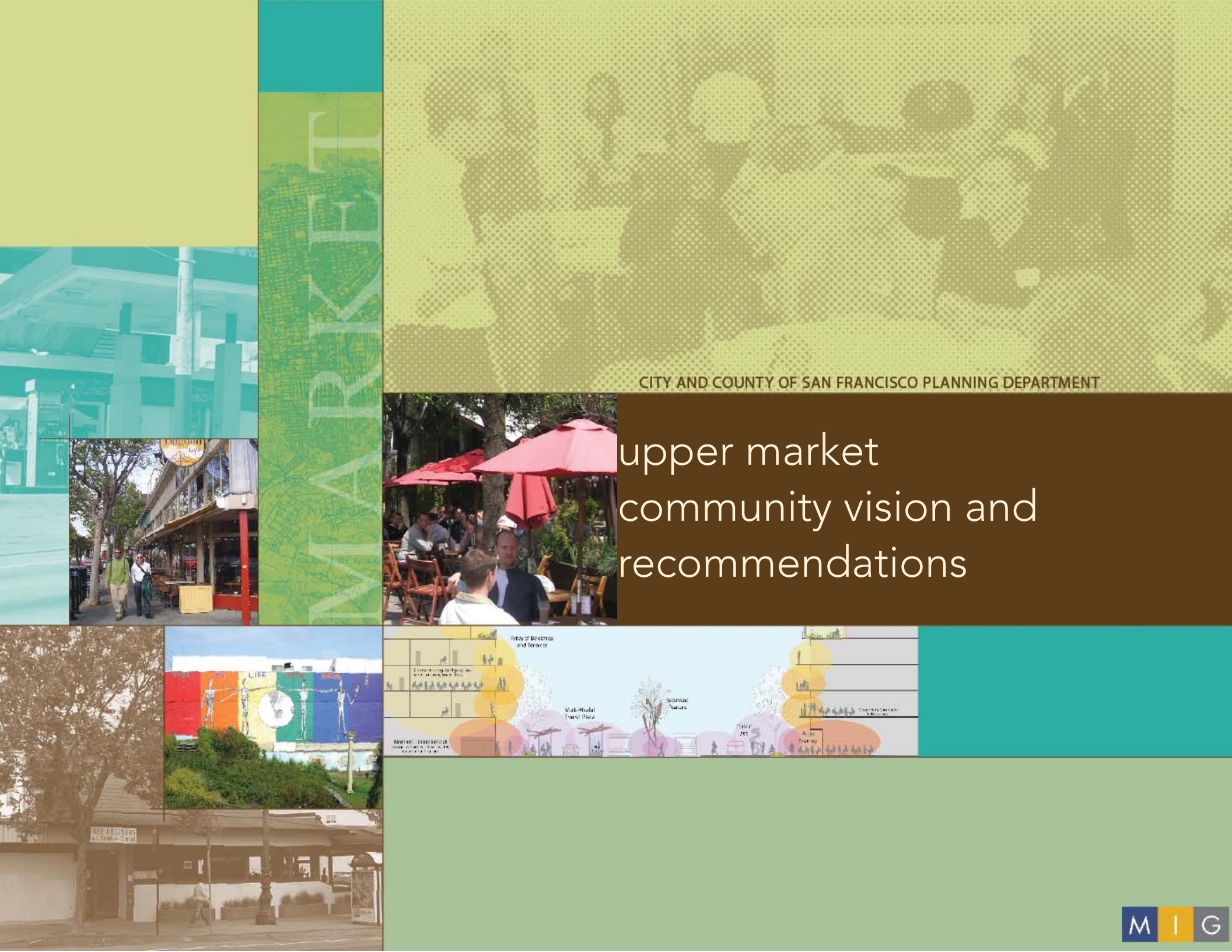


CITY AND COUNTY OF SAN FRANCISCO PLANNING DEPARTMENT

Upper Market Community Vision and Recommendations



A VISION FOR UPPER MARKET STREET, SAN FRANCISCO

upper market community vision & recommendations

PREPARED BY



In Association with
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CHAPTER ONE



introduction



CITIES ARE FANTASTICALLY DYNAMIC PLACES, AND THIS IS STRIKINGLY TRUE OF THEIR SUCCESSFUL PARTS, WHICH OFFER A FERTILE GROUND OF THE PLANS OF THOUSANDS OF PEOPLES.

JANE JACOBS

introduction

IN THIS CHAPTER

Planning Context

Study Area

Project Process

Document Overview

How to Use the Vision Document

How the Vision Document Relates to the
Development Design Guidelines

IN THE FALL OF 2007, residents, developers, merchants, community members, and planners worked together in a series of community planning workshops to create a community vision for the Upper Market corridor (generally defined as Market Street between Castro and Octavia Streets). The San Francisco Planning Department, in conjunction with Supervisor Bevan Dufty, hired an urban planning and design consultant team, headed by MIG, to lead the public visioning process and create two documents, the Upper Market Community Vision and Recommendations and the Upper Market Development Design Guidelines.

The project team held three public workshops from September to December 2007 to work with the community to formulate a community vision as well as to create planning and design strategies for implementing the vision. The result was this document, the Upper Market Community Vision and Recommendations, which has been structured as a companion document. The Upper Market Community Vision and Recommendation contains the community's ideas for improving the corridor through both the public and private sectors, which are provided here for consideration of the Planning Commission and the Board of Supervisors. The ideas contained within this document will all require further study and review prior to implementation, and it is the community's hope that many of these recommendations will be adopted by these decision makers as key initiatives for future efforts by relevant agencies.

In addition, the community articulated design recommendations to guide future public and private development in the Upper Market corridor, which has been structured as a companion document. These design guidelines will be used to articulate the community's vision for private development character of and describe how it should both integrate with and contribute to the existing urban fabric when reviewing private development projects along the Upper Market corridor.

With regard to all the recommendations in the Plan, proposed changes in existing land uses will be pursued with full communication, willingness and cooperation with property owners and with full notice to the public. The Plan reflects visionary ideas intended to suggest how the area might evolve over the long term; however, this Plan is a living document. Recommendations may evolve as the City considers future market conditions and further community dialogue and collaboration.



Study area in the city-wide context

STUDY AREA

The Upper Market study area is located in the central portion of San Francisco. See City Context Map to the left. The Community Design Plan focuses on the Market Street corridor between Castro and Octavia Streets. This includes private and public parcels fronting onto Market Street, as well the street right-of-way. Various residential neighborhoods adjacent to the Upper Market Street corridor form an integral part of the area’s overall identity and character. While not a primary focus, the Plan aims to improve Upper Market Street for the continued viability of these neighborhoods.

PLANNING CONTEXT

The Upper Market Community Design Plan builds on other existing San Francisco planning efforts, specifically, the Market and Octavia Better Neighborhoods Plan (Market and Octavia Plan). The Market and Octavia Plan’s project area overlaps with most of the Upper Market project focus area. This Community Design Plan relies on the zoning and land use designations of the Market and Octavia Plan and supports the community benefits created through the Market and Octavia process:

- a community impact fee on development to subsidize additional parks, streetscape improvements, and affordable housing;
- the inclusionary housing policy, which required that 15% of new units be affordable housing;
- sets building heights and parking standards for most of the study area.

The Upper Market Community Design Plan also draws from the following planning and design resources: the Queer in the City discussion panels, Eureka Valley Economic Roundtable discussion, the 2000 Harvey Milk Memorial Plaza Design Competition, and the Lesbian Gay Bisexual and Transgendered Historical Statement.

In addition to these planning efforts, current development pressures are another catalyst for the Plan. Figure 1.2 Current Development Opportunity Sites on page 12 highlights several parcels in the study area that are currently in the development approval process. The Upper Market Community Design Plan serves to guide the use, character and design of these pending developments as well as future developments so as to build towards the community vision articulated in the Upper Market visioning process.

FIGURE 1.1 PROJECT STUDY AREA

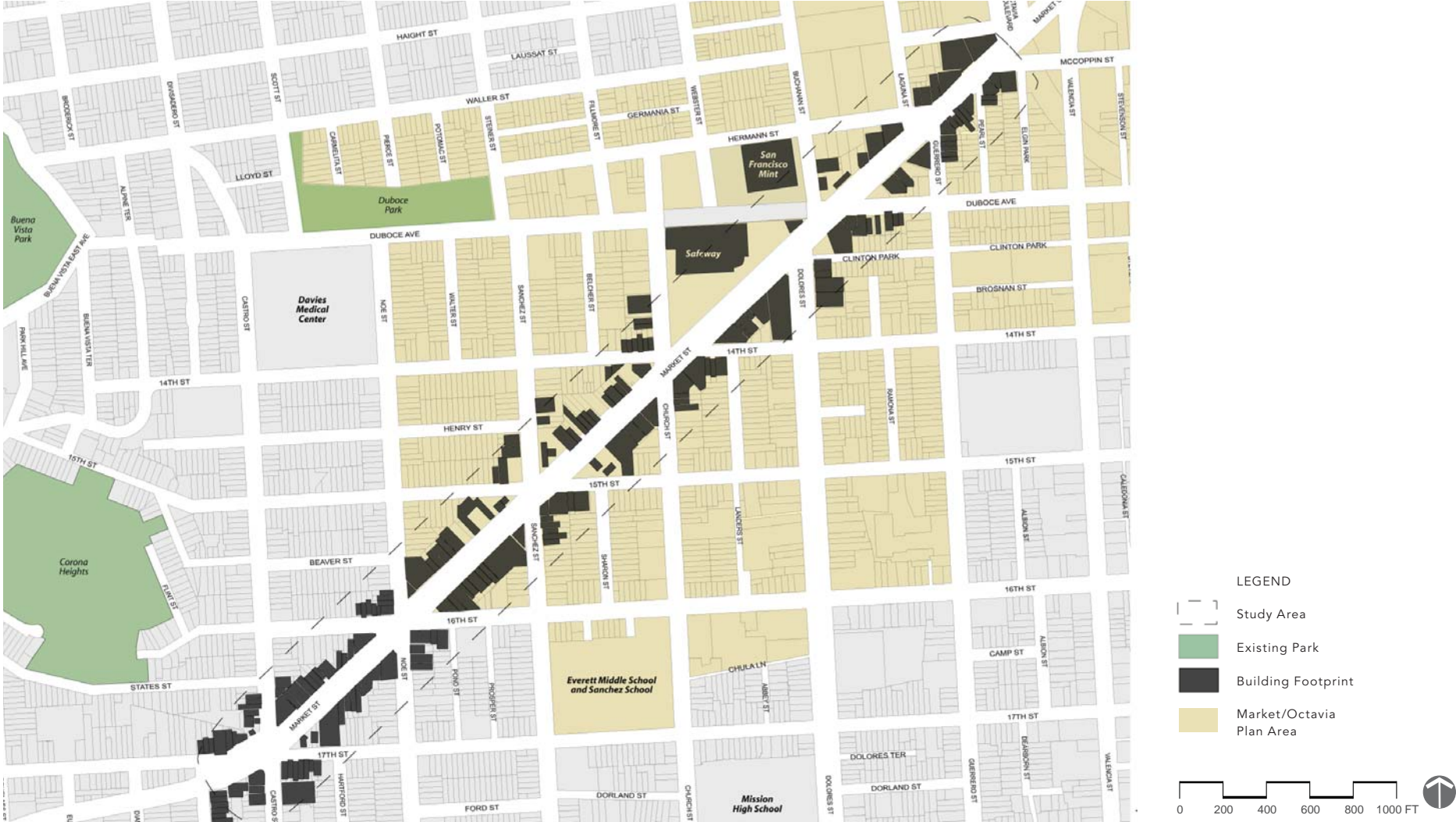


FIGURE 1.2 CURRENT DEVELOPMENT OPPORTUNITY SITES



PLANNING PROCESS

The City of San Francisco initiated the Upper Market Visioning Workshop Series and Design Plan project in the summer of 2006. The planning process involved a year of collaboration between City staff and consultants.

The project's planning process was designed to facilitate community agreement around a shared, newly created vision for the overall Upper Market area of San Francisco. The process included five stakeholder interview sessions and three community workshops. The stakeholder interviews were conducted in July and August 2007, and included youth and representatives from community organizations, as well as business, government and political leaders.

