



KNOWLEDGE

## CHAPTER 6.

# Implementation of the Concept Plan: From Vision to Action



*Bayview Hunters Point Project Area Committee members share ideas with community members at San Francisco's Third Street Faire.*



### UNITING BEHIND A SHARED VISION

This *Revitalization Concept Plan* illustrates the unified vision created over the last four years from a diversity of viewpoints within the Bayview Hunters Point community. Great effort has gone into making this vision inclusive and building consensus around its goals. Members of the PAC and other community leaders are now entrusted with outreach to discuss the plan’s content and recommendations with decision-makers and the entire community. This document is a “living” plan — as citizens and stakeholders read it, all comments will be gathered for discussion and included in subsequent printings.

The important implementation activities that must now take place include:

- Building a Strong Coalition of Community Partners
- Prioritizing Revitalization Projects for Implementation
- Community Leadership and Grassroots Activities
- Adapting to Change.

#### Building a Strong Coalition of Community Partners

In order to fulfill the vision of the *Revitalization Concept Plan*, a variety of community stakeholders must come together to form an active broad-based coalition. The coalition has two levels of association: the first is local and community-based; the second is made up of municipal and regionally-based partners from the public and private sectors. The Bayview Hunters Point PAC will be a major partner in this coalition, working to bring members together while joining with other community-based partners in specific revitalization efforts.

Members of the community-based coalition must include:

- Community residents and neighborhood groups
- Churches, temples and religious institutions
- Educators, school groups and students
- Neighborhood and city non-profit organizations
- Job training organizations
- Business associations and owners

- Local realtors and property owners
- Local activists and advocacy groups.

Members of the municipal, regional, and public/private sector coalition must include:

- City departments and local government agencies
- Regional planning groups and transportation authorities
- Affordable housing organizations
- Historic preservation organizations
- Architects, contractors and developers
- Industry representatives
- Financial institutions.

Successful revitalization efforts in Bayview Hunters Point will achieve their highest potential with the range of insights offered by this diverse coalition of community-based stakeholders working collaboratively with both the private and public sectors. Broad involvement leverages the collective skills and resources of individual groups to the maximum advantage of the community at large. Ideally, all three sectors will be involved in the revitalization process by providing leadership, funding, and management expertise to implement the plan and achieve project goals.

The key to successful collaboration is communication. The PAC will sponsor and serve as host to scheduled general coalition meetings. Many of the groups and associations hold regularly scheduled meetings that the PAC can help publicize and activate attendance by partners. Communication tools include a coalition newsletter, the PAC website with links to partners, and presentations made by community leaders throughout the City.

#### Prioritizing Revitalization Projects for Implementation

Each stakeholder in the coalition will have priorities for revitalization. Some of these initial priorities will overlap with others and some will compete for attention. In order to meet the challenge of competing priorities, a consensus-building process has been developed that takes advantage of public discussion and critical analysis methods in two interrelated



*A strong coalition of community partners can maximize resources to ensure coordinated events and initiatives aimed at furthering community revitalization efforts. For instance, Family Day at the Bayview Opera House could be coordinated to coincide with some type of special sale event on Third Street. Courtesy Bayview Opera House.*

efforts: the *Bayview Hunters Point Blueprint for Action* and the *Bayview Hunters Point Redevelopment Plan*.

#### BLUEPRINT FOR ACTION

The first step of implementation is the creation of a community *Blueprint for Action*. Coalition members and all residents will be asked to comment on the projects outlined in the Chapter 5 *Focus Area Plans* and program needs identified in Chapter 4 *Area-Wide Recommendations*.

The projects and programs identified by this collaborative review will then be carefully studied to understand which must come first to lay the foundation for other efforts. For example, better senior nutrition programs may need new facilities and environmental clean-up must be complete before a new project can be built. The second part of this process is identifying all the agencies, organizations, and other partners who will work together to coordinate the implementation of a program or project. This includes identifying important sources of funding.

