areas.
B.	Develop new programming for plazas and public spaces, specifically for UN Plaza, such as additional markets; regular dance, music, and theater performances; and physical fitness classes such as tai chi, dance, and martial arts.
	<ul style="list-style-type: none"> • Streamline permitting in order to make it easier and more cost-effective for programming to occur in Hallidie, Mint and UN Plazas. Consider establishing special management or ownership structures, such as a ground-lease program to a community-based organization that can more effectively manage the space.
C.	Ensure the implementation of the Better Market Street Initiative and ensure that the design gets specifically tailored to Central Market's needs and emphasizes the district's unique identity. This should specifically include bold public art and design.
	<ul style="list-style-type: none"> • Improve pedestrian access, mobility and safety across Market Street within the district, with a particular focus on problem areas (e.g. corner of Sixth St).
	<ul style="list-style-type: none"> • Ensure the availability of sidewalk space to accommodate public art installations.
D.	Expand neighborhood green spaces and sidewalk seating (e.g., parklets) and other pilot programs for public realm enhancement.
E.	Increase access to restroom facilities in the neighborhood.
	<ul style="list-style-type: none"> • Launch a campaign to make more ground-floor restrooms available for public use, publicize the availability of existing restrooms, and decrease public urination.
	<ul style="list-style-type: none"> • Develop a model for the establishment of a centrally-located public restroom facility with full-time staffing.
F.	Make physical improvements to UN Plaza and Hallidie Plaza (e.g., street furniture) that will enhance the usability of the area as well as add art elements to the considerable open spaces on the plaza.

Objective 2) Enhance the Creative Arts Community

Build upon existing arts organizations and programs and establish Central Market as a creative center with diverse and thriving arts, cultural, and creative organizations and programs that engage the local community as well as the broader San Francisco Bay Area region.

A.	Implement and promote large-scale, high-quality arts programs, such as public art, pop-up galleries, performances, or other temporary creative activities.
	<ul style="list-style-type: none"> Streamline permitting for temporary projects.
	<ul style="list-style-type: none"> Create a large-scale annual event or festival, or enhance an existing event, with an arts and/or cultural focus, that engages local residents.
	<ul style="list-style-type: none"> Create a mini-grant program to fund artists and arts organizations that will implement this type of programming.
B.	Develop one or more multi-tenant arts facilities that provide shared space for small organizations and community serving spaces at reasonable rates, especially smaller venues and organizations with educational programming.
	<ul style="list-style-type: none"> Develop the capacity of one or more organizations to build and manage a multi-tenant facility.
C.	Facilitate partnerships that enable arts organizations (new and existing) to engage the community through arts, education, and social programs, especially for youth.
D.	Provide financial, leasing and other technical assistance to non-profit arts organizations that desire to locate and/or remain in the district.
	<ul style="list-style-type: none"> Identify arts and cultural organizations with potential to be anchor institutions and build their capacity to acquire space.
	<ul style="list-style-type: none"> Prioritize attracting and maintaining tenant organizations with educational and community based programs.
E.	Create incentives for developers and property owners to develop and maintain facilities for arts organizations and uses.
F.	Foster collaborations between creative sector companies and non-profit arts organizations, artists, and arts programming entities in order to maximize the impact of the arts in the district and to expand the district's creative identity.
	<ul style="list-style-type: none"> Establish a programmatic link between the 5M Project at 5th and Mission and the Central Market corridor.
G.	Support privately-funded development of housing that includes live/work housing for low-income artists that engage the local community.

Objective 3) Stabilize the Existing Community

Stabilize the existing community to ensure that Central Market and the adjacent neighborhoods are healthy, welcoming and affordable places for low income residents to live, and to foster coexistence between social service providers, businesses, and arts venues.

A.	Ensure the existence of a multi-tiered workforce development system that provides opportunities and training for local residents.
	<ul style="list-style-type: none"> Expand supported employment programs to offer day labor opportunities for neighborhood residents. Leverage local businesses, property owners, and other stakeholders to generate casual labor tasks for the most challenging populations in the immediate neighborhood.
	<ul style="list-style-type: none"> Engage a local workforce development organization to create clear pathways for local residents to access Firstsource jobs and other job opportunities.
	<ul style="list-style-type: none"> Work with businesses in the district to identify permanent job placement opportunities.
B.	Launch an initiative to improve conditions in SROs.
	<ul style="list-style-type: none"> Target the “worst offender” SROs by addressing management issues and citing all code violations (safety, visitor policy, hourly rental policy and cleanliness).
	<ul style="list-style-type: none"> Identify opportunities to raise the quality of the residences by adding more bathrooms, kitchens, gathering areas, supportive services, and upgraded wiring in units.
	<ul style="list-style-type: none"> Ensure that DPH-funded beds are only contracted out to code-compliant SROs, to incentivize compliance and improve the environment for supportive services.
C.	Activate an interagency task force (including City Attorney, SFPD, DPW, DPH, HSA, MOH, and other grantor agencies) that will expand and better utilize existing City tools to crack down on illegal activity hot spots on sidewalks, storefronts, transit stations, and inside buildings.
D.	Stabilize the existing affordable housing stock in order to prevent the displacement of the neighborhood’s existing residents.
	<ul style="list-style-type: none"> Study the feasibility of piloting the new “smaller site” affordable housing program in Western SOMA.
	<ul style="list-style-type: none"> Explore policies that will prevent the conversion of residential hotels to tourist/temporary uses and student housing.
	<ul style="list-style-type: none"> Assign a point person in the Mayor’s Office of Housing to act as a liaison for affordable housing strategies in the Central Market district.
E.	Explore opportunities to increase income diversity in the neighborhood by increasing the diversity of unit types and affordability levels in affordable housing rehabilitations or new developments.
	<ul style="list-style-type: none"> Develop affordable housing that targets families.
	<ul style="list-style-type: none"> Explore new programs and funding sources (without using existing City programs and funding sources) to build moderate-income housing in the neighborhood.
F.	Reduce negative behaviors in the public realm by providing more positive activities for residents.
	<ul style="list-style-type: none"> Encourage the development of “Home Room” drop-in facilities that are based in existing local residential hotels, social service centers, and other accessible facilities.
	<ul style="list-style-type: none"> Expand access to local urban gardening programs.