Public Participation

The Upper Market community displayed an enthusiastic level of participation throughout the community planning process. At least 100 community members attended each of the three public workshops held in the fall (September, October and December 2007). All the workshops were held at the Harvey Milk Civil Rights Academy. In addition to the public workshops, representatives of community groups, public agencies, and the development community were interviewed to help form an understanding of the area's issues.

Initiated by Supervisor Bevan Dufty and led by the San Francisco Planning Department, this planning process was supported by Metropolitan Transportation Authority (MTA), the Mayor's Office and the Department of Public Works (DPW).

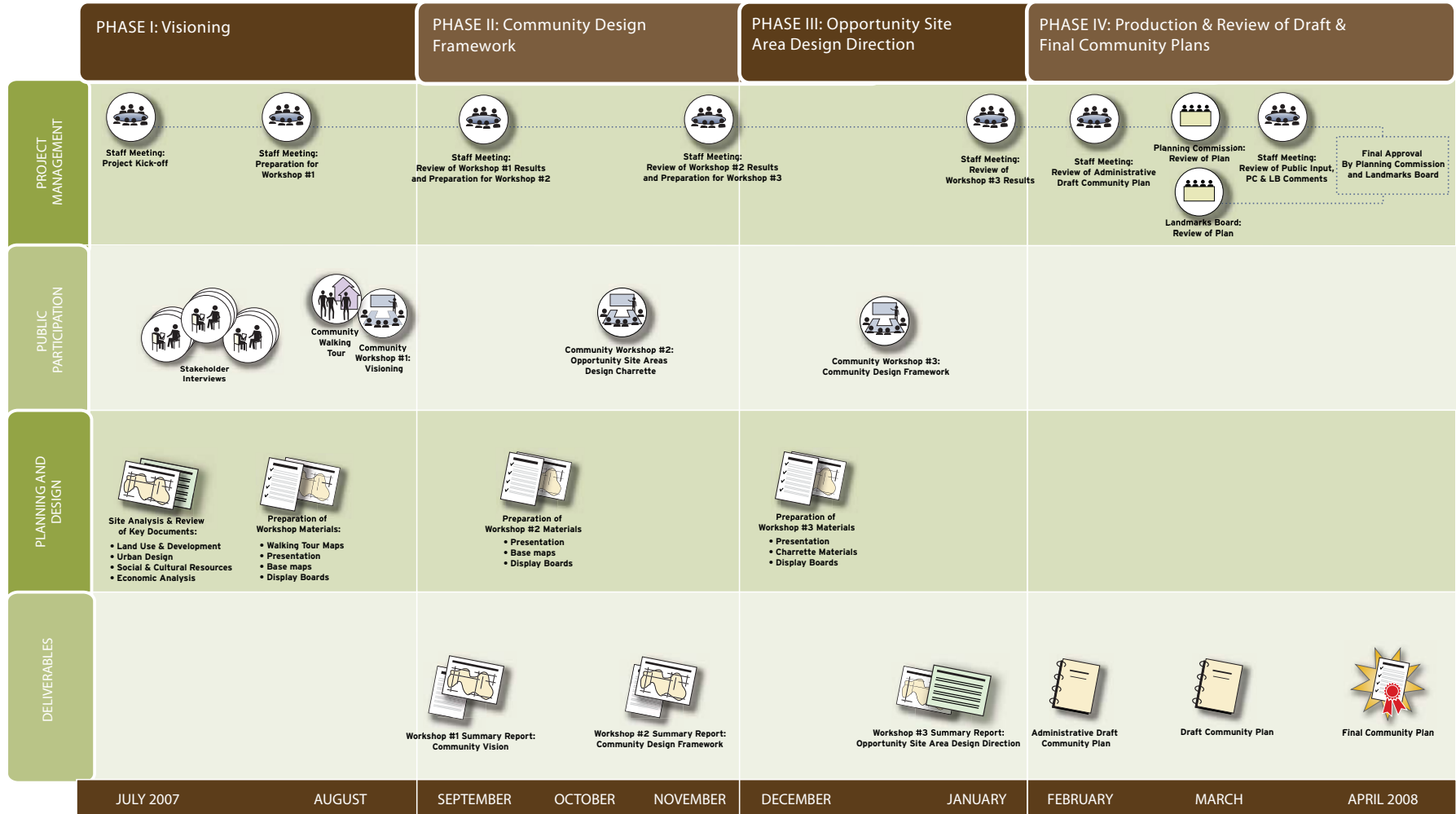


Reviewing preliminary recommendations in Workshop #3



Discussing assets, issues and opportunities in Workshop #1

FIGURE 1.2 PLAN DEVELOPMENT PLANNING PROCESS



Community Workshop 1: Community Visioning

On September 11, 2007, nearly 180 community members convened for the first workshop which focused on an existing conditions analysis of and discussion of the corridor and community visioning for the future. Community members' perceptions aligned with the initial analysis, and participants contributed additional thoughts on the study area's assets, issues and opportunities. Large and small group discussions were conducted to hear ideas on community preferences for future Upper Market area improvements. The results of the community dialogue and comments created the foundation for a robust, multi-faceted vision and community design principles, as further elaborated in Chapter Two.

Community Workshop 2: Emerging Design Strategies

On October 27, 2007, approximately 100 community members convened for the second workshop to confirm the emerging community vision framework created during the first workshop and review emerging design strategies to achieve the vision. The community refined and detailed the vision framework and expressed approval for most of the proposed design strategies.

Community Workshop 3: Preliminary Design Framework

On December 12, 2007, approximately 100 community members convened for the third community workshop. The purpose of this third workshop was to discuss the refined community design strategies developed during the first two community workshops. Participants reviewed proposed additions to the Upper Market Vision Framework (composed of Vision Elements and Community Design Principles).



Large group and small group discussions in Workshop #1

DOCUMENT OVERVIEW

The remainder of the Upper Market Community Design Plan consists of the following chapters:

Chapter Two:

Existing Conditions

This chapter provides the background of the corridor. It synthesizes existing physical, infrastructure & economic conditions, reviews the area's local, regional and historical context, and identifies the key assets, challenges and opportunities faced in the area's revitalization process.

Chapter Three:

Urban Design Framework

This chapter describes the five overarching planning strategies specific to this project's study area, that should structure and guide urban design along the corridor in the future.

Chapter Four:

Community Recommendations

Chapter Four presents recommendations for improving the character of the public realm, including sidewalks and plazas, and even addressing urban form through strategic development at key sites and locations.

Chapter Five:

Implementation

The implementation chapter outlines the "next steps" to best move the project forward, including the top five public infrastructure improvements, actions for neighborhood residents and community organizations, and a reference to potential funding sources for the Plan's recommendations.

HOW TO USE THE PLAN

The Upper Market Community Vision and Recommendations document is intended to act as a statement of the community's recommendations for its physical future. The ideas and recommendations contained herein should be endorsed by decision makers and hopefully will inform decisions directing public improvements in the near future.

All interested parties should review **Chapters Two and Three** for an understanding of the background leading to the community's vision and goals for the area, and ultimately provides the urban design framework for the project area.

Public agencies, individual developers, property owners, neighborhood organizations and private entities should review **Chapter Four**: Public Realm Recommendations for ideas to be examined and implemented in and adjacent to the public right of way.

All public agencies, individual developers, property owners, neighborhood organizations and private entities should focus on executing the implementation actions contained in **Chapter Five**. The chapter contains a list of actions that can be taken by each group to further the vision of the community.

HOW THE VISION DOCUMENT RELATES TO THE DESIGN GUIDELINES

The Upper Market Community Vision and Recommendations document provides the overriding vision of the community, which can be implemented in a number of ways. One specific way is to shape development along the corridor to

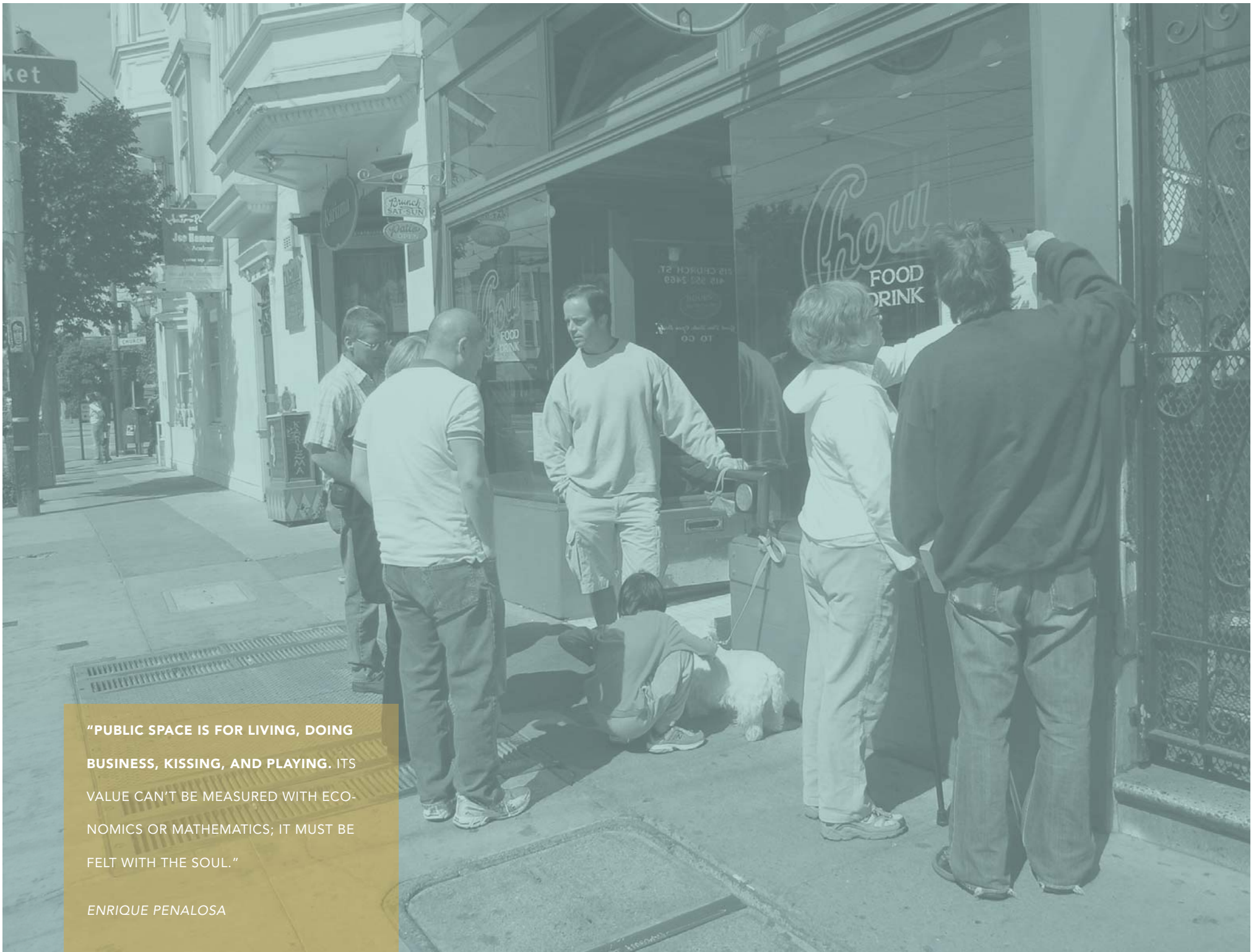
set of design principles and urban form supported by that vision. The Upper Market Development Design Guidelines provide an outline of the design principles, within the context of the community's vision, for future projects along the corridor. The de-

sign guidelines will be a driving criteria for project review and approval of development projects within the study area.

CHAPTER TWO



existing conditions



"PUBLIC SPACE IS FOR LIVING, DOING BUSINESS, KISSING, AND PLAYING. ITS VALUE CAN'T BE MEASURED WITH ECONOMICS OR MATHEMATICS; IT MUST BE FELT WITH THE SOUL."