Once prioritization studies are completed, the *Blueprint for Action* will be written by a team of city agencies and reviewed by coalition partners. The *Blueprint* will be a five-year outline of prioritized projects and programs with a

schedule for completion and guidelines for coordinated partner activities.

#### REDEVELOPMENT PLAN

Redevelopment planning has been simultaneously underway as the work on this *Revitalization Concept Plan* and coordinated with the PAC and its committees. The finalization of redevelopment planning and analysis by SFRA for Bayview Hunters Point will be completed soon, with anticipated adoption at the end of 2001.

Redevelopment planning requires in-depth analysis and community review before the City’s Redevelopment Commission and Board of Supervisors can formally adopt a plan. Once all analysis is complete, specific areas within the community will be defined that meet the legal requirements necessary in order to use the tools offered by redevelopment, including the financing of local projects.

The PAC will then review the analysis, recommend redevelopment plan boundaries and projects to be included from the *Revitalization Concept Plan*. Once details of the plan are completed and approved, the PAC will then present their recommendations to the Redevelopment Agency Commissioners and then to the Board of Supervisors.

Several of the projects illustrated in the *Focus Area Plans* of Chapter 5 will be achievable with economic tools offered by redevelopment. The ultimate choice and definition of redevelopment projects will be also informed by coalition review of the *Blueprint for Action*.

An environmental analysis report (called an “EIR,” *Environmental Impact Report*) will be created for the redevelopment plan that explains expected environmental outcomes as a result of specific projects. This report is publicly reviewed with a process of three rounds of open meetings, offering another significant opportunity to discuss project and program prioritization.

Once the EIR process is finished, the plan will go to the Redevelopment Commission for approval, and where the public will be invited to speak about community goals and priorities. Finally, the Board of Supervisors will adopt the plan in a formal public meeting. The PAC will always be the citizen-elected voice advising the Redevelopment Agency once the plan is complete and projects move forward into implementation.

### Community Leadership and Grassroots Activities

Citizens have a large set of responsibilities they must fulfill in order for revitalization to succeed without the negative aspects of gentrification and displacement currently threatening many communities in San Francisco. These responsibilities include six major areas of work to be accomplished at the grassroots level. In all of these efforts, revitalization will be achieved by focusing on short-term incremental changes and linking people with available resources.

#### GET THE WORD OUT

Community leaders need to get the word out about the *Revitalization Concept Plan* with coalition-building efforts that will inform the *Blueprint for Action* and *Redevelopment Plan*. Every opportunity must be taken to give presentations, organize tours, and talk with people about the plan and how they can be involved to achieve community goals.

#### STRENGTHEN EXISTING NEIGHBORHOODS

Within the *Revitalization Concept Plan* are a list of programs and resources that assist homeowners, property owners, and renters. These include everything from financial support programs for home ownership to organizations creating safer neighborhoods. Community leaders must take this information to the people who need it most, connect them with available resources, and help reinforce a sense of hope. City staff, affordable housing organizations, public safety groups



*Opportunities for continued outreach and dialogue, such as Bayview’s Third Street Faire will be utilized to get community members involved in implementing community goals.*

and others should be invited to speak at well-publicized events and community meetings.

#### SUPPORT AFFORDABLE HOUSING

The key to retaining current residents of the community is to actively advocate and support affordable housing. Community leaders must form partnerships with affordable housing organizations, non-profit developers, public agency planners, and other specialists while working hard to bring all residents into the discussion. Small, infill housing opportunities should be explored with groups like Habitat for Humanity. Inclusionary housing requirements for new development, including those required by the City, must be understood and projects should be publicly monitored to make certain important goals of the community are met.

#### STRENGTHEN EXISTING BUSINESSES

Existing businesses must be the primary focus of revitalizing commercial districts within Bayview. First, community leaders must exhort residents to purchase as many items as possible from local businesses. Next are the larger techniques described in the four-point model created by the Main Street Program that has been embraced by community leaders and currently under discussion with the City of San Francisco:

- 1 **Organization**  
Build a broad-based coalition of support and resources to increase capacity
- 2 **Promotion**  
Create a promotional program including event planning and marketing

- 3 **Design**  
Create programs for façade improvement, clean streets, and historic preservation
- 4 **Economic Restructuring**  
Expert assistance for enhanced profitability and business expansion.

