



# Central Market: Planning for Economic Revitalization & an Arts & Cultural District

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Alexander Quinn, AECOM

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# Agenda

- Overview & History (Amy)
- Research Findings (Alexander)
- Arts District Case Studies (Deborah)
- Strategies for Central Market (Alexander)
- Q&A



# January 2010: Central Market Partnership

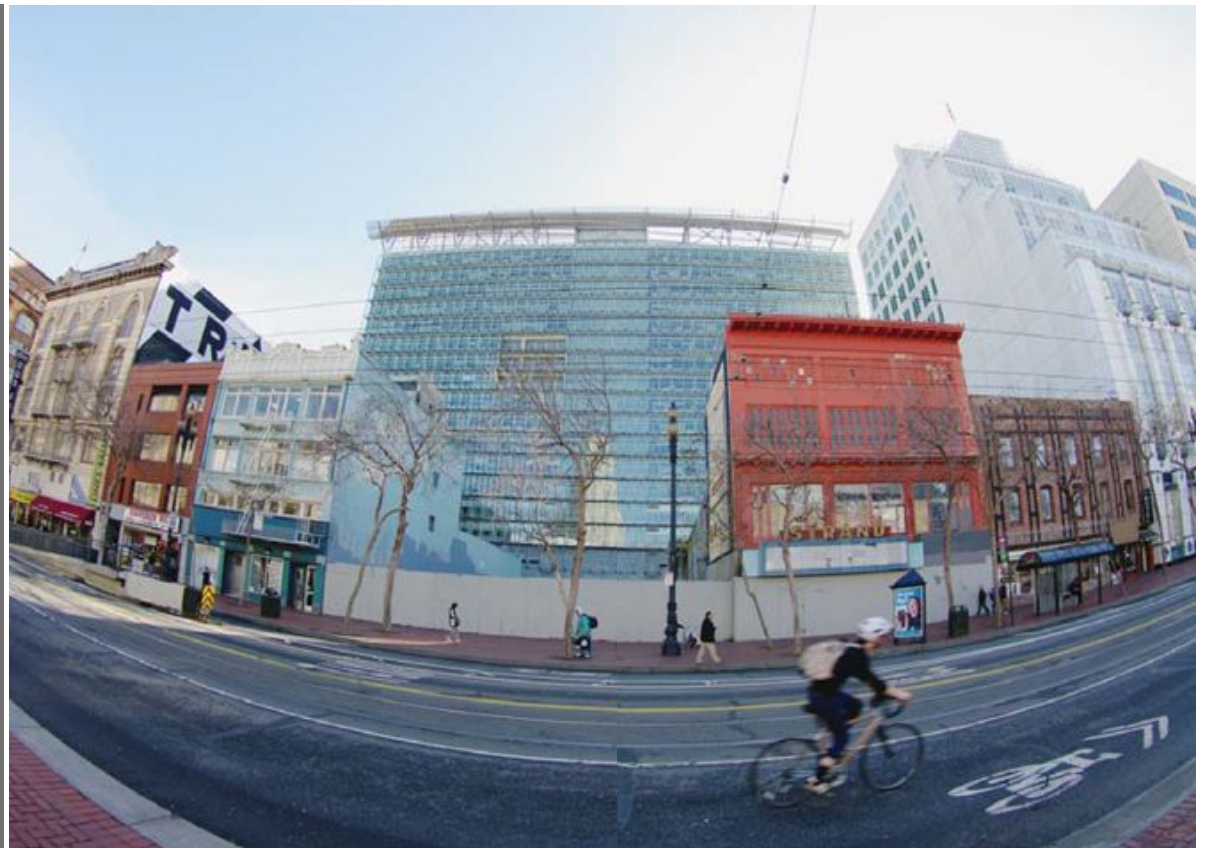
Restore Central Market as the City's downtown arts district while inviting in new retail, restaurants, services and employers to take advantage of the transit and downtown location and serve the adjacent Tenderloin and SOMA neighborhoods.



# Neighborhood Challenges

*“We call it the plywood parade – the relentless march up **Market Street** from **5<sup>th</sup>** to **8<sup>th</sup>** of boarded up or erratically open storefronts, emptying offices in the upper stories and crumbling facades.*

*The three Mid-Market blocks look like hell.”*



Central City Extra, February 2010



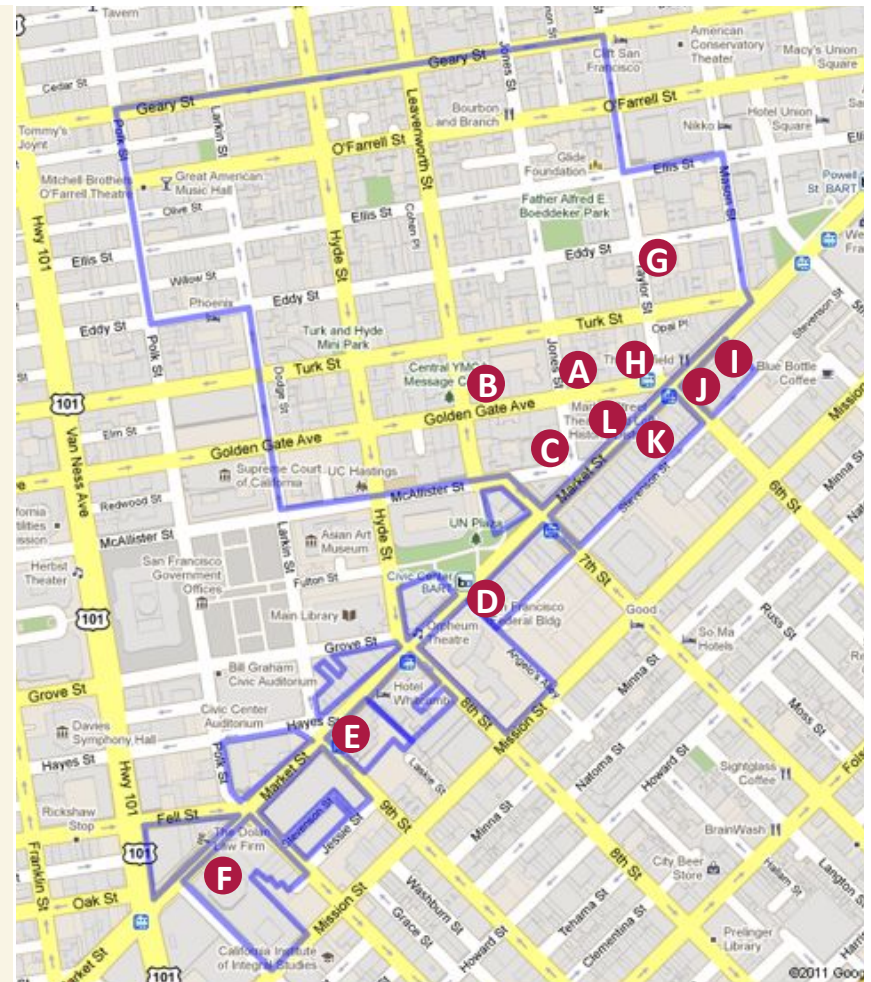
## Neighborhood Challenges

- Empty & underutilized large buildings
- Poor building condition; little “leasable” space
- Lack of retail/services/jobs for neighborhood
- Relatively high retail rents for what you get
- Need more than arts groups to revitalize area
- Open spaces and sidewalks populated by “bad behaviors” rather than positive activity/foot traffic















# Sample Vacant Buildings

- A** 86-98 Golden Gate  
15,000 SF retail
- B** 172 Golden Gate  
57,000 SF retail/office
- C** 1 Jones  
*Hibernia Bank*  
38,000 SF
- D** 1155 Market  
*SFPUC*  
160,000 SF office
- E** 1275 Market  
*State Fund Bldg*  
385,000 SF office
- F** 1355 Market  
*SFMart*  
1 million SF office
- G** 144 Taylor  
*Original Joe's*  
35,000 SF retail
- H** 25 Taylor  
*Golden Gate Theater*  
44,000 SF office
- I** 969 Market  
*Pearl Art Supply*  
24,000 SF retail/office
- J** 989 Market  
*Blick Art Supply*  
Approx 70,000 SF office
- K** 1019 Market Street  
*Furniture & Carpet Bldg*  
70,000 SF on 6 floors
- L** 1028 Market  
*Hollywood Billiards*  
30,000 SF of retail



# A Burgeoning Arts District



- |                                                                                                                                                 |                                                                                                                                       |                                                                                                                                   |                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>1</b><br/>EXIT Theatre</p>                              |  <p><b>2</b><br/>Kunst Stoff<br/>Dance Company</p> |  <p><b>3</b><br/>Warfield Theatre</p>          |  <p><b>4</b><br/>Blick Art<br/>Materials</p>             |
|  <p><b>5</b><br/>Gray Area<br/>Foundation for<br/>the Arts</p> |  <p><b>6</b><br/>Golden Gate<br/>Theater</p>       |  <p><b>7</b><br/>Luggage Store<br/>Gallery</p> |  <p><b>8</b><br/>Lines Ballet</p>                        |
|  <p><b>9</b><br/>SF Arts Market</p>                          |  <p><b>10</b><br/>Orpheum Theater</p>            |  <p><b>11</b><br/>Asian Art<br/>Museum</p>   |  <p><b>12</b><br/>Bill Graham Civic<br/>Auditorium</p> |

➤ Add: Burning Man



# Pipeline Development Projects

- **And Coming Soon:** Twitter, Zendesk
- **Also:** Pearl's Deluxe Burgers, Huckleberry Bicycles, CVS



<p><b>1</b></p>  <p><b>CityPlace Shopping Center</b></p> <ul style="list-style-type: none"> <li>• 250K SF of value retail</li> <li>• Will create over 800 jobs</li> <li>• Breaks ground Q3 2011</li> </ul>	<p><b>2</b></p>  <p><b>Mixed-Use Theater Project</b></p> <ul style="list-style-type: none"> <li>• Currently in pre-development</li> <li>• American Conservatory Theater as potential anchor</li> </ul>	<p><b>3</b></p>  <p><b>1095 Market Street</b></p> <ul style="list-style-type: none"> <li>• Upscale youth hostel with restaurant and club on ground floor, outdoor bar on roof</li> <li>• Entitled in October 2010</li> </ul>	<p><b>4</b></p>  <p><b>SOMA Grand</b></p> <ul style="list-style-type: none"> <li>• Completed January 2008</li> <li>• 246 housing units, Heaven's Dog Restaurant &amp; Lounge</li> </ul>
<p><b>5</b></p>  <p><b>Trinity Plaza</b></p> <ul style="list-style-type: none"> <li>• Up to 1,900 housing units of varying types</li> <li>• 60K SF of retail</li> <li>• First phase complete; upcoming phase involves new construction along Market Street frontage</li> </ul>	<p><b>6</b></p>  <p><b>50 UN Plaza</b></p> <ul style="list-style-type: none"> <li>• Renovation and seismic upgrade project broke ground in December 2010</li> <li>• Will catalyze new cultural and economic activity on UN Plaza</li> </ul>	<p><b>7</b></p>  <p><b>Argenta</b></p> <ul style="list-style-type: none"> <li>• Completed August 2008</li> <li>• 179 housing units, 4K SF of retail</li> </ul>	<p><b>8</b></p>  <p><b>Crescent Heights</b></p> <ul style="list-style-type: none"> <li>• 753 housing units targeting 25-35yo professionals</li> <li>• 19K SF of retail (e.g., Whole Foods, 24 Hour Fitness)</li> <li>• Breaks ground Q3 2011</li> </ul>