ENRIQUE PENALOSA

existing conditions

IN THIS CHAPTER

Natural Systems

Historic Resources

Social Landscape

Land Use and Economics

Circulation and Open Space

Built Form and Character

THIS CHAPTER DESCRIBES the Upper Market area's existing conditions through the lens of its natural systems, historic resources, social landscape, land use and economics, circulation and open space, and built form and character. Within these various facets of the corridor, there are multiple assets, challenges and opportunities. The Upper Market Community Design Plan aims to enhance the uniqueness of the Upper Market area by building on the corridor's assets, addressing challenges and maximizing opportunities.



Historic creeks and shoreline

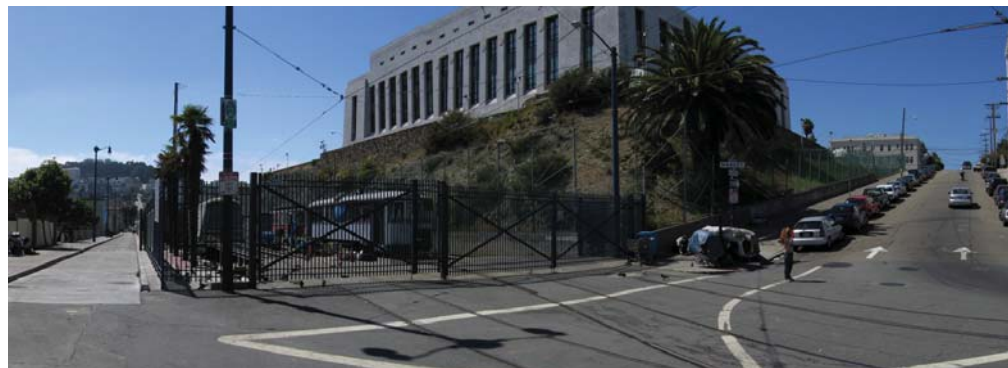
NATURAL SYSTEMS

The Upper Market area has strong physical characteristics due to its topographic and geographic conditions. Nestled in a “bowl” between several hills, the Upper Market area has a sense of enclosure that residents say give the area its village quality. The natural, undeveloped tops of Twin Peaks and Corona Heights offer terrific views to the west along Market Street.

Wind and fog are a consistent part of San Francisco’s climate. With prevailing winds coming from the west, fog and winds roll in from the west over Twin Peaks and form a dramatic and challenging design condition. With the long rainy season and presence of fog, San Franciscans revel in sunshine when they can get it.



Steep slopes on adjacent streets



The Mint sits high on the hill

FIGURE 2.1 NATURAL SYSTEMS





Castro Theater



Historic Castro Street

HISTORIC RESOURCES

Perhaps one of the strongest assets of the Upper Market area is its diverse physical landscape that is largely a reflection of its dynamic history. One can read the history of growth and change in San Francisco in the Upper Market landscape, as petite, older buildings sit next to their larger, newer neighbors. The best parts of the history have withstood the test of time -- vertical mixed use land use and mass transit.

Throughout history, many different groups of people have settled in the Upper Market area and made it rich in cultural heritage. Beginning with Native Americans, the Upper Market area has been a home to German, Scandinavian, Irish, Spanish and Mexican communities.

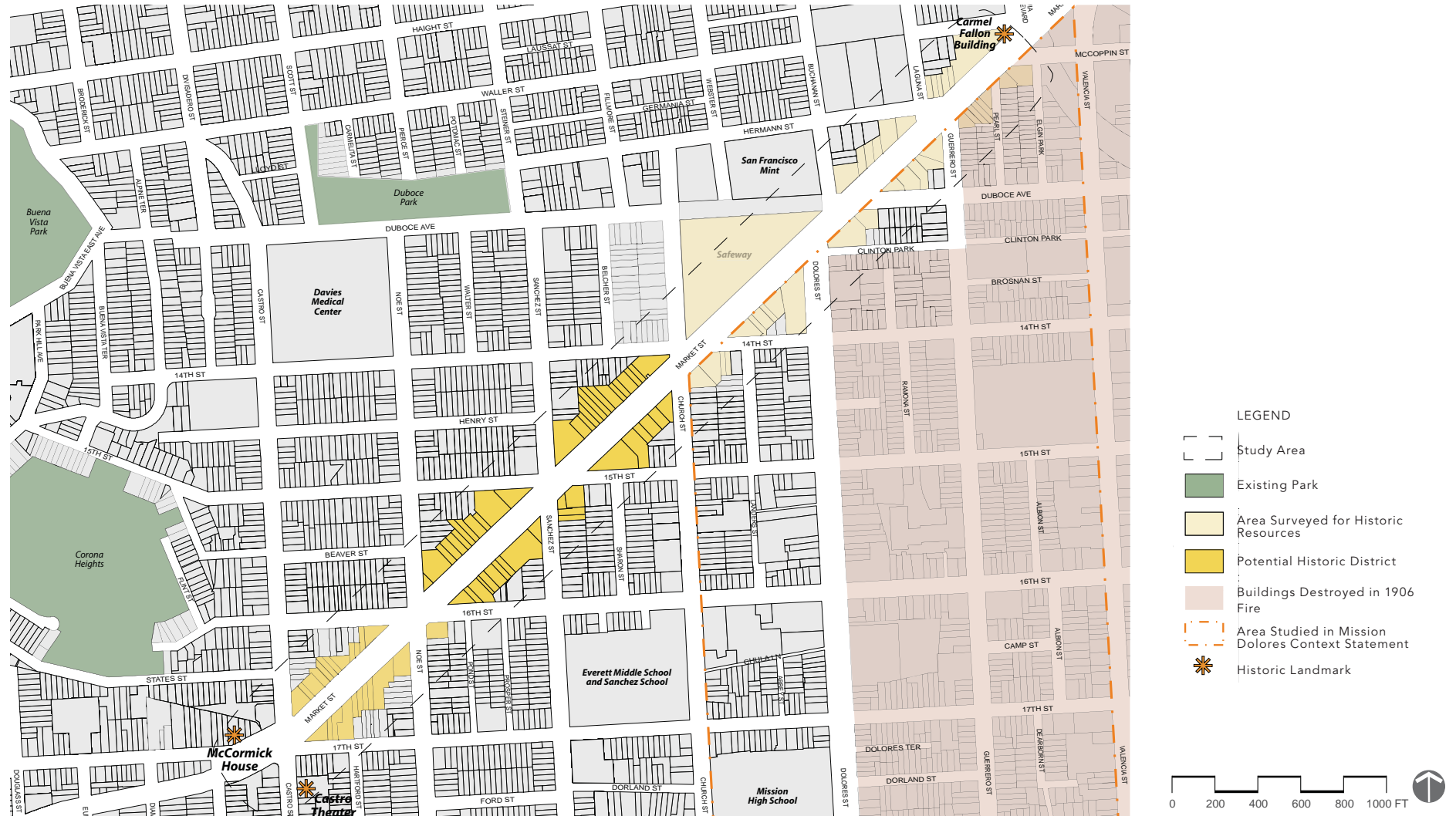
In 1886, the Market Street streetcar line extended up from Downtown San Francisco into the Upper Market

area. It was a quiet part of the city until 1906 when the Great Earthquake and subsequent fires destroyed much of the Downtown area and brought many new residents into the area looking to rebuild after the earthquake. The result was a vibrant streetcar suburb community with narrow buildings and a mixture of commercial and residential land uses. Two blocks still remain in the Upper Market area with buildings from the era while the pattern of groundfloor retail with residential units above is replicated throughout the street. This area is currently being considered for historic preservation status. The fire damage that resulted from the 1906 earthquake destroyed much of the city's buildings up to Dolores Street. From Dolores Street westward, much of the city's pre-1906 architecture was saved and remains a valued part of the community today. The Mission Dolores and Duboce Triangle com-

munities have been studied for their historic merit.

In 1914, the city completed construction of the Twin Peaks tunnel which expanded automobile access and increased migration further west to the Sunset District. After World War II, suburbanization of San Francisco's western areas grew with the GI Bill. The Upper Market area fell into a postwar decline that lasted until the 1970s. In the 1970s, the emergence of the Castro neighborhood as a world-renowned Lesbian, Gay, Bisexual and Transgendered (LGBT) destination brought a renaissance to the area. Historic LGBT landmarks in the area include: Castro Theater, McCormick House, Carmel Fallon Building, Harvey Milk Residence and Camera Shop, AIDS Memorial Quilt.

FIGURE 2.2 HISTORIC RESOURCES





At the Castro Street Fair

SOCIAL LANDSCAPE

The Upper Market corridor is characterized by a passionate, active and educated community composed of many neighborhood and community groups. Residents care about their homes and community in the Upper Market area. Friends and neighbors encounter each other on the street and residents frequent their favorite local shops.

Upper Market neighborhoods include Hayes Valley, Lower Haight, Duboce Triangle, Mission Dolores,

Castro, and Eureka Valley. Each neighborhood enjoys a distinct identity. There is also a diversity of class and race. There are children and families as well as many singles, youth and seniors. The Castro neighborhood is world-renowned as a safe place for people of all sexual orientations, particularly gay, lesbian, bisexual and transgendered, to be free and open in public.

There is a strong residential fabric adjacent to Market Street, varied in character dynamic identity.

Upper Market Street is a commercial corridor which draws residents from all over the City and brings a range of visitors and locals. There is an urban feel to the street, a place of casual, anonymity as well as intimate familiarity. It is among the best in the Jane Jacobs tradition of a great city street.

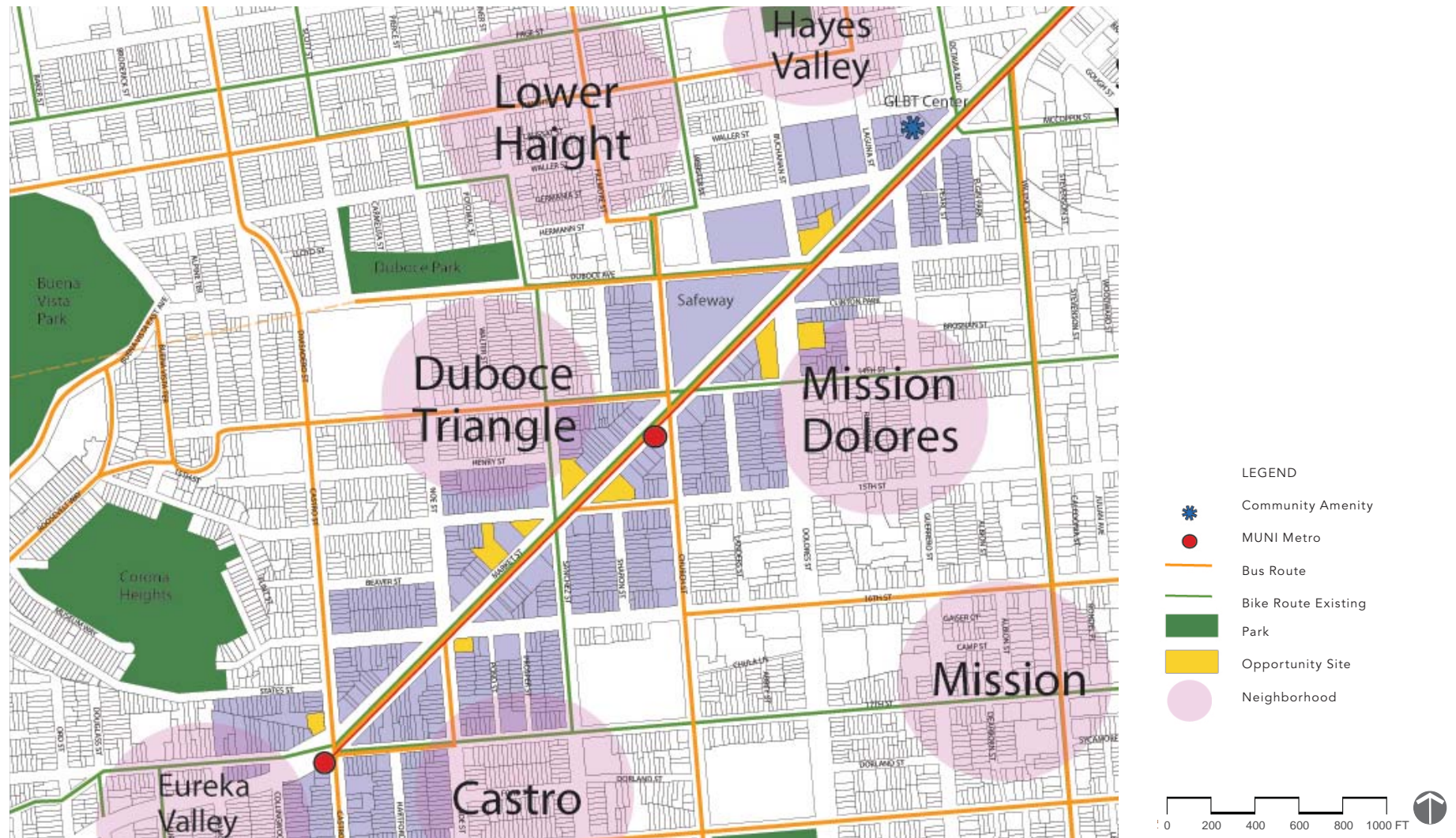


Taking a stroll in the neighborhood



Playing on the sidewalk

FIGURE 2.3 UPPER MARKET NEIGHBORHOODS





Shopping in the neighborhood

LAND USE AND ECONOMICS

Land use in the Upper Market area is generally defined by a mixed-use pattern of commercial ground floor land use with upper story residential units. Occasionally, office and other commercial uses inhabit second floors as well. Some areas are noticeably low-rise, automobile-oriented lots, with gas stations and single-story commercial establishments with surface parking lots. Overall, this is a full-service urban neighborhood where people can live, work, shop and play. Grocery stores, hardware supplies, a plethora of restaurants and many entertainment venues are within easy walking distance from homes.