#### INVITE NEW INDUSTRIES AND COMMERCIAL DEVELOPMENT INTO THE COMMUNITY

Community members are excited about new businesses, industries, and commercial development coming into Bayview and have identified where they see new growth occurring. The same promotional efforts to support existing businesses by the Main Street Program can work to create a positive setting for new industries and other economic development. Part of the coalition-building effort will be learning what industries and businesses are looking for, sharing economic data and research findings, and identifying opportunity sites with incentives.

#### REVIEW DEVELOPMENT PROPOSALS AND ENVIRONMENTAL IMPACT REPORTS

A worksheet with the seven “Strategic Questions” (using the Seven Revitalization Strategies) discussed at the beginning of Chapter 5 should be brought into every public meeting as a powerful community tool to judge the merits of development proposals. It is imperative that the community demand quality in both rehabilitation projects and new development.

Amendments to the City’s *General Plan* and *Planning Code* will be necessary so that city policies and development standards for Bayview Hunters Point are consistent with the community’s *Revitalization Concept Plan*. The *Planning Code* is especially important in that it will oversee current development and set forth land use ordinances, development guidelines and standards that apply to property throughout the Bayview Hunters Point community that is not within redevelopment planning areas.

Those portions of the community that have the tool of redevelopment will have a set of clear design guidelines for developers within the *Redevelopment Plan*. Community leaders must require that proposed projects governed by the *Redevelopment Plan* meet community goals and standards.

An *Environmental Impact Report* is being prepared as a part of the redevelopment planning effort. This report is presented to the public with a review process where community members can participate. The seven “strategic questions” lend a structure to public comments on the EIR and also can be used to review building permits and city planning reviews of projects requesting special use authorization. Local advo-

cacy groups are key partners in these review efforts.

#### Adapting to Change

Certain aspects of this *Revitalization Concept Plan* and the *Year 2020 Vision Plans* will require adjustment as new opportunities present themselves over time. In order to understand and discuss change in a productive manner, an annual meeting of stakeholders and coalition members should be held to review plans, discuss projects, and make new priorities in work schedules.

The *Blueprint for Action*, with its focus on incremental work plans, is a powerful tool for this review and adjustment process. Community members and organizations must seek resources and commitments to gather important social, educational, economic, and environmental data in order to make informed choices about new goals or priorities.

In concert with plans and projects review, capacity-building efforts must be on-going and every member of the community enlisted into carrying forth the vision of a revitalized Bayview Hunters Point. Community leaders must pursue education opportunities and training seminars to build upon their own strengths and efforts even as they reach out to others.

In all cases, both today and tomorrow, the community must make themselves politically heard through public meeting comments, interaction with their District 10 Supervisor, and letters to the Mayor’s Office. The future of the community is a joint vision and a shared responsibility. As new community members arrive, they become part of the ever-changing and evolving place that is Bayview Hunters Point.

#### FOR THE PEOPLE OF BAYVIEW — the most important aspect of bringing these plans to action is your involvement.

Whether you are reading this plan in the year 2001 or 2020, take control of your own destiny: talk to your neighbors, attend every public meeting you can, and make your voice heard. With your support and dedicated efforts, this *Revitalization Concept Plan* will continue to serve as a strong foundation for the healthy future you are working so hard to create. ■ ■ ■

# ACKNOWLEDGMENTS

## THE BAYVIEW HUNTERS POINT COMMUNITY

FIRST AND FOREMOST, the PAC would like to acknowledge every community resident, business owner, property owner and community organization that gave input at community workshops or voiced their opinions at PAC meetings. Your input has been and will continue to be at the heart of this great endeavor!

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