# Neighborhood Improvement Strategies

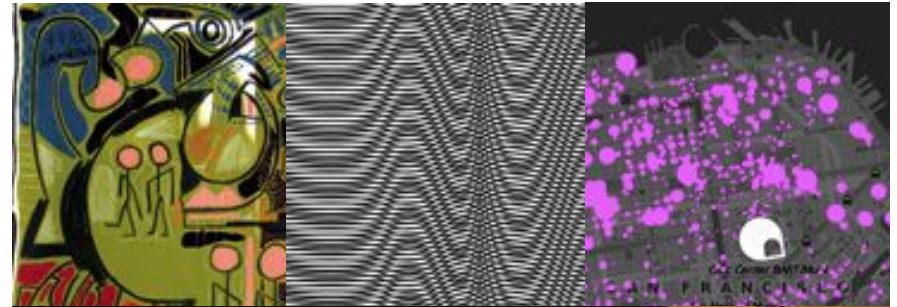
- Community Benefit Districts: Safety, Cleanliness, Beautification
- Arts programming & catalyst venue development
- Attraction of small businesses, large employers, & housing
- Better Market Street: Redesign of streetscape
- Safety initiatives



# The Arts Commission's ARTery Project

## Activating the street through art:

- UN Plaza Art Market and Off the Grid Food Trucks
- “Lights on Market Street”
- Art in Storefronts
- Burning Man Sculptures



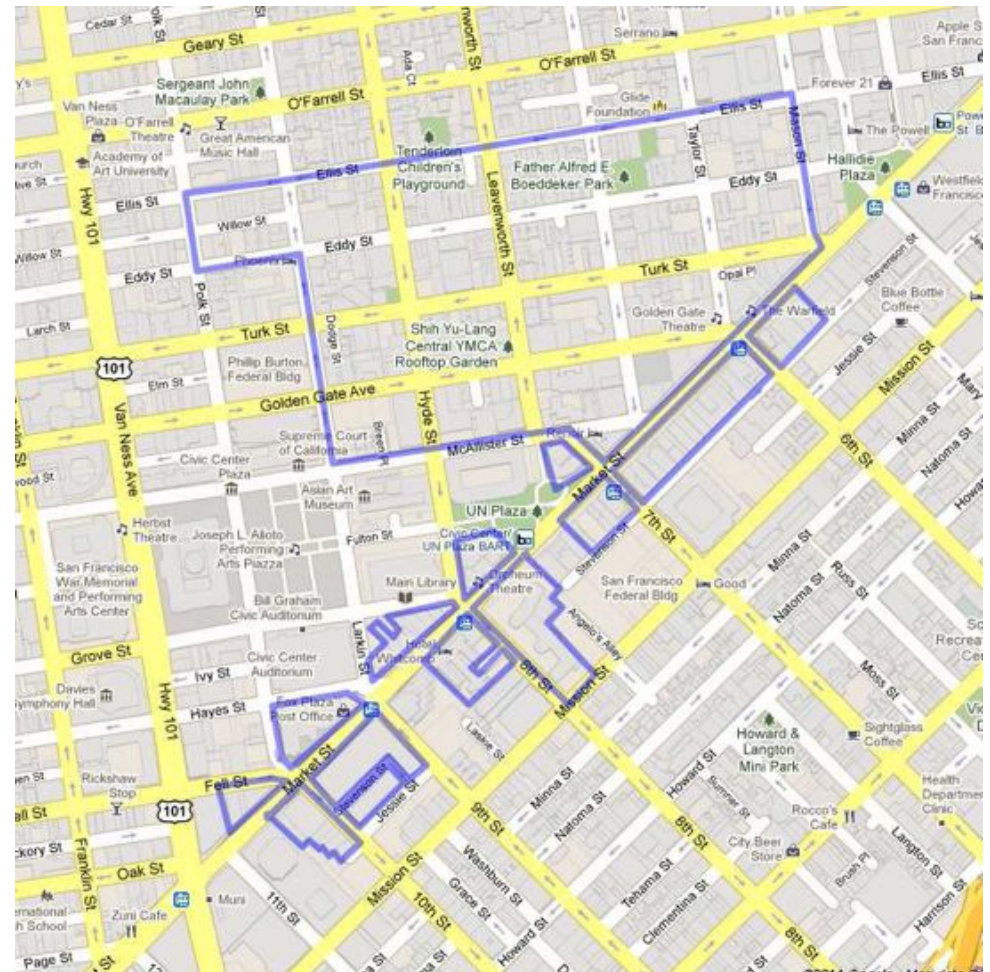
# Tools/Incentives for Revitalization

- Cultural District Loan Fund
- Possible Tax Increment Financing
- Other existing tax incentives
- Grant funding
- Technical assistance to business and arts groups
- Zoning to incentivize certain issues
- Payroll Tax Exclusion



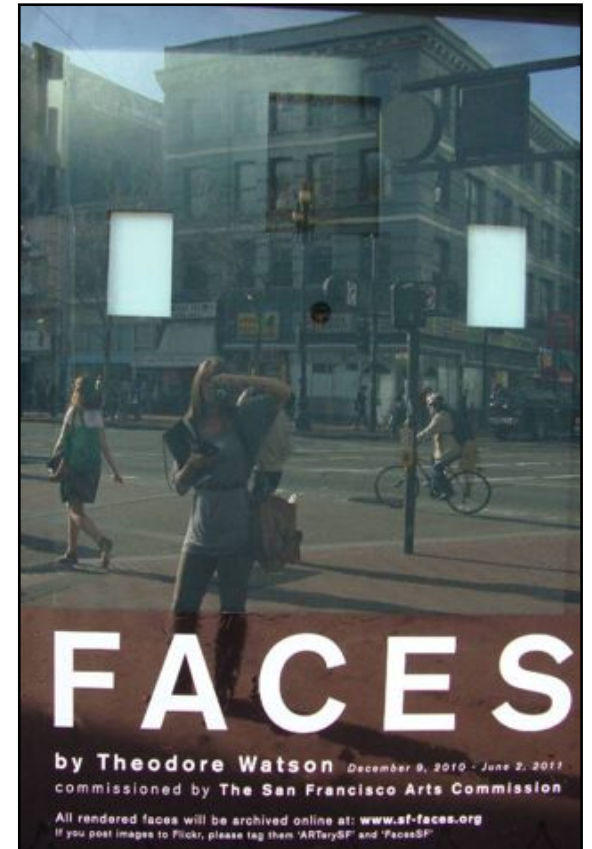
# Payroll Tax Exclusion

- Currently paid by businesses with more than \$250,000 in payroll (1.5%)
- New jobs to the street would be exempted for 6 of next 8 years
- Effective April 20, 2011
- Exclusion limited to amount above “base year”
- First Source hiring and community benefits requirements



# Why Twitter Matters to Central Market

- Sends a signal of neighborhood transformation
- Leads to increased retail, services, and entertainment
- Other social media companies will co-locate
- Twitter will help designate unique niche for the area
- Company will engage meaningfully with the City and the neighborhood



# Twitter's Economic Impact



- Jobs – Estimate up to 2,600 in 6 years
- Year 7 Payroll tax revenue - \$4 million
- Tax revenue - \$9.7 million in 6 years
- Spin-off jobs – up to 3,700 in 6 years
- Spin-off tax revenue - \$1.6 million in just one year



# Central Market Economic Strategy

- A thorough community planning process to prioritize the activities, programs, and policies that will transform Central Market
- Create a **framework** for Public Sector activities, private & philanthropic investment, and non-profit organizations
- Includes: Background Research, Mapping, Case Studies, Community Engagement, Public Meetings and Workshops
- Broad partnership of staff and volunteers, including non-profit organizations, business leaders, public agencies, and an expert consultant team
- Rollout of Economic Strategy in September 2011



# Strategy Focus & Study Area





# Central Market Economic Strategy: Project Partners



Deborah  
Frieden



Tenderloin Economic  
Development Project



Words Pictures Ideas

Project  
Sponsors:



# Central Market Economic Strategy: Background Research

- Review of prior reports
- Demographic data
- Economic data
- Social service data
- Parking occupancy data
- Arts District Case Studies



# Central Market Economic Strategy: Community Engagement

March – May:

- 4 steering committee meetings
- 3 Central Market Partnership community meetings
- 20 Merchant interviews
- 385 Intercept surveys
- 5 Broker interviews

June – September:

- 9 Focus Groups (CBOs, Residents, Arts Groups, Businesses, Property Owners, Historic Preservation)
- 20 Interviews
- Resident Survey
- Website ([www.centralmarketpartnership.org](http://www.centralmarketpartnership.org))