Just off of Market Street, there are small alleys and beautiful residential streets. A casual stroll reveals a child playing ball on the sidewalk and a row of flowerpots lining a front stoop.

These adjacent residential neighborhoods support the commercial corridor and offer a quiet retreat from bustling Market Street.

The Upper Market area is also home to the Castro neighborhood which is an international tourist destination and regional entertainment district. Tourists regularly take the historic F-line trolley up Market Street to Castro Street to see the birthplace of the 70's gay rights movement as well as to enjoy its thriving LGBT culture today.

Unfortunately, San Francisco's expensive housing market makes it challenging to buy or rent here. Additionally, high costs of living can lead to less diversity and high commercial rents make it difficult for community serving uses to locate in the area. As part of the Upper Market Community Design Plan, Seifel Consulting conducted an economic overview

analysis of the Upper Market area for the study area. Key findings include:

- For-sale and rental housing construction are both highly feasible.
- Retail is moderately feasible.
- New construction of office space is not very feasible. Boutique hotels are feasible.
- New construction of cultural, institutional and educational uses is feasible with donations or grant funding.

A full technical memorandum of the area's economic overview is included as an appendix.

FIGURE 2.4 GROUND FLOOR BUILDING USES





Long, expansive crosswalk

CIRCULATION AND OPEN SPACE

Circulation

Upper Market is a transit-rich corridor with myriad transportation options. Currently, a handsome center median separates the four driving lanes (two in each direction) along Upper Market Street. Bike lanes, streetcar-boarding platforms, on-street parking and 16-foot sidewalks compose the remainder of the street.

Market Street in this area moves drivers efficiently east and west while also providing important north and south intersections across the city.

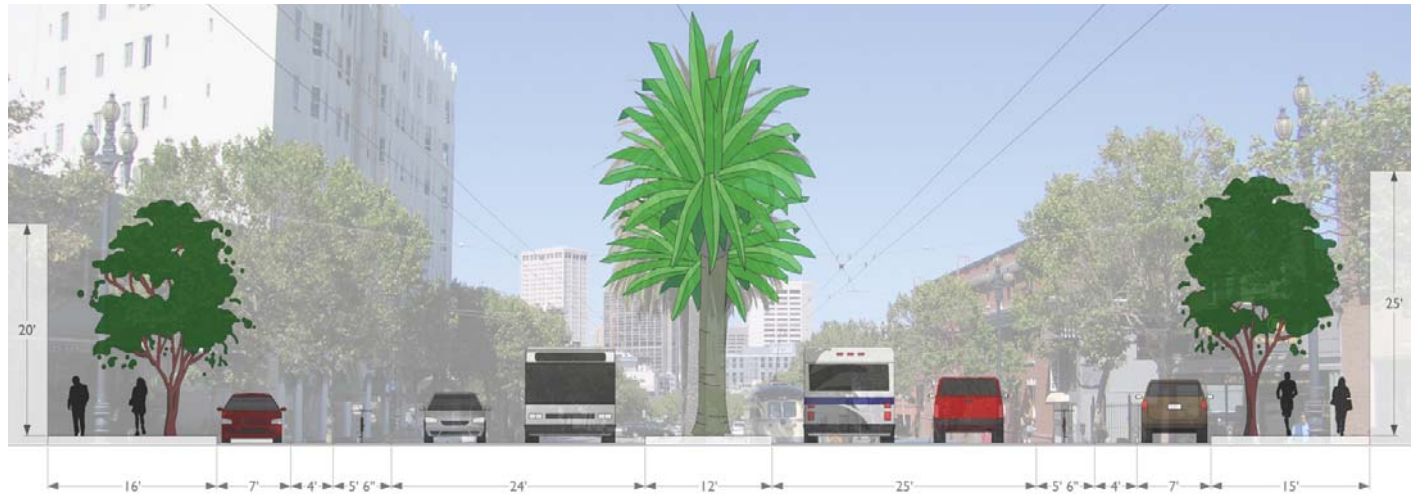
A robust network of buses, streetcars and subways provide residents and visitors with many transit choices. Some current challenges to the bus system include the need for faster, more regular services, improved amenities, and bus waiting areas on

the street. Streetcar platforms are currently raised and located between two driving lanes, which creates a complicated boarding pattern.

There are bike lanes throughout most of Market Street. The Church and Market intersection is an important north-south interchange for bicyclists. The bike passage behind Safeway and the “wobble” via Church, Hermann and Steiner Streets also



Existing public seating



Existing Market Street

FIGURE 2.5 CIRCULATION





Biking on Market Street



Busy Market Street crosswalk (at 16th Street)

provide important biking connections in this part of the City. However, double-parking in the bike lanes is frequent and a danger to bicyclists. Additionally, bike lanes are intermittent and terminate at intersections forcing bikes to merge into driving lanes.

Fast-moving automobile traffic poses safety hazard at certain intersections, such as 16th and Market. Traffic coming from Market Street into adjacent neighborhoods also poses risks to local residents.

The pedestrian realm in the Upper Market study area has strengths and weaknesses. Some areas of Market Street enjoy a strong pedestrian realm with engaging storefronts and sidewalk seating. Market Street sidewalks are a generous 16-foot wide and have bulb outs at most corners. Other portions of the street are dull and lacking pedestrian amenities.

Perhaps the most challenging aspect of the street for pedestrians is the enormous (often five-way) intersections. Overall, pedestrians have a little sense of refuge or protection in crossing the street.

Open Space

There are both assets and issues in the quality and quantity of open space in the Upper Market area. Upper Market sidewalks serve as an important public open space for residents and visitors. Locals can recognize familiar neighborhood faces. Friends and acquaintances chat on sidewalks. LGBT visitors feel welcomed and safe by the presence of other LGBT residents and visitors. In some ways, Upper Market sidewalks function like a village plaza.

However, there is a strong lack of quality public gathering spaces and accessible parks on Upper Market Street. As such, there is a lack of

public seating and respite from the street. For large public events in the Castro neighborhood, the intersection of Castro and Market Streets is closed to vehicular traffic and transformed into a temporary public gathering space. There is however, no permanent plaza for the community.

In addition to large gathering places, smaller public open spaces also offer places for gathering and resting. In the Downtown portion of Market Street, smaller plazas have been created from the triangular ends of corner lots. In the Upper Market area, several gas stations on corner lots have a minimal, passive amount of landscaping that do not offer any beneficial pedestrian amenities.

FIGURE 2.6 PEDESTRIAN REALM





Varying building heights and eclectic character



Empty storefront in need of facade improvement

BUILT FORM AND CHARACTER

Due in part to the incremental nature of building in the Upper Market area, there is a diverse and eclectic quality to its buildings. The area is not dominated by one particular style. The range of character contributes to the unique charm and philosophy. There are some common design elements shared by the most dynamic buildings in the area.

These design elements include: high quality materials, engaging ground-floor design, dynamic roofline, and visual contrast. These attributes are further described and illustrated on the following two pages.

From an urban design perspective, these characteristics create a rich public realm. Outdoor seating and a sense of pedestrian enclosure created through building and streetscape design, and ground floor activity. Ad-

ditional assets include landscape elements and uses on sidewalks, such as the potted plants and flower stands. Cafe Flore and Urban Harvest Market both provide examples of outdoor seating that give life to the sidewalk.

Triangular building corners are common along Upper Market Street due to the meeting of various street grids along the street.

Additional challenges in the area include: imposing building facades, tinted windows, lack of visual opening such as doors and windows, limited building articulation and fenestration and unsightly fencing. Many buildings are lackluster and suffer from deferred maintenance. Much of the 1970's architecture is stark with stucco and few architectural details. Expansive surface parking lots contribute to poor pedestrian connections in some areas.

FIGURE 2.7 BUILT FORM AND CHARACTER



Upper Market Architectural Design Elements

Quality Materials

The area's best architectural examples are mixed-use buildings of various scales with engaging ground floor commercial storefronts and interesting facade details. The better buildings on the street utilize high-quality facade materials and detail.

Engaging Ground Floor Design

As a historic commercial corridor, many Upper Market buildings have an inviting streetfront with design that serves to draw patrons. Commercial design elements include awnings, signage, and building articulation as well as recessed doors, large windows and outdoor sitting spaces that contribute a pedestrian-friendly environment.



Dynamic roof line



Strong color contrast



Interesting building details



Fine grain, many entrances and mixed use on the north side of Market Street between Sanchez and Noe Streets (red = commercial entrance, yellow = residential entrance)



High-quality architectural details



Dynamic roofline



Handsome ground floor commercial design



Fine grain, many entrances and mixed use on the south side of Market Street between Sanchez and Noe Streets (red = commercial entrance, yellow = residential entrance)

Dynamic Roofline and Building Juxtaposition

The amalgam of various types of rooftops and varying building heights create a dynamic roofline. This collection of rooflines reflects the area's dynamic history. This visual rhythm along the horizon is a lively aspect of Upper Market building design.

Visual Contrast

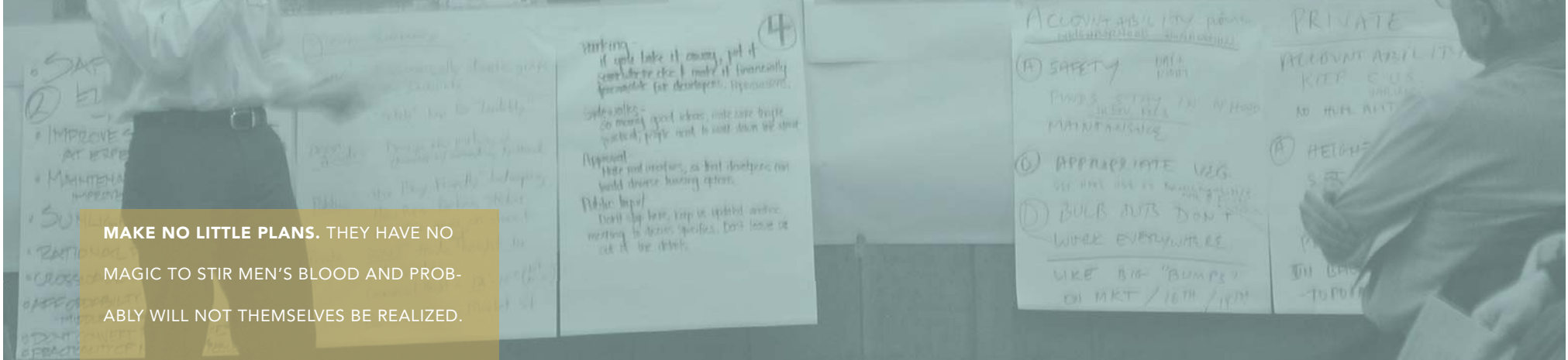
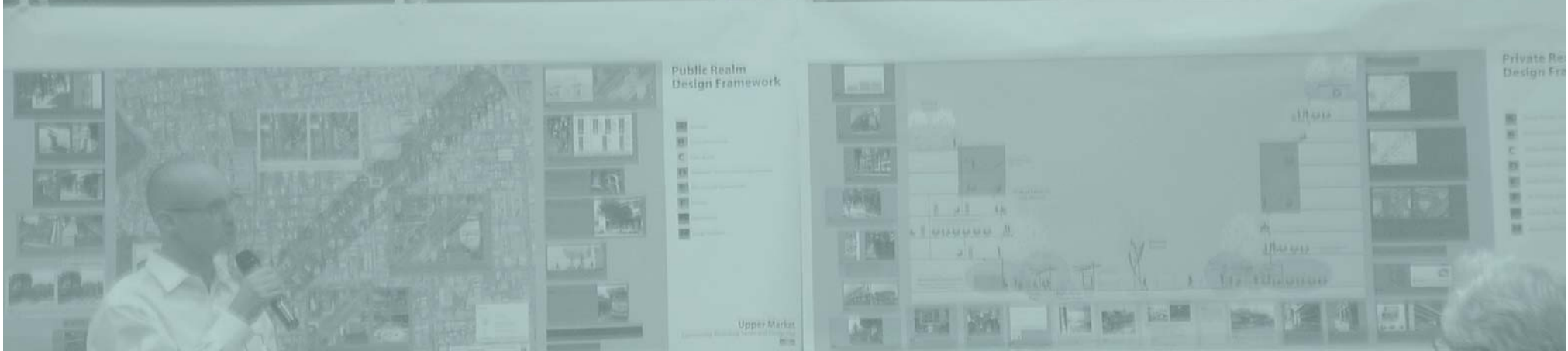
Upper Market buildings have strong visual contrast, particularly from a color and materials perspective. Adjacent buildings often have complementary colors.