Objective 4) Reduce Vacancies and Catalyze Development

Address the high rate of commercial/storefront vacancies and leverage introduction of large employers in the district to catalyze development of additional large employers, support arts organizations, attract independent retailers, restaurants, and nightlife and bring in much needed neighborhood retail and services.

A.	Expand and continue to implement technical assistance and loan programs for new and existing small businesses in the area.
	<ul style="list-style-type: none"> • Attract and develop unique, independent restaurants, nightlife and retail establishments that complement the arts and culture district and neighborhood-serving retail and services.
	<ul style="list-style-type: none"> • Create a façade and tenant improvement program to support and strengthen existing Central Market businesses.
B.	Pursue a full-service grocery store to locate in the neighborhood.
C.	Market existing funding and incentive programs to property owners in order to restore historic buildings, facades, and theater marquees.
	<ul style="list-style-type: none"> • Continue to market and award funding from the Central Market Cultural District Loan Fund (HUD Section 108) to property owners and tenants.
	<ul style="list-style-type: none"> • Identify opportunities to bundle state and federal incentives for historic preservation, renovation, and energy efficiency.
	<ul style="list-style-type: none"> • Educate local property owners about the Mills Act historic preservation benefit. Encourage applications from the Central Market district that support the objectives and strategies outlined in this document.
	<ul style="list-style-type: none"> • Establish a point-person to coordinate the marketing of incentive programs and aggressively pursue potential applications for Federal Historic Tax Credit programs.
D.	Explore the possibility of non-monetary incentives to facilitate the rehabilitation of vacant buildings that face huge barriers to occupancy.
	<ul style="list-style-type: none"> • Study the feasibility of piloting an adaptive reuse program in the district.
E.	Provide support to catalytic commercial and housing development projects—including arts and culture establishments as stand-alone or mixed-use projects—that transform large portions of vacant property.
	<ul style="list-style-type: none"> • Assign a point person at the Mayor's Office to act as a liaison for these projects.

Objective 5) Build Community Capacity

Build district identity, improve communications, and foster partnerships among neighborhood stakeholders in order to realize neighborhood vision, build pride of place, and attract new visitors.

A.	Expand the merchants association to include large and non-retail employers, social service organizations, and arts organizations; ensure that the group meets regularly to address neighborhood issues, strengthen relationships, and cultivate leadership.
	<ul style="list-style-type: none"> • Agree on a set of 'sidewalk standards' to improve the coexistence of arts, commercial and social service activities.
	<ul style="list-style-type: none"> • Coordinate joint promotions designed to generate positive identity and foot traffic to the neighborhood.
B.	Connect new and existing businesses with community groups and arts organizations.
C.	Create an inter-CBD Council focused on Central Market to enable the local CBDs (North of Market, Central Market, and Civic Center) to work together and maximize their impact on Central Market and adjacent areas.
	<ul style="list-style-type: none"> • Assist Sixth Street property owners to create CBD or join an existing one.
	<ul style="list-style-type: none"> • Assist the existing CBDs to augment their capacities and budgets to maintain and promote the area.
	<ul style="list-style-type: none"> • Pool funds to conduct joint marketing campaigns, safety programs and other cooperative activities.

Objective 6) Improve Safety

Improve safety to enhance the quality of life and desirability of Central Market for residents, workers, shoppers and visitors, and to reduce crime rates in the neighborhood to be in line with citywide averages.

A.	Ensure the Mid Market police substation gets built in 2012 and that it is allocated adequate staffing.
B.	Restore staffing to Tenderloin and Southern station to enable adequate beat coverage of Central Market and adjacent areas of the Tenderloin.
	<ul style="list-style-type: none"> • Increase the presence and visibility of police through more foot and bicycle patrols.
C.	Continue and expand the existing community ambassador programs by increasing staffing, geographic coverage, and hours of program operation.
D.	Implement land use controls such as conditional use permits to ensure adequate review of new 'nuisance' retail and entertainment (e.g., liquor stores, adult uses, pawn shops), to ensure a balance of uses in the district.
E.	Establish Stevenson Alley as a safe and pleasant thoroughfare for Central Market building tenants, visitors to the area, and residents.