# Central Market Economic Strategy

June 28, 2011

# Key Issues facing Central Market

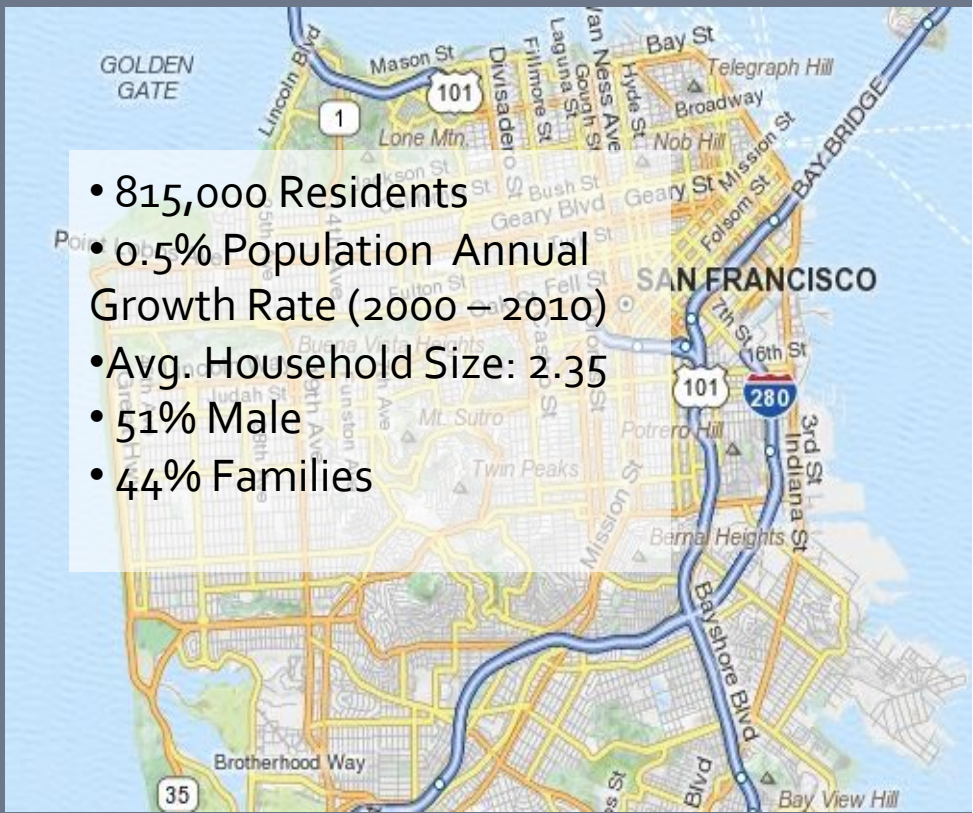
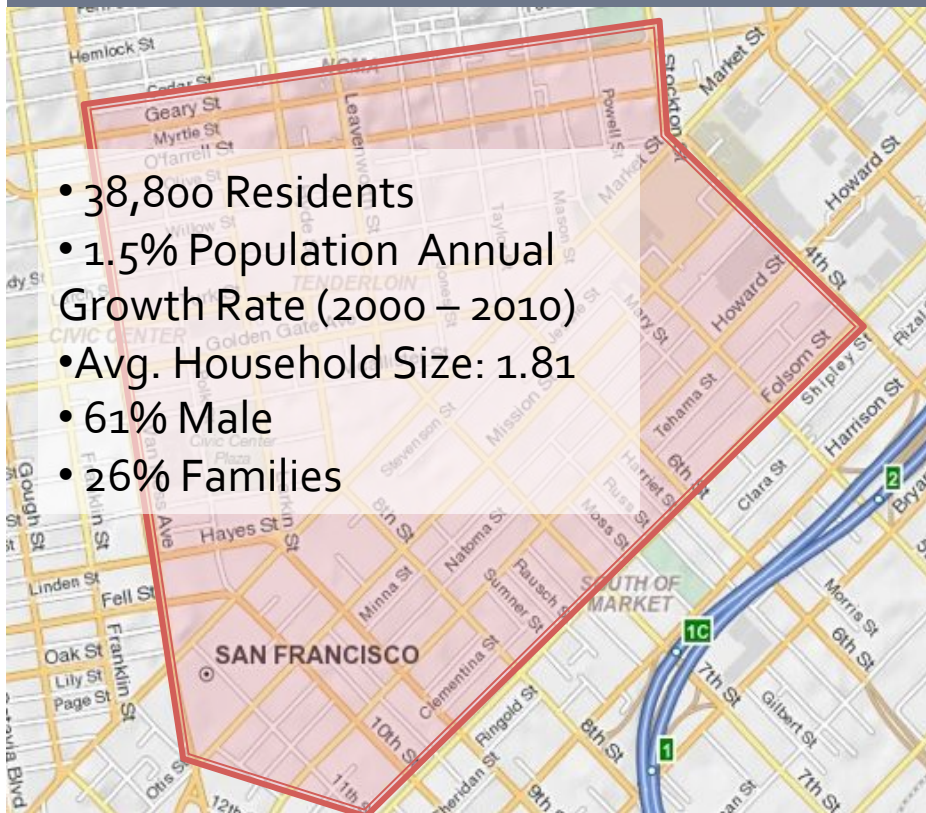
## Issues:

- Community Stabilization
- Safety
- Vacancies / Lack of Commercial Activity
- Physical Conditions

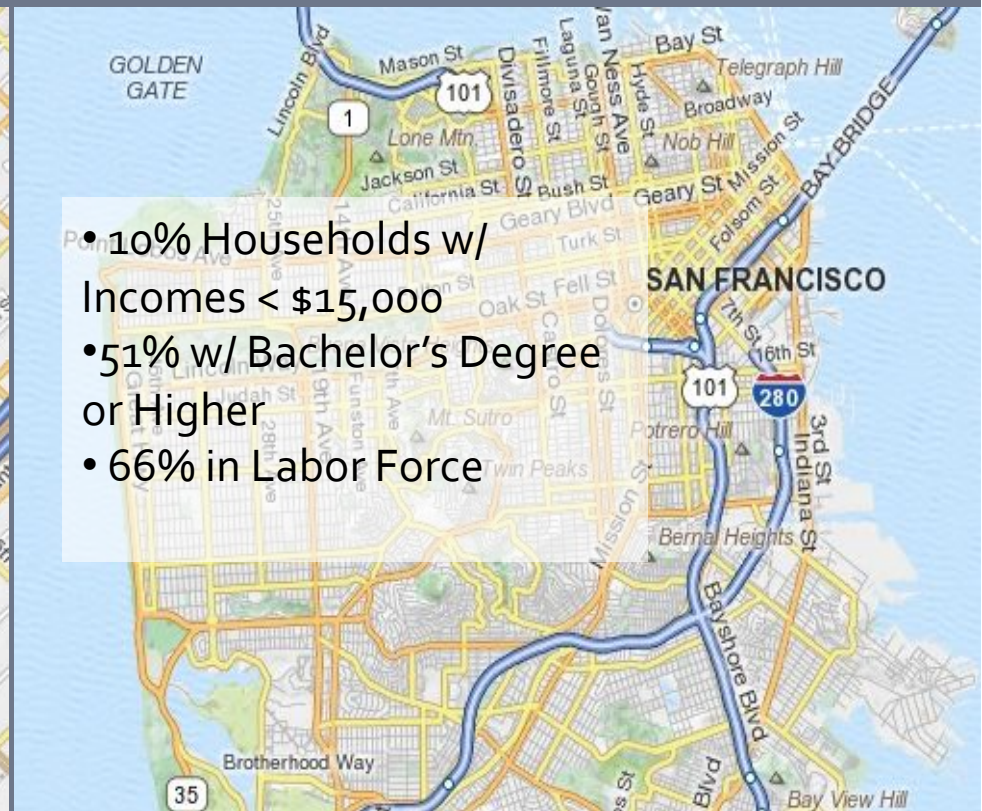
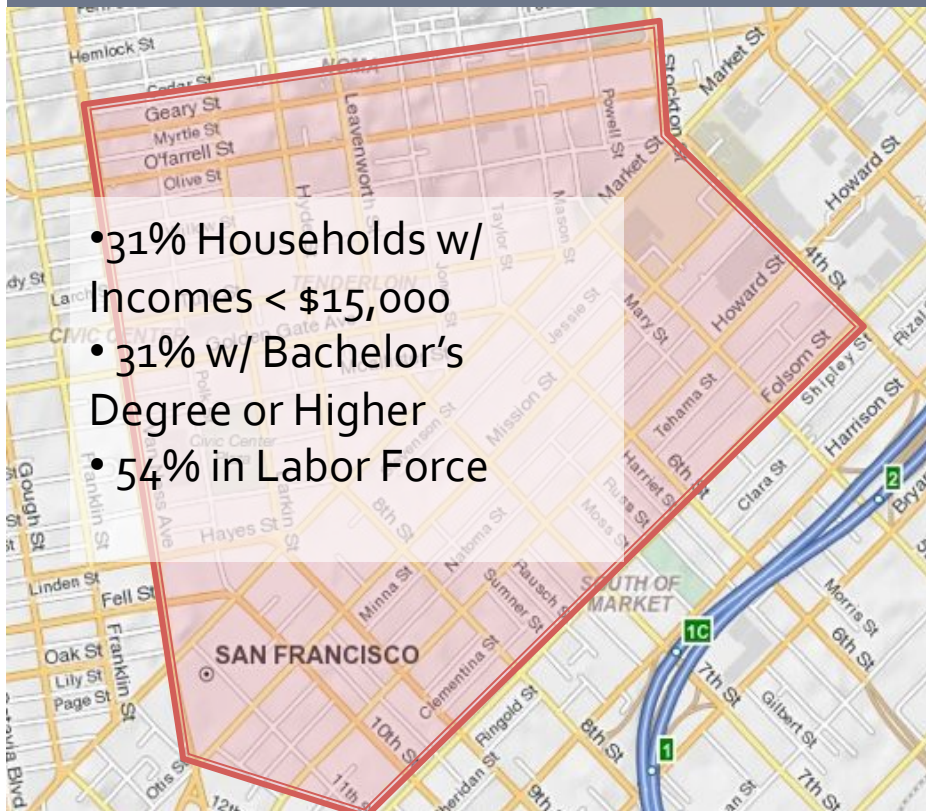
# Community Stabilization