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CHAPTER THREE



upper market vision framework



MAKE NO LITTLE PLANS. THEY HAVE NO MAGIC TO STIR MEN'S BLOOD AND PROBABLY WILL NOT THEMSELVES BE REALIZED.

DANIEL BURNHAM

upper market vision framework

IN THIS CHAPTER

Upper Market Vision Overarching Community Design Principles

THE UPPER MARKET VISION FRAMEWORK is intended to provide the overall community vision of the area as well as summarize the community's goals and strategies to achieving the vision. The Framework is composed of Vision Elements and Community Design Principles. In the following chapter we will translate the Vision Elements and Community Design Principles into concrete recommendations for public and private development.

The Vision Framework presented in this chapter provides a loose set of holistic values to continue to guide planners and the community, even after all the recommendations are implemented. While other opportunities, ideas and strategies for improving the Upper Market area might arise in the future, the Vision Framework will continue to reflect the heart of the community's desires, concerns and commitments. This framework should be used to assess the value of each step along the way and to measure success in planning.



UPPER MARKET VISION

To achieve a vibrant, economically healthy corridor, the community must be committed to a sustained effort in each element of the vision elements: **Inclusivity, Livability, Connectivity, High Quality, Public Health and Safety, and Accountability.** The community design principles are derived from the vision elements to inform and guide new physical improvements in the Upper Market area in the form of public realm improvements and new construction.

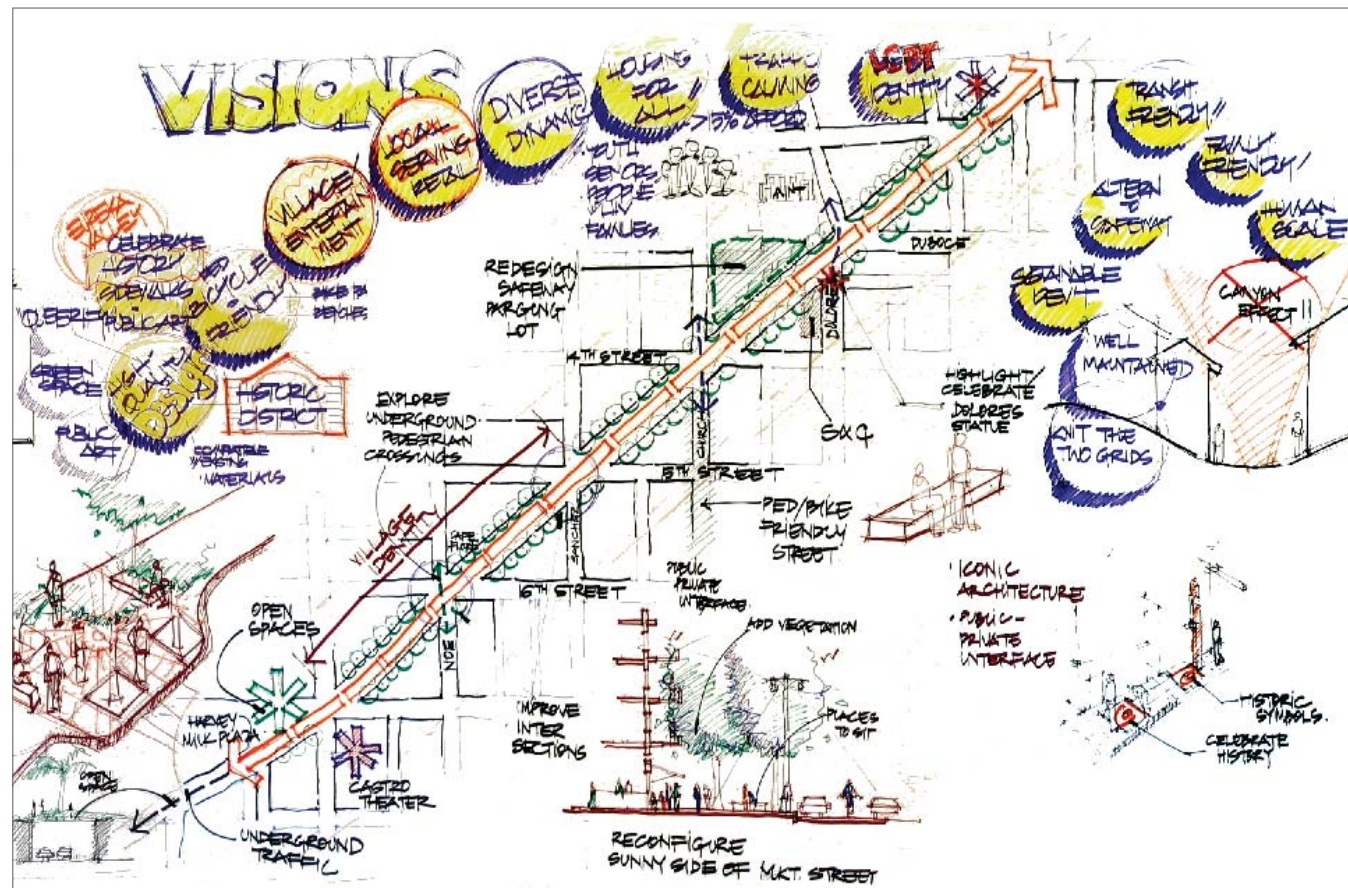
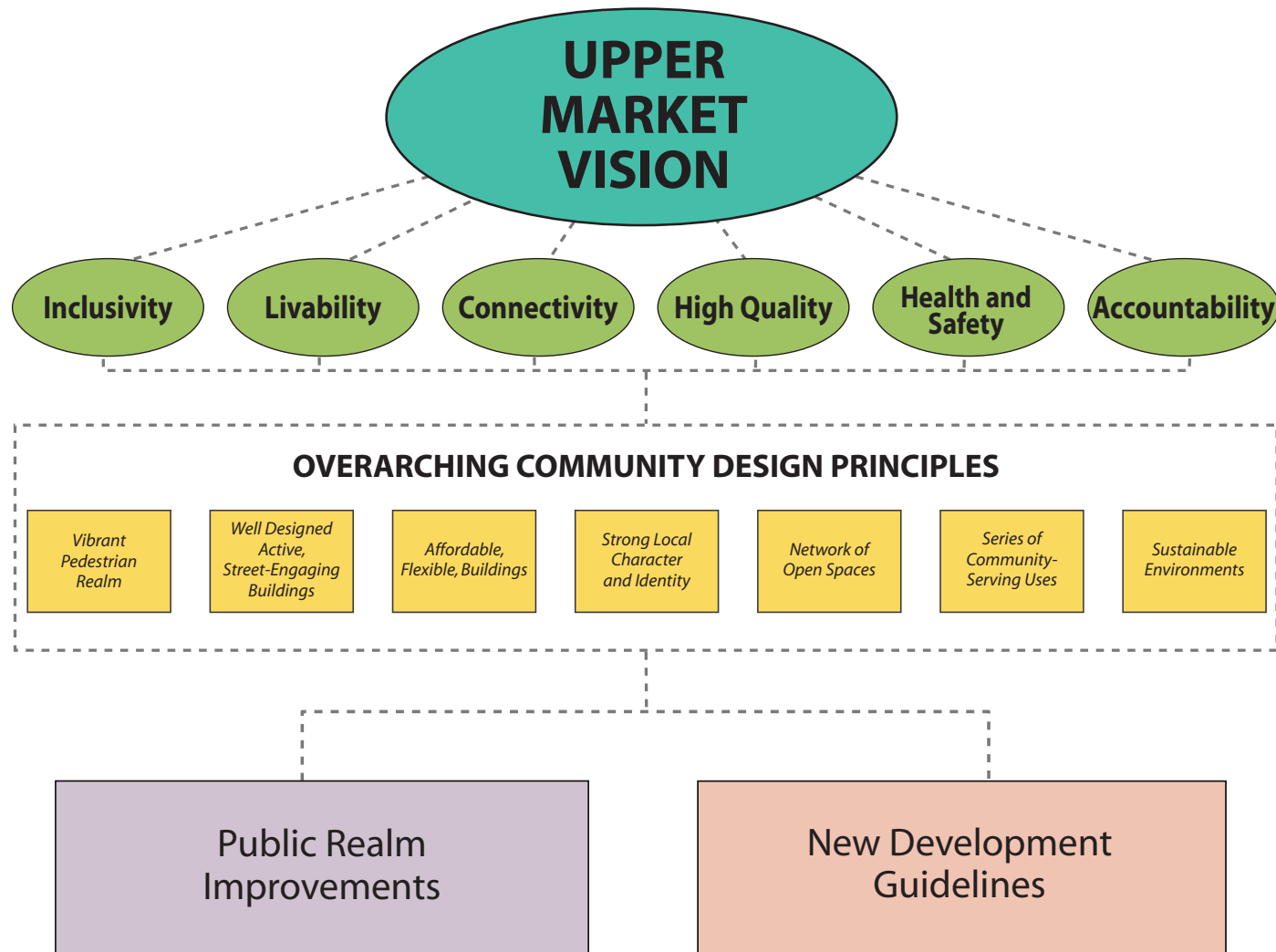


FIGURE 3.1 UPPER MARKET VISION FRAMEWORK



UPPER MARKET VISION ELEMENTS

The following elements represent holistic, interdisciplinary values that describe the community's vision of the Upper Market corridor as it grows and evolves in the future. The vision of Upper Market in the future is an area that reflects the principles of inclusivity, livability, connectivity, high quality, public health and safety, and accountability. Throughout the workshop series, community members worked to define, refine and expand the Upper Market Vision Elements into the following framework.



A. Inclusivity

The Upper Market area is very inclusive. Community members envision housing options and neighborhood services for people of all ages, various household sizes, a broad range of income levels, and all sexual orientations. Residents embrace a diversity of cultural identities including Native American, Mexican, Irish, and Swedish among others. The area is proud of its Lesbian, Gay, Bisexual and Transgendered community. The community also celebrates all the residential neighborhoods that compose the Upper Market area -- Mission Dolores, Duboce Triangle, Castro, Mission, Hayes Valley, Corona Heights.



B. Livability

The Upper Market area is a livable neighborhood that can support a wide range of households, an aging population, and a sustainable urban living environment. A livable Upper Market area allows community members to walk comfortably, safely and freely at all times of the day and in all areas of the community. Residents support a range of different businesses of all sizes and types and a balance of visitor and local uses. The community seeks to maintain the area's village atmosphere while increasing economic development opportunities that can help achieve the community's social and cultural goals, as well as maintain the area's future economic health.