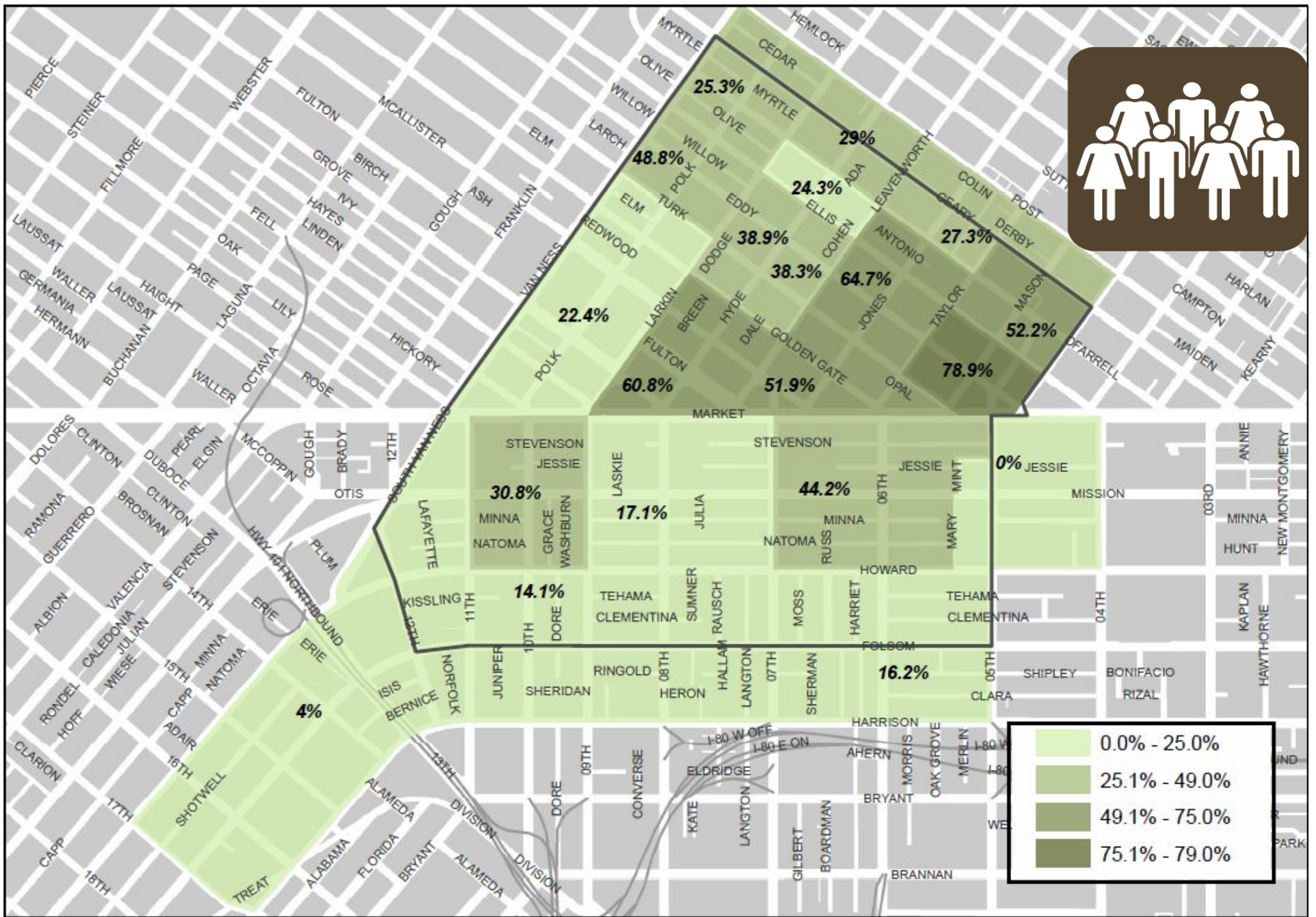
# Residential - Study Area vs. SF



# Residential – Study Area vs. SF







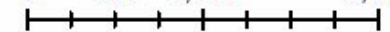
### Central Market

Percent of households earning \$15,000 or less

Citywide Average: 12.76% earn less than \$15,000

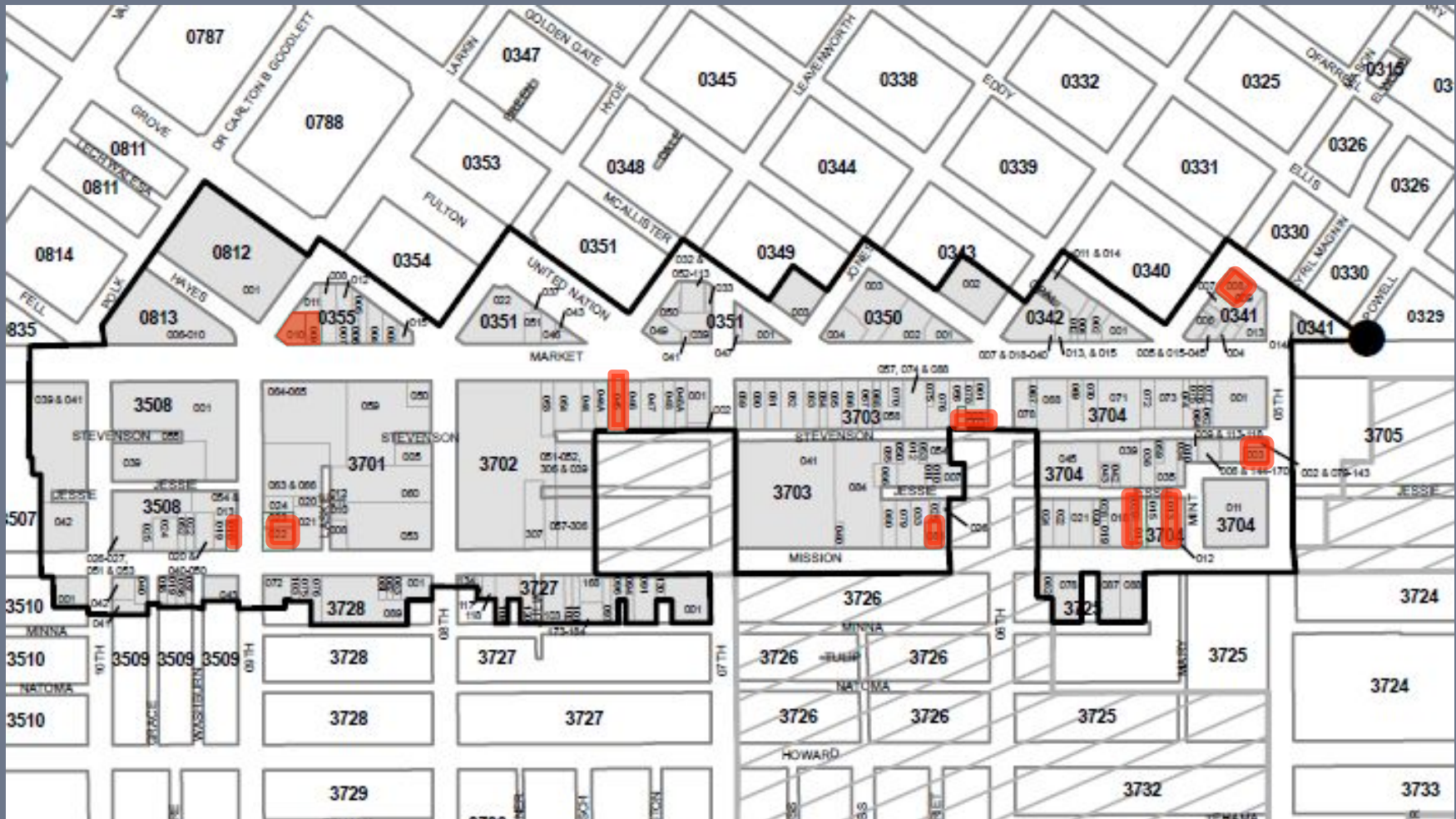


0 500 1,000 2,000 Feet



Source: 2005-2009 American Community Survey Block Groups

# SRO's in the Mid-Market Survey Area





# HSA and DPH Housing



## HSA Funded Units in the Study Area:

- SRO Master Lease: 2,230 units
- Local Operating Subsidy Programs: 211 units
- Shelter and Care: 552 units
- Total: 2,993
- 92% of total HSA funded sites are located in Study Area

## DPH Access to Housing:

- 2,600 in Study Area
- 90% of total DPH Access to Housing sites in Study Area

*(all #'s are approximate)*

# Social Services: Mental Health and Substance Abuse Services



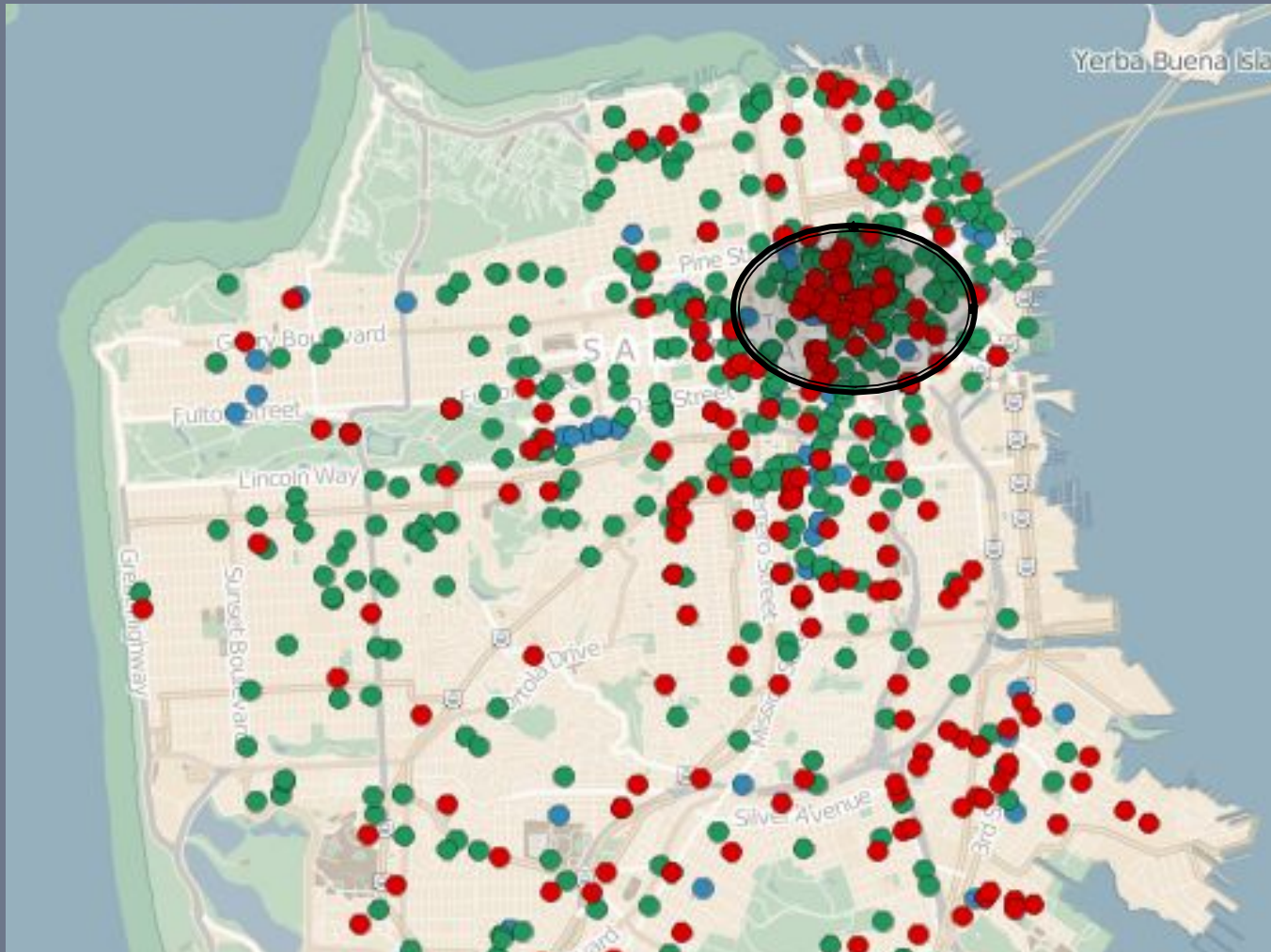
- Over 9,000 unique clients served annually in the study area (approx 33% of the City's total are served in Central Market)
- Nearly 50 mental health and substance abuse programs located in the study area
- 26% of clients served by services in Central Market live in / adjacent to the study area