C. Connectivity

Market Street is a “24-hour street” that is a safe, pleasant and engaging place to walk. A vibrant and successful Upper Market area is one that prioritizes pedestrian movement within a harmonious network of multiple modes of travel, including automobile, biking, and transit. Local residents want to maintain an efficient parking management strategy that provides a sufficient parking supply.



D. High Quality

The Upper Market community values high quality and tasteful design and development in both the public and private realms. New development should never be banal and it should always be sensitive to adjacent historic buildings. Above all else, new development should convey a sense of original yet contextual design and continue in the diverse palette of colors and materials evident in the corridor.



E. Health and Safety

New developments should be designed, constructed and maintained with public and environmental health and safety as top priorities. Residents want to feel safe and comfortable in the streets and they see new developments as an opportunity to increase activity in areas perceived to be unsafe or neglected, and thereby increase public safety.



F. Accountability

Community members desire projects that design and plan future for long-term sustainability. Public improvements should be designed with lower-maintenance materials and sustainable design features. In the future, there should be continued dialogue between the community, developers and the Planning Department as well as other City agencies to provide continued accountability for the Plan’s implementation.

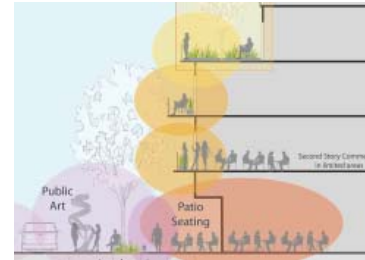
OVERARCHING COMMUNITY DESIGN PRINCIPLES

Design principles are conceptual statements to guide the physical design of community spaces. The following design principles are urban design components to guide the planning and design of improvements and developments in the Upper Market area.



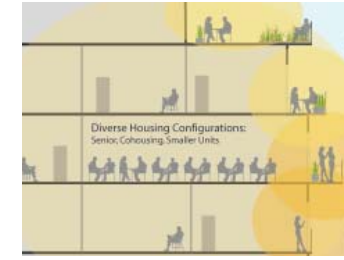
A. Vibrant Pedestrian Realm

Developments and improvements should create active, attractive, engaging, clean and safe sidewalks and crosswalks. Improved speed and reliability of transit services, upgrades to transit station appearance, and other amenities will benefit the pedestrian environment. A top priority for the community is to have more public, open spaces that are safe, lively and accessible for all.



B. Active, Street-Engaging Buildings

New buildings should have engaging design elements that contribute to an active public realm. Design elements should include inviting socially-engaging ground floor design of commercial storefronts, as well as engaging upper story design features that offer more “eyes on the streets”. New construction should be site and context sensitive, respecting and building in harmony with adjacent buildings.

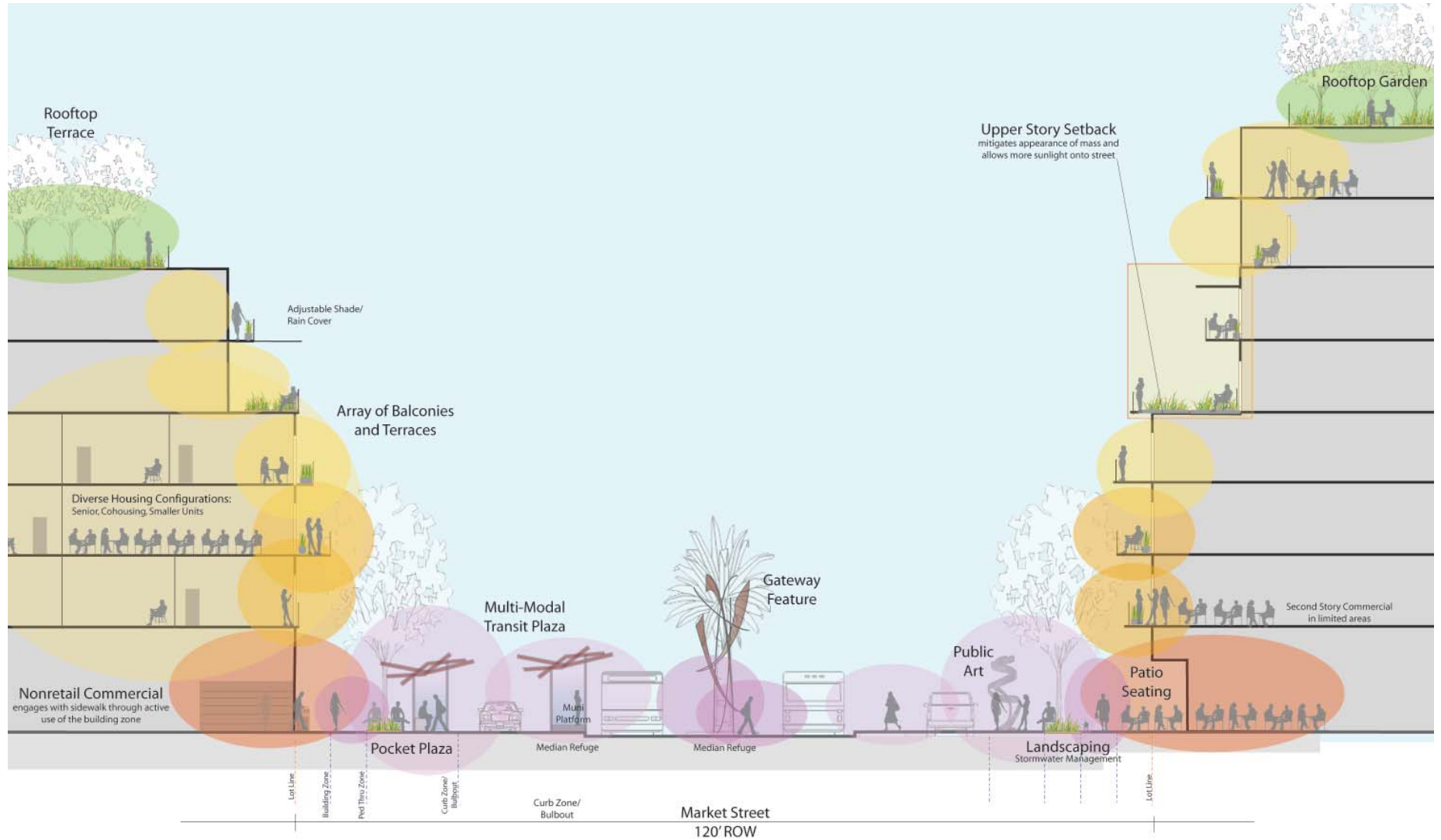


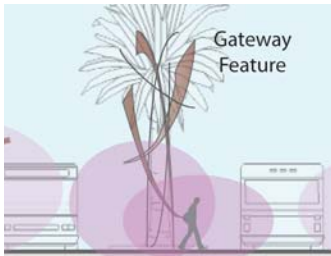
C. Well-Designed, Affordable, Flexible Buildings

New developments should use high-quality building materials and include a range of architectural styles and interesting designs that are fine-grain, tasteful and elegant. New housing should include rental and for-sale housing options that accommodate a range of income levels, ages and household sizes by providing housing units of difference sizes, configurations and styles. In particular, the community expressed the need for smaller, more affordable 1 bedroom and studio units.

FIGURE 3.2 UPPER MARKET DESIGN FRAMEWORK

The following diagram is a conceptual cross-section of the Upper Market study area that illustrates the multiple community design elements that compose the community vision. This diagram is meant to exemplify the dynamic and socially-vibrant spirit of the place. Actual building dimensions and streetscape design dimensions will vary according to site conditions. The building setbacks illustrated are not intended to serve as any specific design standard but rather serve purely illustrative purposes.





D. Strong Local Character and Identity

New development should reflect the diversity in the area and draw from on the different residential neighborhoods adjacent to the corridor, including the Mission Dolores, Duboce Triangle, Hayes Valley, Mission, Eureka Valley, and Castro neighborhoods. Public improvements and new development should integrate with historic buildings and respect the mixed-use design character of traditional San Francisco neighborhoods.



E. Network of Open Spaces

The community envisions a stronger network of public spaces in the Upper Market corridor, particularly the creation of a public gathering space at the intersection of Castro and Market Streets. Public open spaces and green spaces in the Upper Market area should be programmed and well-maintained.



F. Series of Community-Serving Uses

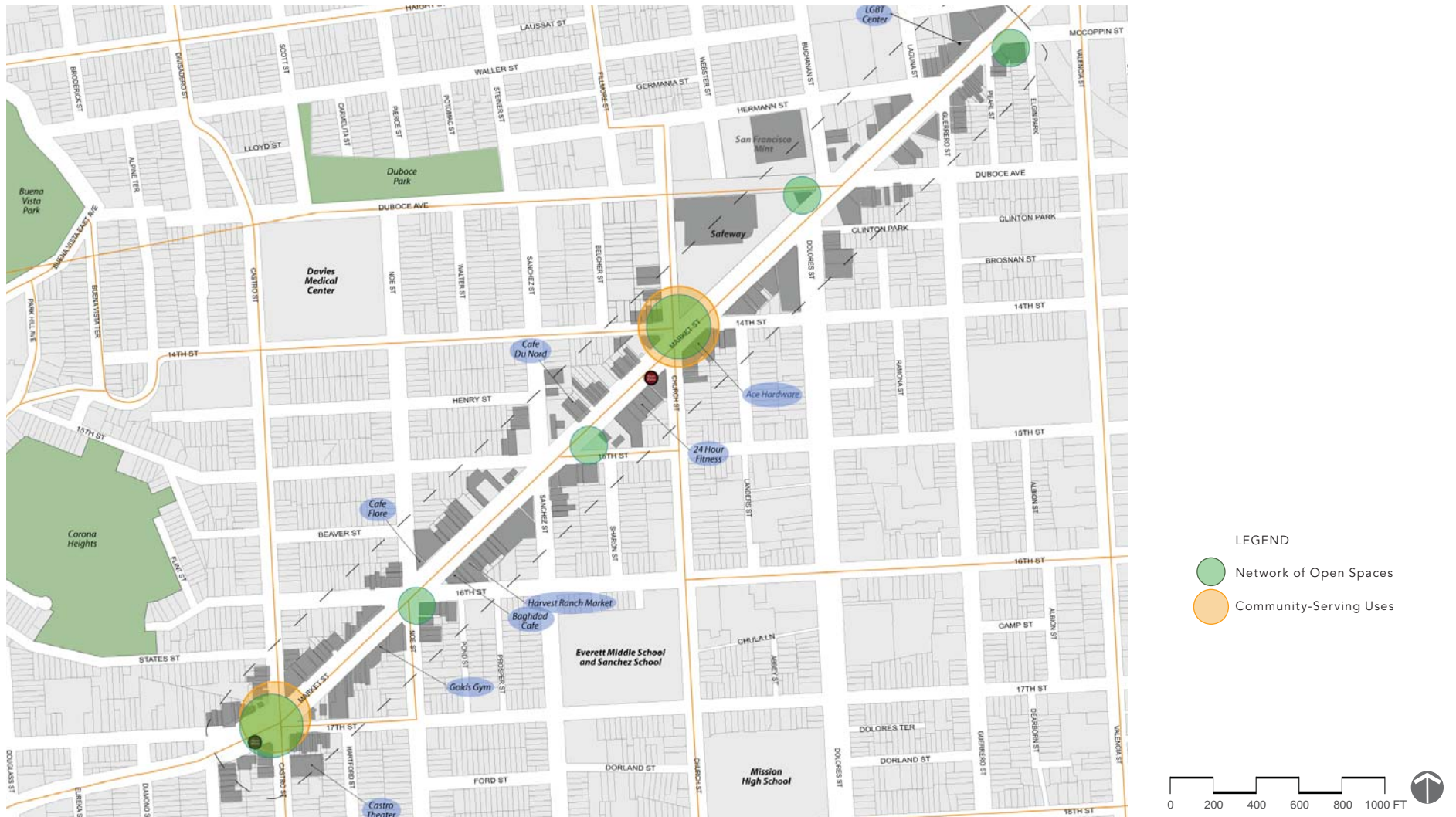
The community envisions businesses that are useful for day-to-day living and working in the corridor, including a range of business types from local businesses to large format retail.