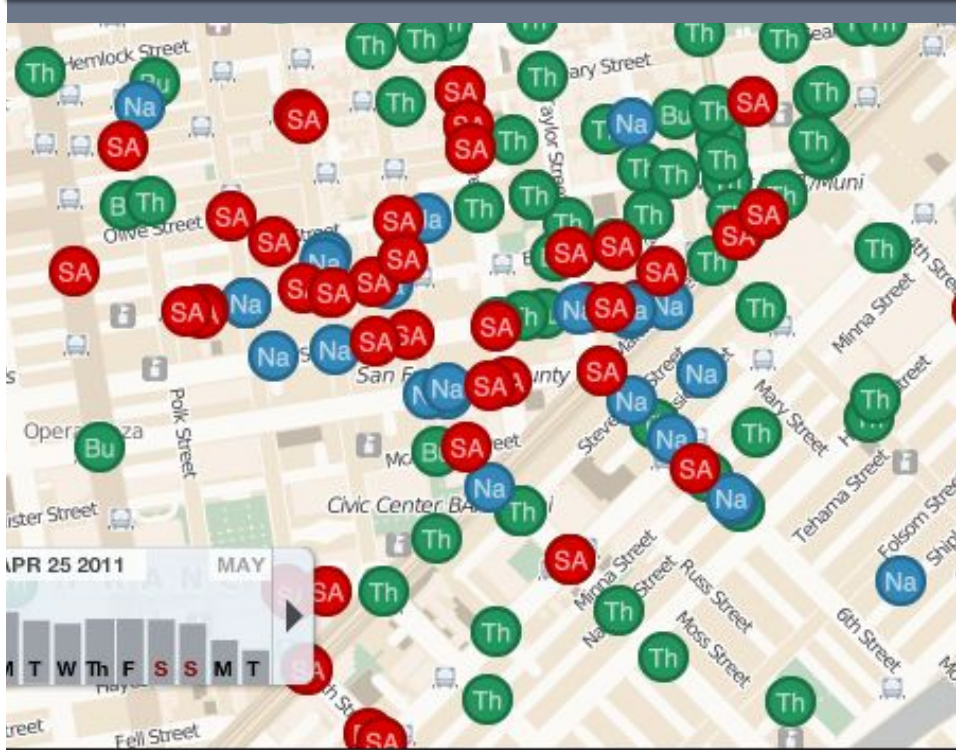
# Safety



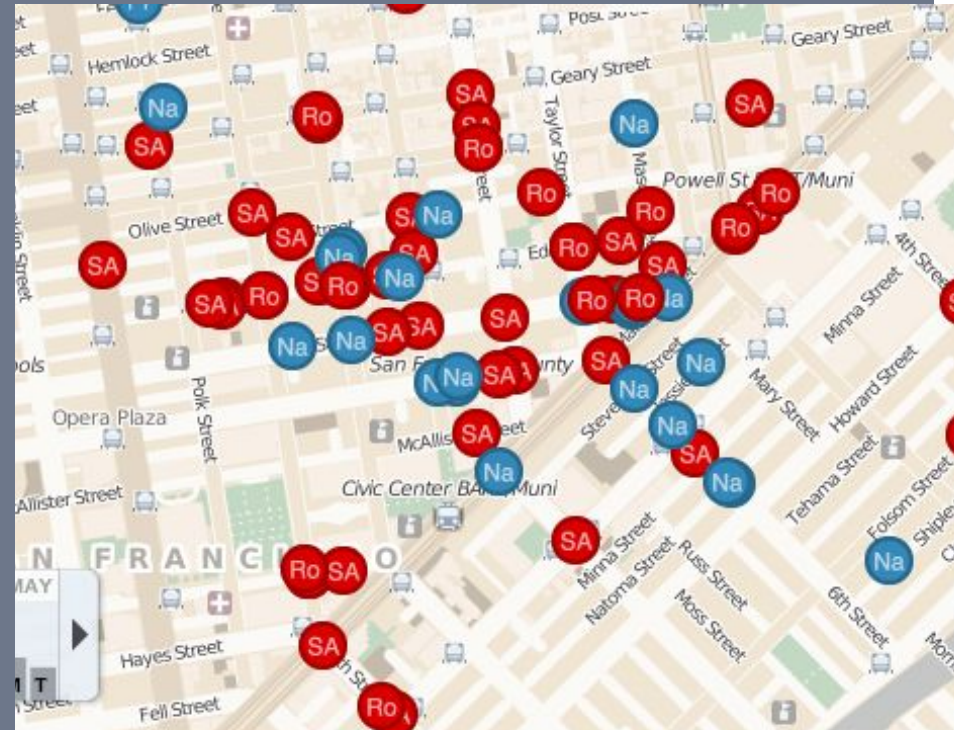
# Safety - "Crimespotter"



# Crimespotter - Crimes Reported – 1 week period



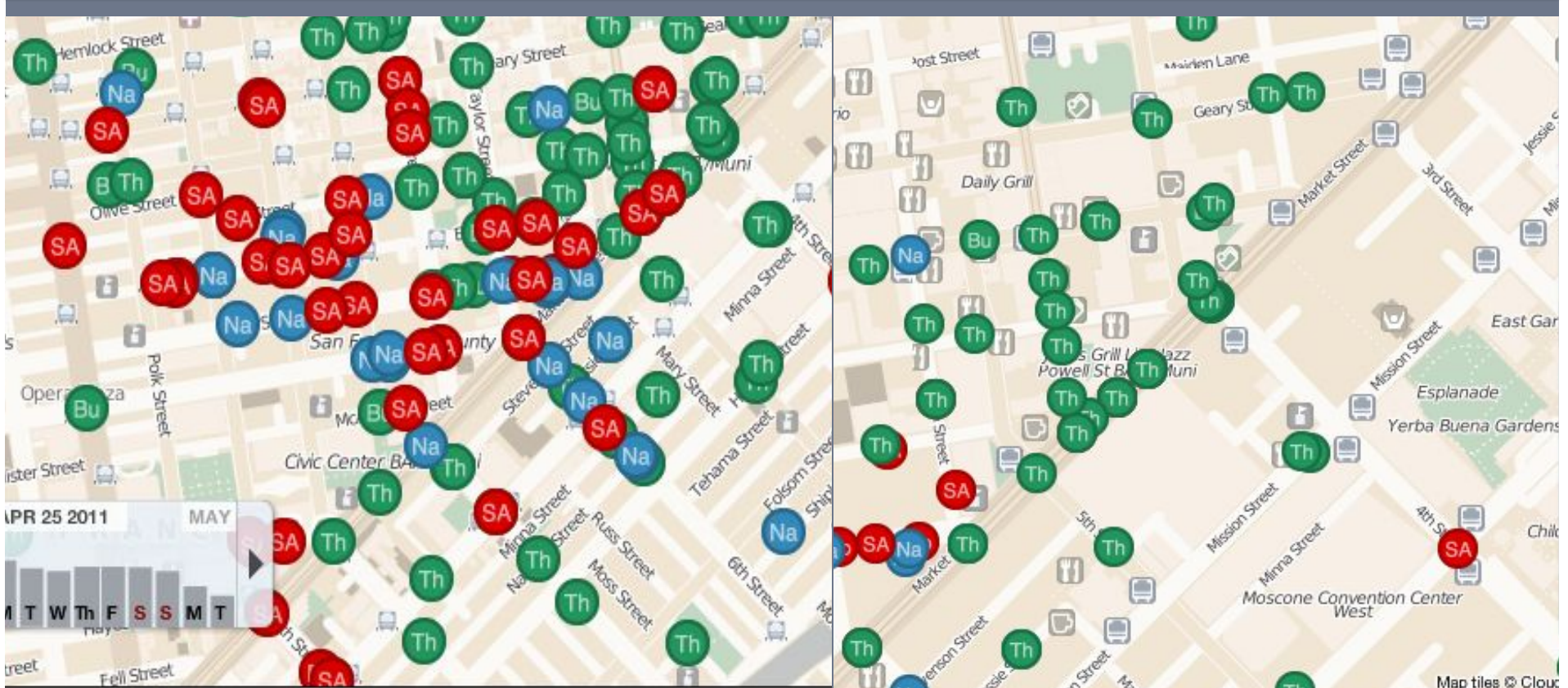
All Crime in Study Area



Personal / Drug Related in Study Area



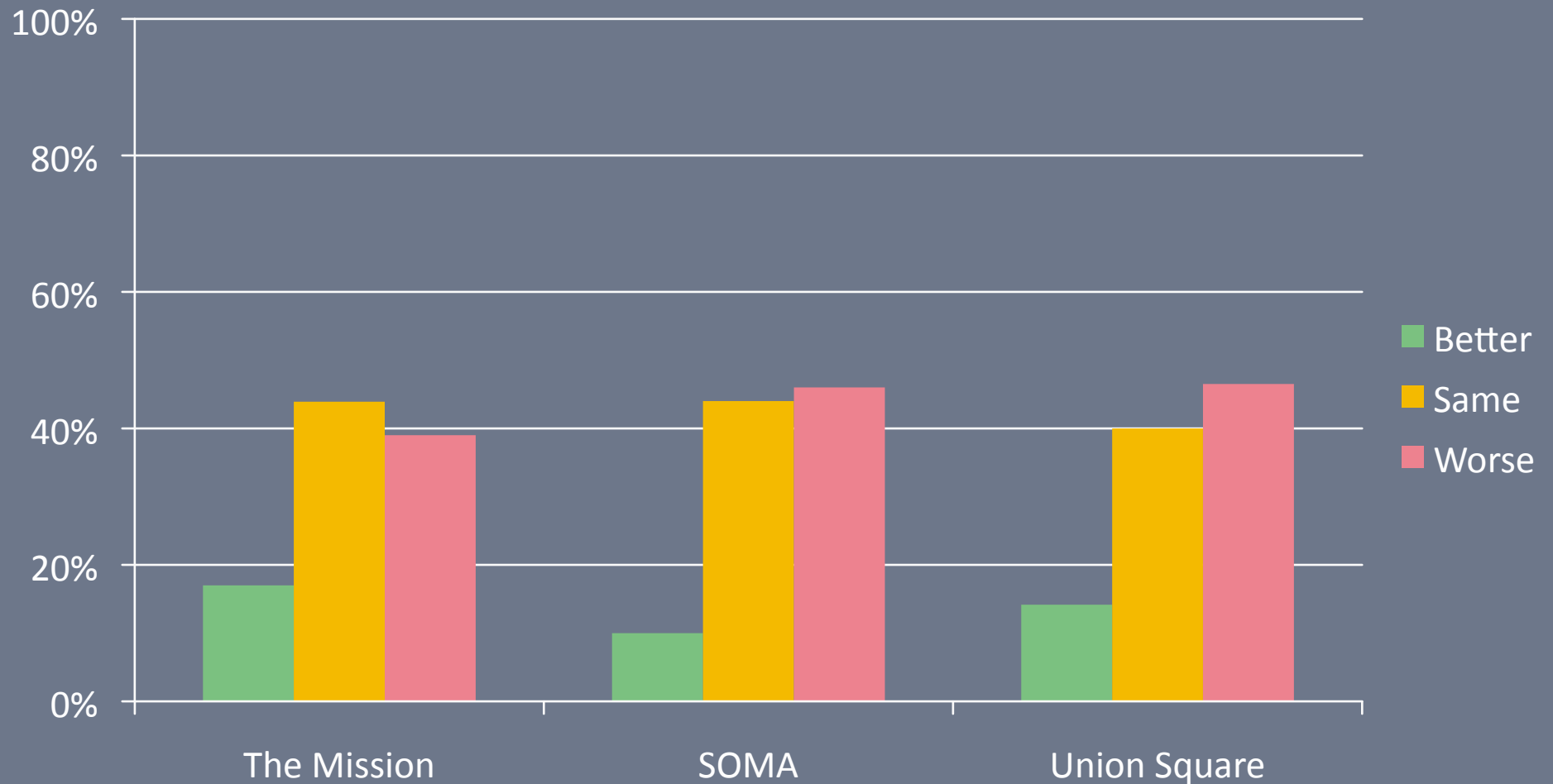
# Crimespotter - Crimes Report – 1 Week Period



Study Area

Union Square / Moscone

# Intercept Survey Question: How does safety compare to other neighborhoods?



# Key Issues facing Central Market

Vacancies / Lack of Commercial Activity



# Vacancies



# Vacancies



# Retail Market – Average Lease Rates

- Union Square: \$56.66
- North Beach: \$32.69
- Nob Hill: \$30.88
- Financial District: \$30.85
- Van Ness Corridor: \$28.21
- Central Market Corridor: \$22.50



Source: CoStar

Note: Rates are NNN/SF/year

# Retail Market – Leasing Activity

- Increased interest after Twitter lease
  - Anticipated increase in demand for service-oriented retail (e.g. copy centers, dry cleaners, shoe repairs, etc.)