G. Sustainable Environments

New buildings and public infrastructure should be constructed and operated in a durable and ecologically-sustainable manner.

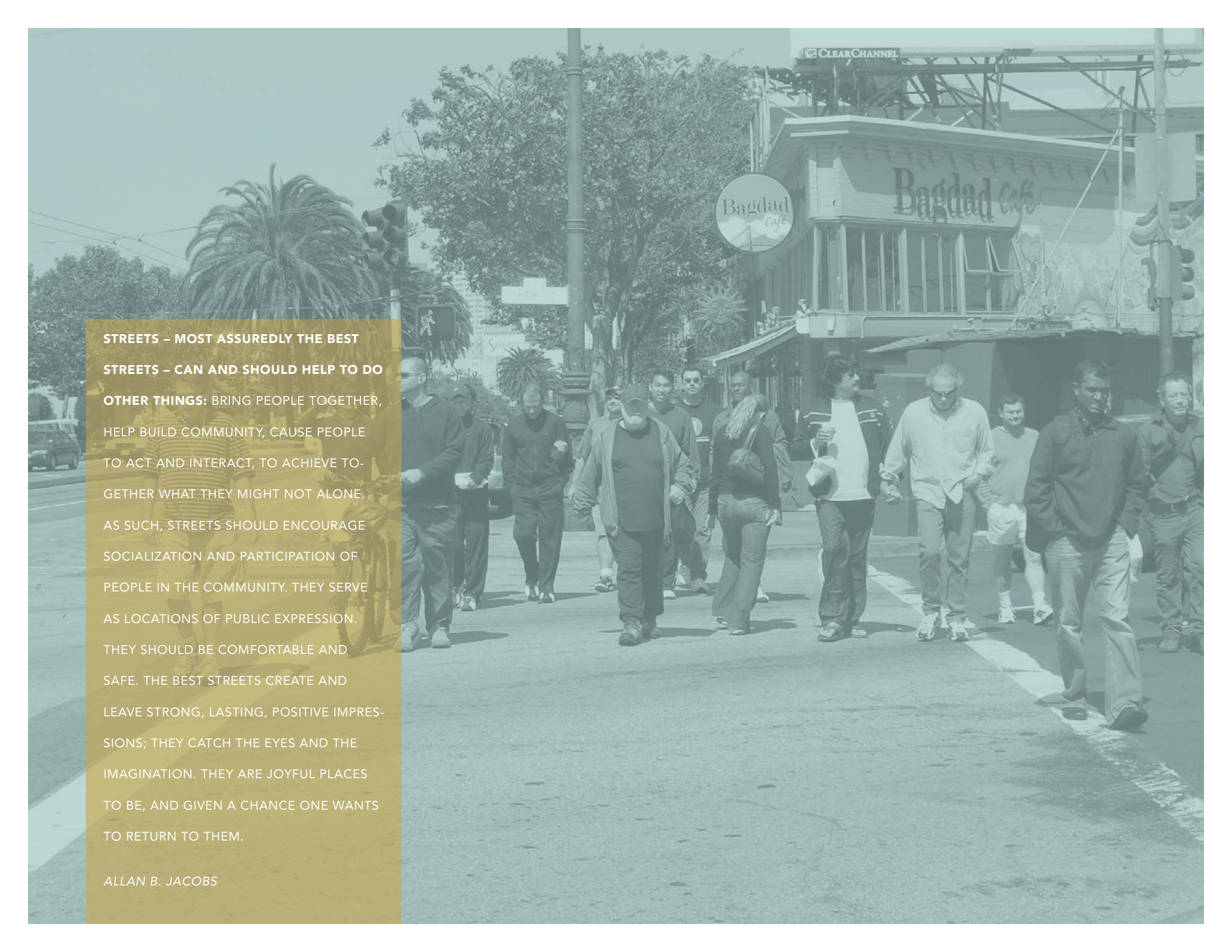
FIGURE 3.3 COMMUNITY DESIGN PRINCIPLES DIAGRAM



CHAPTER FOUR



community recommendations



STREETS – MOST ASSUREDLY THE BEST
STREETS – CAN AND SHOULD HELP TO DO
OTHER THINGS: BRING PEOPLE TOGETHER,
HELP BUILD COMMUNITY, CAUSE PEOPLE
TO ACT AND INTERACT, TO ACHIEVE TO-
GETHER WHAT THEY MIGHT NOT ALONE.
AS SUCH, STREETS SHOULD ENCOURAGE
SOCIALIZATION AND PARTICIPATION OF
PEOPLE IN THE COMMUNITY. THEY SERVE
AS LOCATIONS OF PUBLIC EXPRESSION.
THEY SHOULD BE COMFORTABLE AND
SAFE. THE BEST STREETS CREATE AND
LEAVE STRONG, LASTING, POSITIVE IMPRES-
SIONS; THEY CATCH THE EYES AND THE
IMAGINATION. THEY ARE JOYFUL PLACES
TO BE, AND GIVEN A CHANCE ONE WANTS
TO RETURN TO THEM.

ALLAN B. JACOBS

community recommendations

IN THIS CHAPTER

- Public Realm Vision
- Engaging Sidewalks
- Green Infrastructure
- Great Open Spaces
- Pedestrian / Transit-Oriented Improvements
- Bike-Oriented Improvements
- Just Enough Parking
- Sufficient Maintenance
- Excellent Design
- Safe and Clean Places
- Appropriate Height

THIS CHAPTER OFFERS a series of community improvements that will enhance the corridor for the benefit of residents, business owners, visitors, workers, and neighbors. The Upper Market area wears a lot of different caps. While it is a human-scale neighborhood village, Upper Market is also as well as an international tourist destination and regional entertainment district. All these different personalities mingle and coexist in the public realm, the village living room.

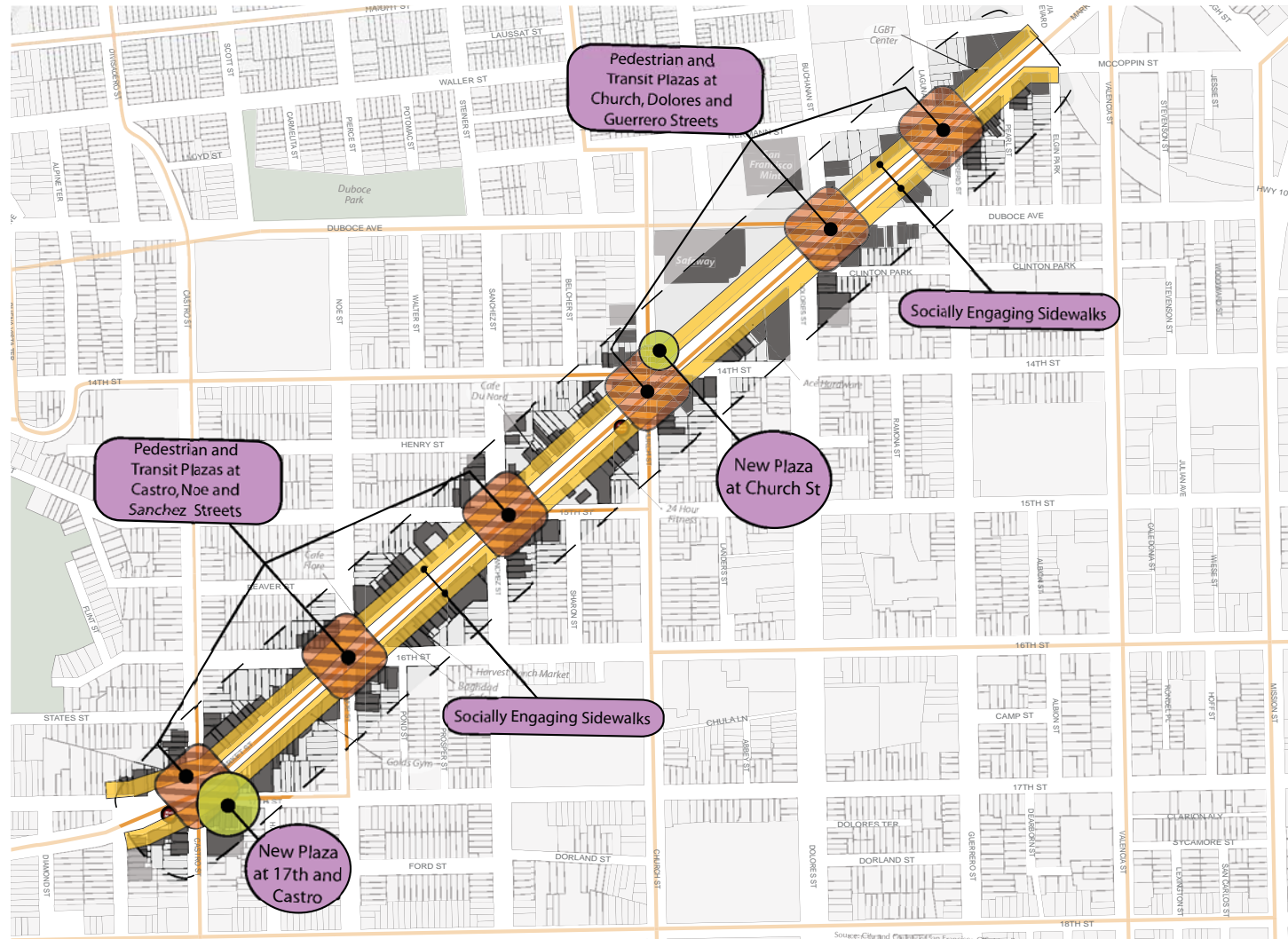
The following recommendations serve as guidance for future actions by San Francisco public agencies, including Muni, DPW, and Planning. They provide details on how future improvements to the public right-of-way should be designed and implemented. They range from large scale project recommendations, such as incorporation of new public spaces at major intersections or the raising of building heights to make providing community organizations space more feasible, to minute improvements that can potentially be incorporated into routine maintenance, such as including special accent materials during required repavings. These recommendations can also inform the work of neighborhood organizations, developers, and residents interested in improving their neighborhood. They can assist neighborhood entities, such as the Castro/Upper Market Community Benefit District, or other neighborhood organizations to take sponsorship and stewardship of the public realm. Sponsors of new private development, local residents and business can also help implement these public realm improvements by incorporating recommendations in front of their property.

PUBLIC REALM VISION

Public space is important for the Upper Market community. A high-quality, highly-engaging public realm supports resident's daily living needs with comfortably areas to walk to work, shop, and interact on the street. Throughout the area's history, the public realm has served as an important platform for the community to express themselves. High quality, sufficient and attractive public space will continue to set the stage for the area's communities to continue growing into the future.



FIGURE 4.1 PUBLIC REALM DESIGN FRAMEWORK





Local San Francisco sidewalk greening

A. ENGAGING SIDEWALKS

The sidewalk is the most important element of the public realm. It is the theater for daily living, social interaction and serendipity to spice up one's routine. In tight urban conditions, the sidewalk is also where there is the physical opportunity for a small place of respite, a piece of sculptural beauty or artistic inspiration.

A1: Encourage socially-engaging sidewalk design adjacent to active uses.

- Ensure, where possible, that there is a minimum six-foot wide through-walking pedestrian zone to provide comfortable pedestrian circulation. No obstacles should be placed within this pedestrian zone. (Refer to Figure 4.2A)
- Encourage flexible outdoor seating, landscaping, and display of goods.
- Provide sufficient pedestrian amenities to keep sidewalks clean by installing more trash cans.

- Install new lighting fixtures and/or improve existing street lighting fixtures to increase safety and contribute to the visual appearance of the street environment.
- Allow ground floor commercial establishments to furnish the "building zone"-- approximately four feet from the private lot line into the sidewalk-- as well as the "curb zone"-- approximately four-six feet from the curb into the sidewalk. (Refer to Figure 4.2A)
- Figure 4.2B illustrates an organic, eclectic approach to sidewalk design that reflects the spontaneous and original character of the Upper Market area. The sidewalk "kit of parts" is based on use-specific sidewalk design. Figure 4.2B displays the various possibilities for furnishing and landscaping the curb and building zones. Altogether, this creates a pedestrian experience punctuated with activities that reflect the diverse physical and social landscape of the Upper Market area.