# Office Market – Average Lease Rates

- SOMA: \$31.47
- Financial District: \$29.57
- Union Square: \$28.52
- Yerba Buena: \$25.14
- Civic Center Submarket: \$21.52

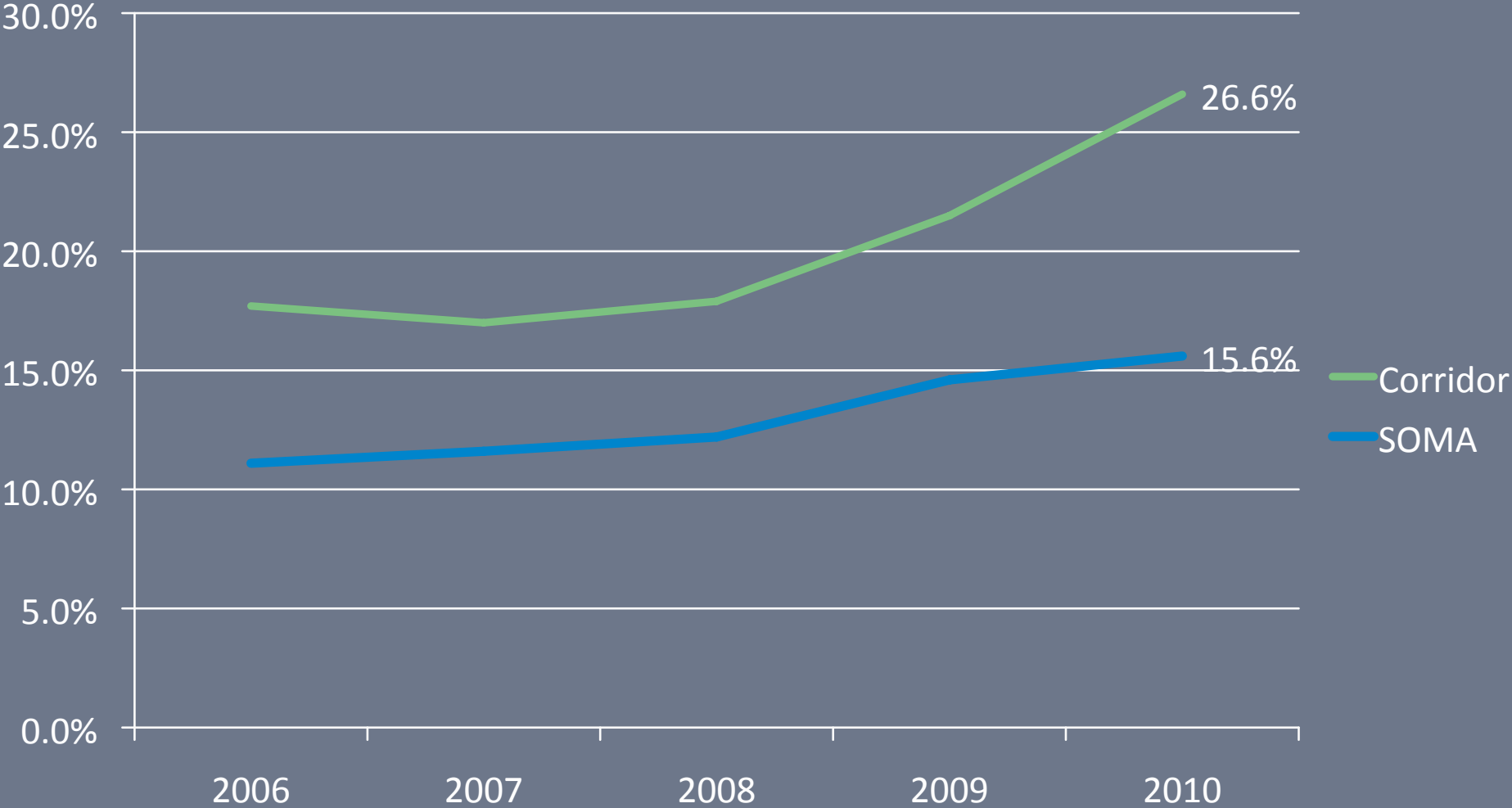


Source: CoStar

Note: Rates are SF/year



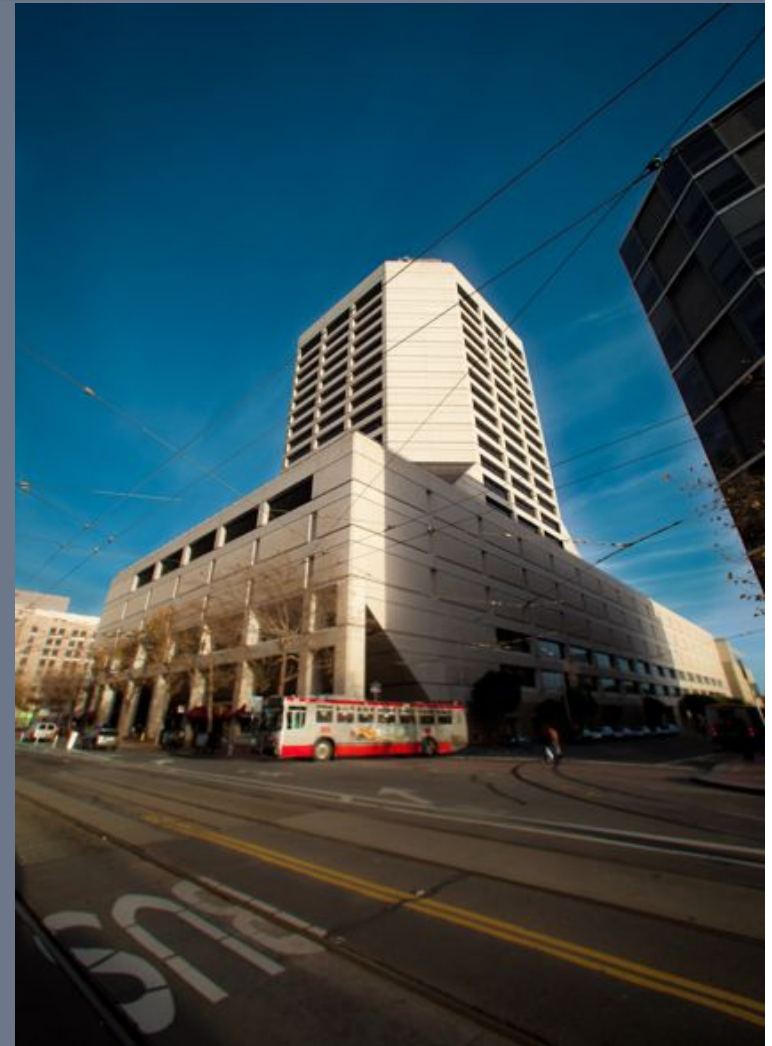
# Office Market - Vacancy Rates



Source: CoStar

# Office Market - Anticipated Vacancies

- Over the next 1 – 2 years, this includes:
  - 1155 Market Street – 160,000 SF
  - 1145 Market Street – 145,000 SF
  - 1275 Market Street – 350,000 SF
  - 1455 Market Street – 1 Million SF
  - 30 Van Ness Avenue – 150,000 SF
  - APPROX. TOTAL = 1.8 Million SF
- Implications:
  - Further downward pressure on office market
  - Reduction in daytime worker retail spending, which would significantly impact viability of retail in area
    - At approx. \$1,300/employee/yr. this would result in a total loss of \$7.8 million annually.



# Office Market – Building Conditions

- High vacancy primarily due to a few large vacant buildings
- Existing office stock requires significant improvements and upgrades to increase market interest
  - In some cases, this may be more expensive than new construction



# Office Market – Twitter Lease

- Twitter
  - Leased at \$35/SF
  - 200,000 SF (with an option for an additional 200,000 SF)
  - Twitter will be bringing 400 employees to the district, which could grow up to 3,000 in the next few years
  - In some areas of SOMA, rents have gone up 40 - 50% in the last 18 months as a result of growth in tech sector
  - Significant opportunity for Mid-Market to capture some of this growth



# Physical Conditions



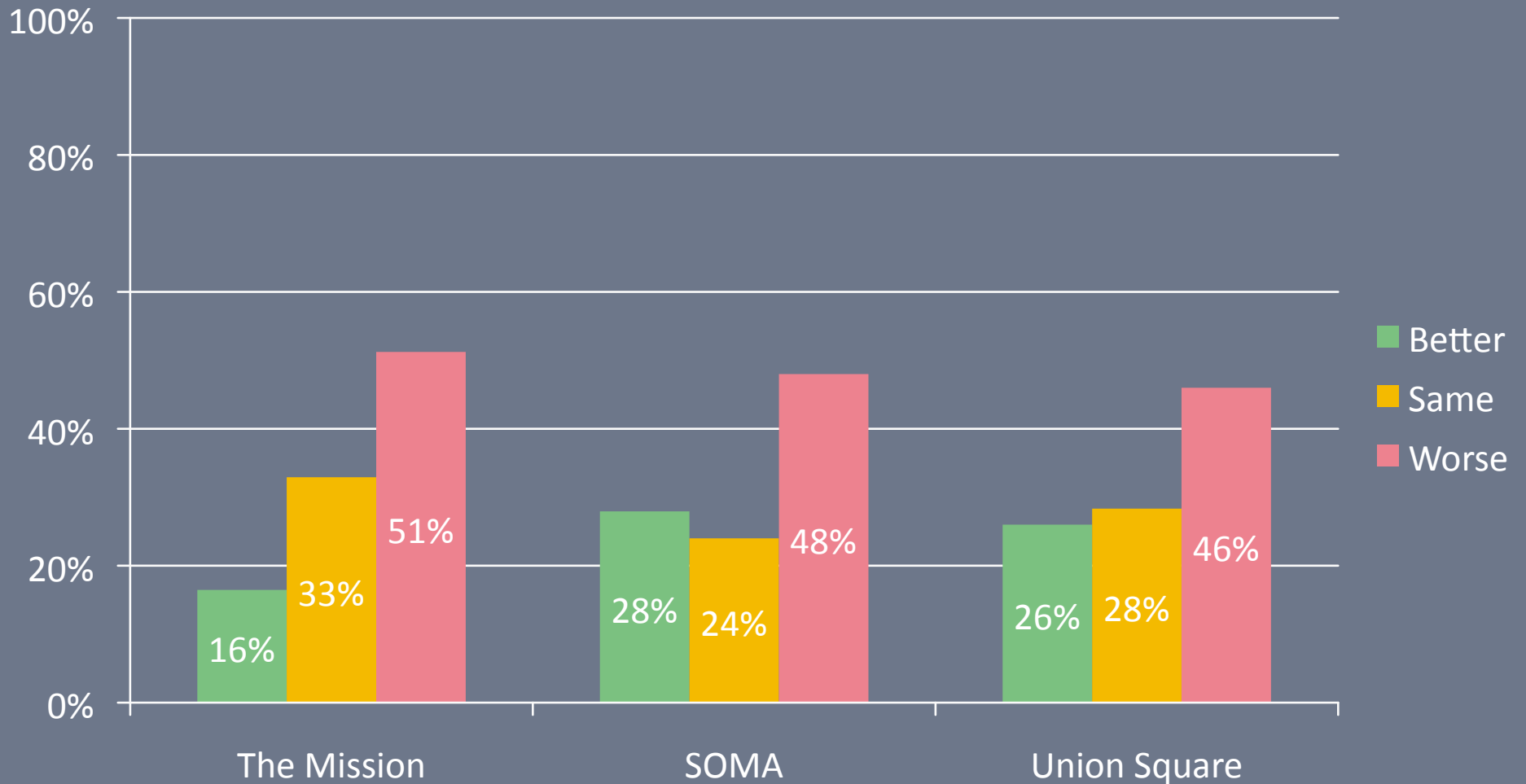
# Physical Conditions



# Physical Conditions

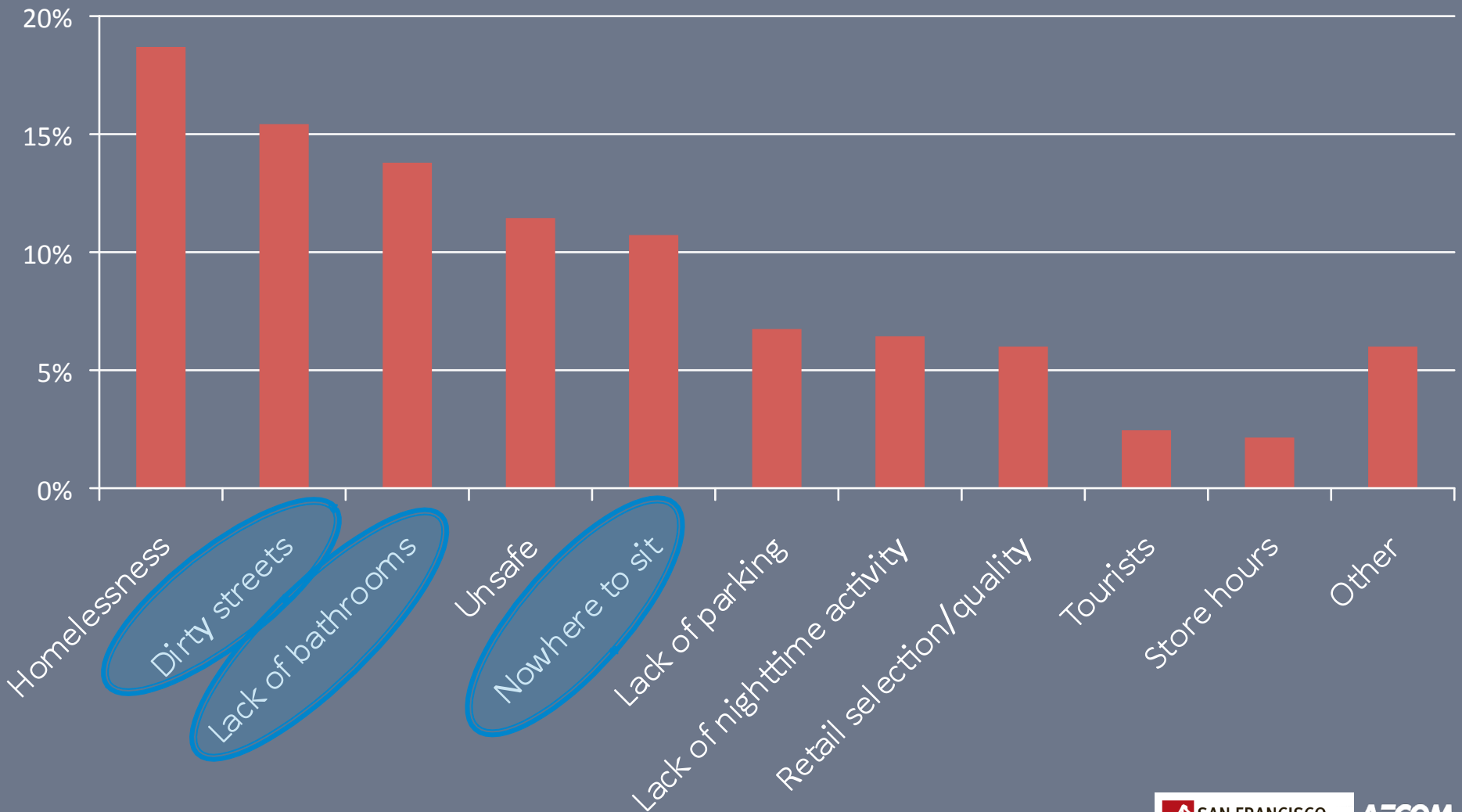


# How does the outdoor environment in Central Market compare to other neighborhoods?





# What do you like least about Central Market?



# *A Creative District* for Central Market

**June 28, 2011**

San Francisco Planning and Urban Research Association

Deborah Frieden

Cultural Project Planner

On behalf of the

Mayor's Office of Economic & Workforce Development  
City and County of San Francisco

# Case Study Research

- Relevant Specifically to Mid-Market
- Cultivate an Arts District
- Support & Provide Benefits to Existing Low-Income Community
- Stabilize Existing Arts Organizations & Attract New

## Process

- Literature Review re Cultivation of Urban Arts Districts
- Conduct Interviews with Key Representatives
- Synthesize Information to Identify Best Practices & Potential Strategies

## Research Included 14 Cities:

Austin

Birmingham

Seattle

Chattanooga

Cleveland

Columbus

Miami

Minneapolis

Paducah

Philadelphia

Pittsburg

Portland

Queens

Vancouver BC

Over 50 contacts that led to 30 Interviews

# Case Studies

3 Districts

Each in a Different Stage of Development

Miami

Cleveland

Columbus

# Wynwood Arts District Miami, Florida

## Context:

Approx. 6 blocks wide & 16 blocks long  
Residential and Light Industrial

High poverty rate of 37.4%

In 2000, Median Income was \$11.3k per year

- Experiencing housing deterioration, economic disinvestment, and increased social needs
- Puerto Rican, Haitian, and African American families

Artists Move In Fleeing Miami Beach Prices,  
Galleries Follow.



# Private Developer Provides Arts Leadership in Wynwood

## Renovates Empty Warehouses

for Galleries, Artists & Creative Commercial

## Cultivate Arts

- Rents to artists & galleries at low rates to stabilize
- Subsidizes street art activities & fairs
- Supports arts organizations in district
- Creates Wynwood Arts District Association to market district & bring residents and merchants together.

## Catalyzed District with 3 Key Anchor Projects

# City Initiates Major Planning Code

## Zoning Changes in “Miami 21”:

Eased Restrictions on Live/Work & “Cultural Worker” Low-Income Housing for some districts & Zoning Uses  
*(Not for Existing Residential)*

- Allowed Artists studios without special approval in Industrial Use Areas;
- Allowed up to 50% residential live/work spaces within an industrial structure;
- Exempted particular mixed-use properties from min. s.f. allowances for cultural worker housing.

### Zoning change proposed but not Implemented:

Ease requirements for low-income cultural worker housing to allow shared common areas.



# Key Anchor Projects

## Shared Tenancy Project

### **Lightbox**

- 4 performing arts groups + office and rehearsal space
- 100 seat theater
- Master Tenant/Operator of Facility
- Developer paid building upgrade
- Grant money went to programming start up

## College Program

### **New World School of the Arts**

- Studios & classes bring students during day

# Wynwood Walls Project

Created an urban “town center”

Local & international artists created  
12 major murals + 6 more following yr.

4,000 people come  
every weekend

Including:  
2 Artists from SF  
**Barry McGee**  
**Clare Rojas**



Created New Identity for District



Photos Courtesy of Goldman Properties

# Gordon Square Arts District Cleveland, Ohio



Detroit Shoreway Neighborhood

Downtown

# Context:

## Detroit Shoreway Neighborhood – Residential & Commercial

Degraded housing, shuttered businesses  
& condemned bldgs including historic  
Gordon & Capital Theaters

40% poverty rate by late 1980s.  
Area remains blighted into the 1990s.



Photos Courtesy of DSCDO

# Leadership Comes through Detroit Shoreway Community Development Organization (DSCDO)

Focused First on saving condemned historic bldgs.  
& Capital Theater from demolition

Next: Focused on Neighborhood Stabilization &  
Quality of Life:

- Created low-income housing, including Section 8 housing for seniors and disabled.
- Works with City & Targets SROs with most police calls – converts to low-income housing w/ Hope VI funding.
- Keeps SRO Tenants in neighborhood in new housing.
- Along commercial corridor, converts buildings to mixed-income housing above retail.

1997 – Creates Master Plan for district based on the arts.

# Gordon Sq. Arts District Formed

**DSDCO** – helps form Gordon Square Arts District (GSAD)

organization to take leadership role in JOINT capital campaign.

- **Cleveland Public Theater** - 1995 Bought the old Gordon Theater but Need \$s to renovate & expand
- to lure **Near West Theater**
- **Capital Theater** needs renovation.

**GSAD** creates brand for district and promotes programs & organizations.



# Theater District = Center

## Cleveland Public Theater

Contemporary & Experimental Theater

Social Programs: At-Risk Youth – Education & Job Training  
Homeless Men in Transition/Recovery  
Women Victims of Domestic Violence  
On-site Public Housing Programs for

## The Capital Theater

First Run Movie House

## Future - Near West Theater

Community based theater program

Founded to take at-risk youth off streets –  
Now both adults and children



# Other Key Initiatives

## GSAD

- Collaboration w/ Oberlin College to create academic programs with the theaters – “Semester in Gordon Sq.”
- Annual Arts Festival – celebrating all arts, including culinary.

## Neighborhood Stabilization – DSCDO creates:

- Permanent Supporting Housing with Social Services to address issues -- drugs, mental health, etc.
- Responsibility Fund to support low-income residents to remain in neighborhood – raising \$700k. First effort was to pay tax increase for single family homes in BID.





# Short North Columbus, Ohio

## Context:

Comprised of a 1 ½ mile commercial corridor –connects center city to university– major traffic/transit spine.

Degraded housing, shuttered businesses including the Gardner Theater which was empty for 20 yrs.

Populated with porn clubs/theaters, crime rampant.

Area remains blighted into 1990s.

University

Downtown



# Artists & Galleries Move In

1980's First "Artist's Gallery" moves in showcasing local work;

Gallery Hop started; and First major commercial gallery comes & markets the district

City Targets Short North

Develops plans for improving the physical public realm, including restoring sidewalks, lighting, and planting trees.

Special Improvement District Created

Public Realm efforts undertaken – graffiti cleanup, painting, security, etc.

# Important Initiatives

**Gallery Hop** – 1984 – Still Popular

**Arches** – 2002 contemporary version of historic arches (1888) that were removed – connected north and south ends – Iconic District

**Murals** – Developers had murals done on old buildings – walking tours developed because so popular



Photo Courtesy of Feuilleu @Flickr



Photo Courtesy of Short North Arts District

# Arts Stabilization

**Housing** – massive partnerships – 3 for profit & non-profit developers – bought 360 homes, 100 will be used for low income & artists, rent to own over 15 years

**Kiosks** – Historic Markers & Info Maps

**Walking Tours** – Historic & Art Tours for Health – Dept. Public Health Initiative – Tours to Encourage Walking

Photo Courtesy of  
Maria Galloway



# Large Anchor **Shared Tenancy** “Wonder Land”

Conversion of Wonderbread factory 70k s.f.

- Artists Studios and flex space Studio/Retail
- Performance Spaces, 350 seat black box plus smaller spaces
- Creative Retail Spaces
- Restaurant, cafes and bars
- Cultural Services – printers, lawyers, etc.
- Co-working incubator offices

Mixed Funding Sources – State & Federal Tax Credits plus private investment

Under market lease & rents will subsidize purchase in 6 yrs

# Catalytic Projects & Social Development

3 Different Organizations

Who Have Used the Arts Effectively in Improving the Quality of Life in their Communities

Queens Museum of Art, Queens, NY

Ballet Austin, Austin, Texas

Youngstown Cultural Center, Seattle, Wash.

# The Arts As Community Partner In Creating Healthy Communities Queens Museum of Art

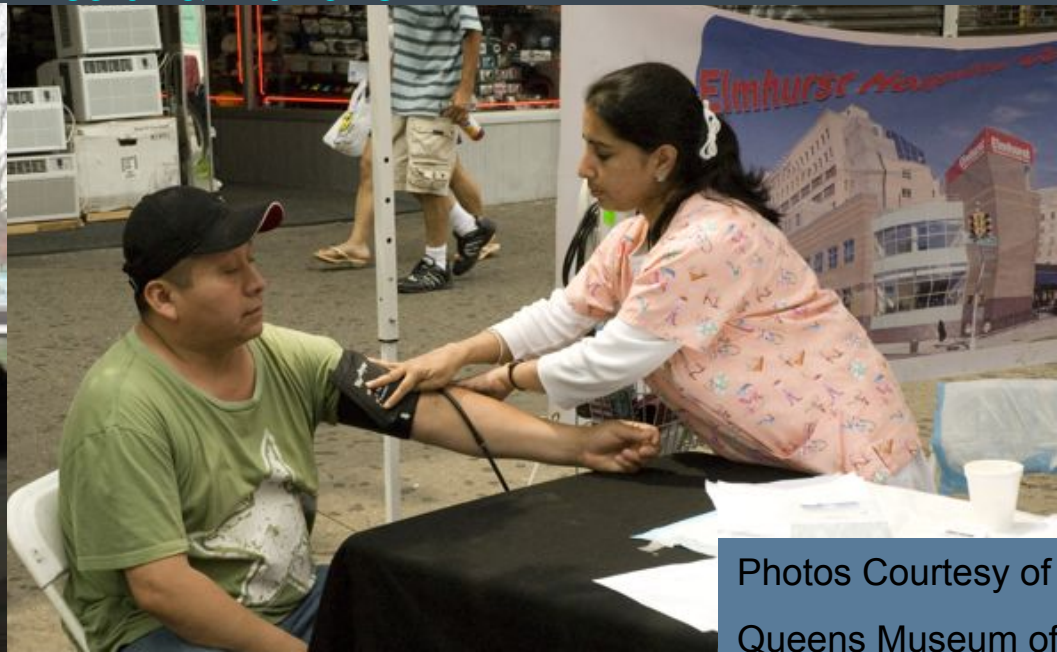
Cleaning up  
Corona Park



Arts & Literacy  
Programs



Health & Art Fairs



Photos Courtesy of  
Queens Museum of Art

# Arts Organization as Forum & Facilitator

## Expanding Cultural & Social Dialogue



**Queens Museum of Art**  
Breaking down the Silos  
between the Arts, Social  
Equity, and Civic  
Engagement





# Ballet Austin

## Education, Training/Jobs and Health

### New Facility Programs:

- Expanded Academy w/  
Community Dance Program  
1,000 to 3,600 students
- \$250k Community Scholarships
- Interns trained for professional  
spots – Jobs
- Community Health Program  
Multi-generational
- Programs for Cancer survivors,  
seniors' fall prevention, athletic  
injuries, etc.



Photos Courtesy of Ballet Austin

# Youngstown Cultural Center

## 25,000 Cultural Center

school, offices, theater, dance studio,  
workshops & housing

- Delridge Neighborhood Dev. Assoc.
  - \$50k from city to plan
- Tenant organizations with a **youth focus** (ages 13-19) for diverse community of African American and Latino students
- **Housing** - Artist live/work studios
- YCC got grants to underwrite the “rental” fees and provided classes around capacity, management, etc.



Photo Courtesy of Randy Engstrom

## Arts Programs - Artists Living at YCC Staff Programs

Health Program - **FEEST** is the Youth-run Food Education Empowerment and Sustainability Team Organic Gardening, Health & Community Building Dinner Program



## “Youngstown Records”

Youth-driven record label and music cooperative committed to building community and empowering youth.

Photos Courtesy of Youngstown Cultural Center

# Role of Organizations

- **Multi-Use Large Anchors as Social Development & Community Builders**
  - ✓ Provide stability as long-term residents
  - ✓ Have resources & capacity for social programs
  - ✓ Draw large audiences
- **Shared Tenancy Projects Create Energy**
  - ✓ Take fiscal responsibility for facility off small orgs.
  - ✓ Brings diverse arts programming
  - ✓ Creates sense of place, connects well to community
- **Arts District Organization(s)**
  - ✓ Key to sustaining private sector initiative & marketing

# Layering of Arts & Cultural Components

## Physical and Programmatic

- **Expand the “Arts” to “Creative Communities”**
  - ✓ Embraces diverse disciplines & creative workers and businesses
  - ✓ Doesn’t “exclude” but “includes”
- **Programs must Scale UP**
  - ✓ Focus programs to create energy & draw
  - ✓ One or more can define the district
- **New Models for Development for housing, low-income live/work, shared spaces**
  - ✓ Important to support artists & stabilize community
- **Branding – Must be Unique & Authentic**

# Arts & Social Development

## ■ Community Stabilization Efforts

- ✓ Arts programs can be powerful educational and social development tools that *build community*
- ✓ Housing (mixed & low income) help stabilize existing community and improve quality of life

## ■ Social Interventions Must Go Hand in Hand

- ✓ Arts can't do it alone

## ■ Incentives for Arts & Social Inclusion

- ✓ Support programs thru diverse funding sources
- ✓ Provide development incentives to include the arts and arts education programs & organizations

# The Big Picture

- ✓ Private and Public Leadership
  - ✓ Scale & Timing of Initiatives
    - ✓ Integration of Arts & Social Development
      - ✓ Organizations – Multi-Tenant and Supportive

# Theory of Change

- High priority “**key catalyst projects**”. These are highly visible, high impact projects and programs that will actively support economic development and arts uses in the district.
- Large scale “**neighborhood stabilization strategies**”, needed to ensure long-term success of catalyst projects and the district as a whole.





# Central Market Strategic Objectives

- Stabilize Existing Community
- Establish a Creative Arts Community
- Enhance Public Realm
- Activate Public Spaces
- Reduce Vacancies & Catalyze Development
- Build District Identity
- Improve Safety

# Strategic Objective: Stabilize Existing Community

- *Stabilize existing community to ensure that the adjacent neighborhoods are a healthy and welcoming place for low income residents to live, and to foster coexistence between social service populations, businesses, and the arts on Central Market.*



# Strategic Objective: Stabilize Existing Community

- *Expand supported employment programs for neighborhood residents to create day labor opportunities for the most challenging populations (i.e. chronic inebriates, drug addicts, homeless, mentally ill).*



# Strategic Objective: Establish a Creative Arts Community

- *To 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 serve the local community as well as the broader San Francisco Bay Area region.*



# Strategic Objective: Establish a Creative Arts Community

- *Create a program that enables a nonprofit to acquire land/property for arts nonprofits, puts together projects, and holds the property for these uses in the long term.*



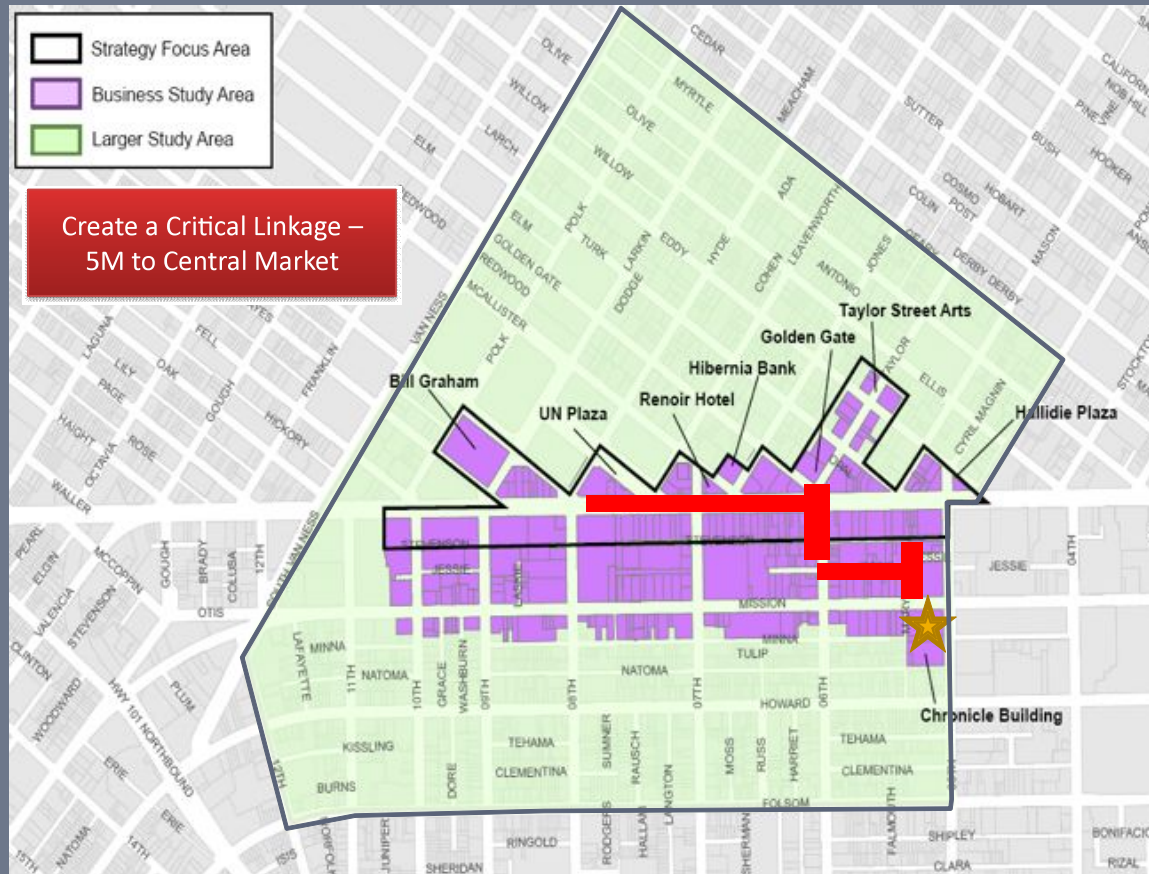
# Strategic Objective: Enhance Public Realm

- *Improve and enhance quality of the public realm to transform Central Market into an area that is attractive, clean, pedestrian-friendly, and reflective of the eclectic arts and cultural district forming there.*



# Strategic Objective: Enhance Public Realm

- *Create a physical and programmatic link between the 5M project at 5th and Mission and the Central Market corridor.*



# Strategic Objective: Activate Public Spaces

- *Activate existing sidewalks and public spaces with regular day- and night-time programming with a focus on the arts and local culture.*





# Strategic Objective: Activate Public Spaces

- *Develop new programming for plazas and public spaces, such as additional markets; regular dance, music, and theater performances; and physical fitness classes such as tai chi, dance, and martial arts.*



# Strategic Objective: Reduce Vacancies

- *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.*



# Strategic Objective: Reduce Vacancies

- *Promote the Central Market/Tenderloin payroll tax exclusion to attract new employers to the area and work with them to encourage employees to shop, attend arts and community events, and eat locally.*



# Strategic Objective: Build District Identity

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



# Strategic Objective: Build District Identity

- *Launch a marketing and branding campaign for the district and local arts and cultural organizations and venues. Work with creative organizations and businesses to utilize social media and technology to promote the district.*



# Strategic Objective: Improve Safety

- *Improve safety to enhance the quality of life and desirability of Central Market for residents, workers, shoppers and visitors.*



# Strategic Objective: Improve Safety

- *Ensure the Mid Market police substation gets built and that it is allocated adequate staffing.*



# Thank you

## Questions / Comments