Lush landscaping and outdoor seating on Upper Market sidewalks



FIGURE 4.2A SIDEWALK ZONES

The following diagram locates the three sidewalk zones referenced by Guideline A1. The building zone immediately in the front of a building, the pedestrian zone is the center portion of the sidewalk dedicated for convenient pedestrian travel. The curb zone is the area adjacent to the street and is usually furnished with street trees, plantings, bicycle racks and public seating.

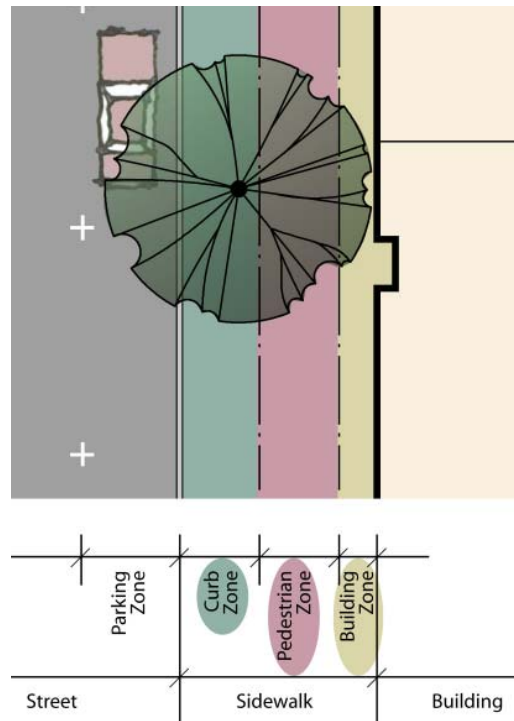


FIGURE 4.2B SIDEWALK "KIT OF PARTS"

The following diagrams illustrate the multiple combinations of sidewalk elements, such as public and private seating, plantings, public art, and bicycle amenities, that can be installed in the curb and building zones. These different sidewalk design elements not only enliven the pedestrian experience but enhance the activities and environment of groundfloor shops.

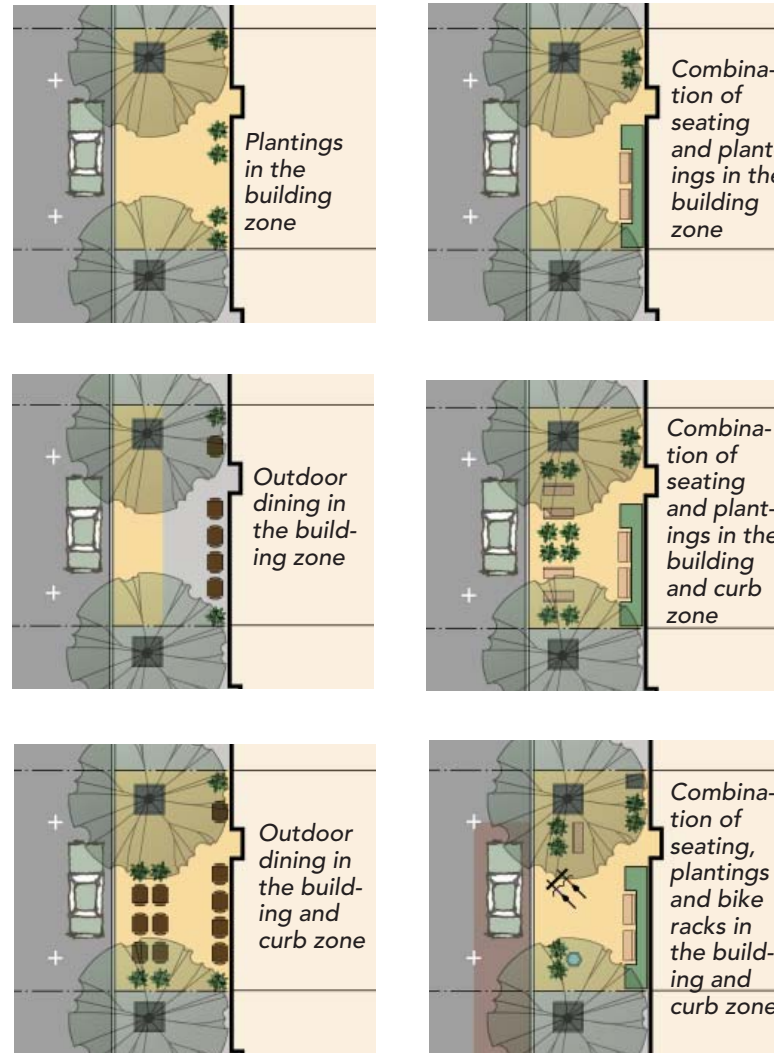
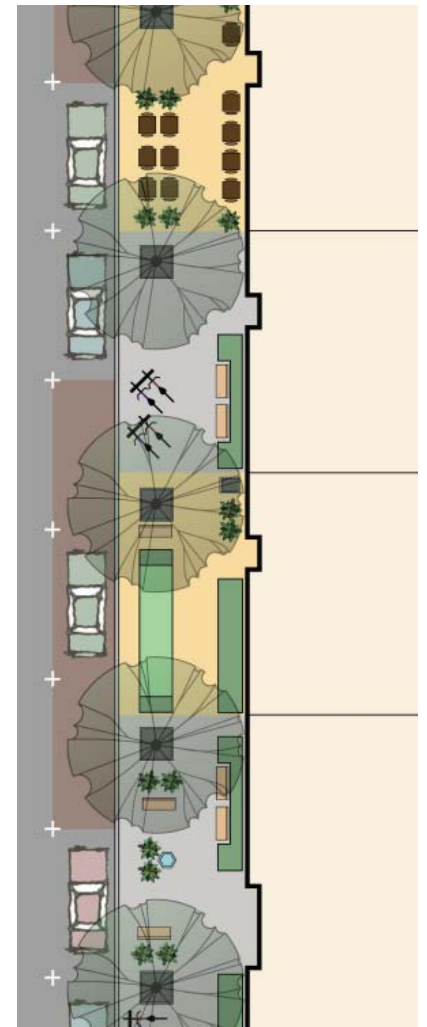


FIGURE 2.3C PIECED TOGETHER

The proposed sidewalk design is an organic, flexible approach that will create an eclectic and unique experience that reflects the area's large mix of groundfloor uses.





Stamped asphalt

A2: Design and install pavement materials, art and way-finding signage that express the artful and historical characteristics of the area.

- Explore use of tinted concrete as a distinctive pavement material.
- Create more murals by local artists on blank walls.
- Consider themes such as LGBT history, Mission Dolores, and the 1906 earthquake/fire.

A3: Explore strategies for increasing commercial uses on sidewalks.

- Define commercial uses to include street vendors and performers.
- Allow only licensed street performers. Work with the Department of Public Works to explore organizing and issuing permits and schedules for public performance spaces.



Celebrate local history (Harvey Milk)



Duboce bikeway mural

B. GREEN INFRASTRUCTURE

“Green interventions” along Upper Market Street are the most viable strategies for increasing urban sustainability within the public realm. Increasing surface permeability through landscaping and permeable materials eases stormwater pressure on the city’s infrastructure while also offering additional opportunities for plants to soften the urban landscape for residents and visitors alike.

B1: Install more natural plantings and materials on sidewalks, in selective on-street parking spaces, and in the center median.

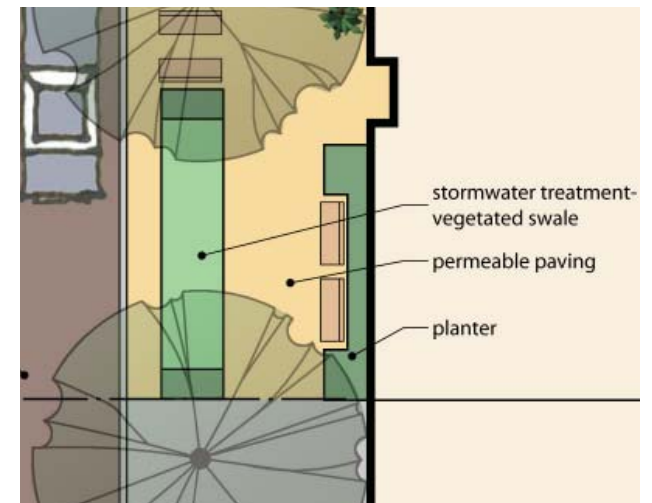
- Use permeable paving on sidewalks and retention basins where possible.
- Explore the feasibility of permeable paving on sidewalks and storm water retention basins.
- Use native plantings that are capable of thriving in an urban environment.
- Restrict the size of vegetation and plantings so as not to be too dense, block out retail signage or impede pedestrian flow.
- Design in conjunction with Better Streets program.



Portland bioswale on sidewalk



Additional sidewalk landscaping



Sidewalk planting bed



Castro street fair



Single gas pump installed in sidewalk (France)



Farmer's market

C. GREAT OPEN SPACES

While not used as frequently every-day like sidewalks, open spaces offer important gathering areas for large or special events that bolster community identity. A network of open spaces also offers relief from the city's busy streets and buildings pressed cheek-to-jowl.

C1: Create a public gathering space at the intersection of Castro and Market.

- Explore the creation of a 17th Street Transit Plaza as shown in Figure 4.3B.
- Explore the possibility of purchasing the Chevron gas station and converting the site into either: 1) a building with a community component or 2) a Castro Plaza as designed by Heidi Sokolowsky and Sabine Engelhardt in their winning entry in the 2000 Harvey Milk Memorial Plaza Design Competition.
- A short-term, low-cost strategy to create a plaza is to close 17th Street to automobile through-traffic for one block before Castro Street. Streetcars would continue using 17th Street as they do today.
- Once 17th Street becomes a transit plaza, the City can use an array of design and programming tools to make the space more inviting and used by the local community.
- Allow multiple public programs such as farmers' markets, public gatherings, festivals and performances in the transit plaza.
- Replace the roadway with colored asphalt, concrete, stone and/or other attractive hardscape materials to distinguish the space as a plaza.
- Ensure that the public space is lined with active buildings that provide "eyes on the street" and help ensure the vibrancy and maintenance of the plaza.
- Explore creative strategies to better connect the existing Harvey Milk Plaza with the street above.
- Explore minimizing but not removing the gas station through the conversion of one edge of the site into a single-side loaded-only gas station. See Figure 4.3C.

FIGURE 4.3A EXISTING

Figure 4.3A shows the existing 17th Street and Market intersection. Currently, the Chevron gas station is located on the corner, the F Market Street streetcar boards in the center of 17th Street, which is also used by cars in both directions.

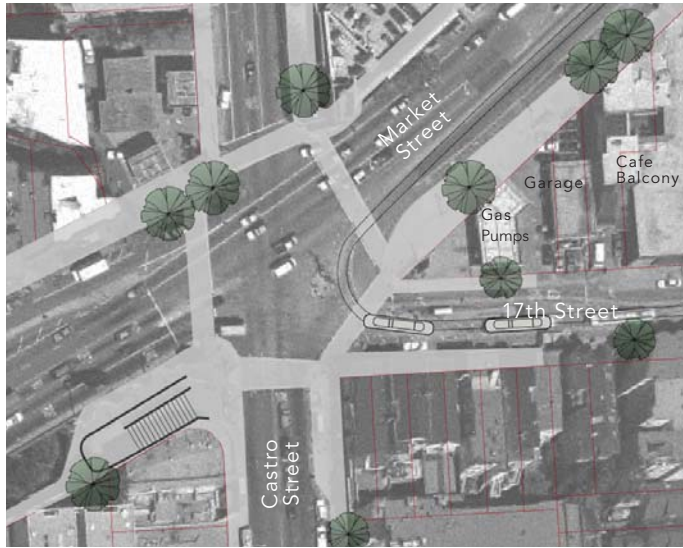


FIGURE 4.3B PROPOSED PLAZA

Figure 4.3B illustrates the recommended improvements to the Castro and Market intersection. The diagram shows the 17th Street Transit Plaza - closed to automobiles, repaved with a distinctive material that integrates with the sidewalk realm and made more attractive with plaza design features (such as public art and landscaping.) In this option, the Chevron station remains fully functional and the corner of the lot is used for a small cafe with outdoor seating.

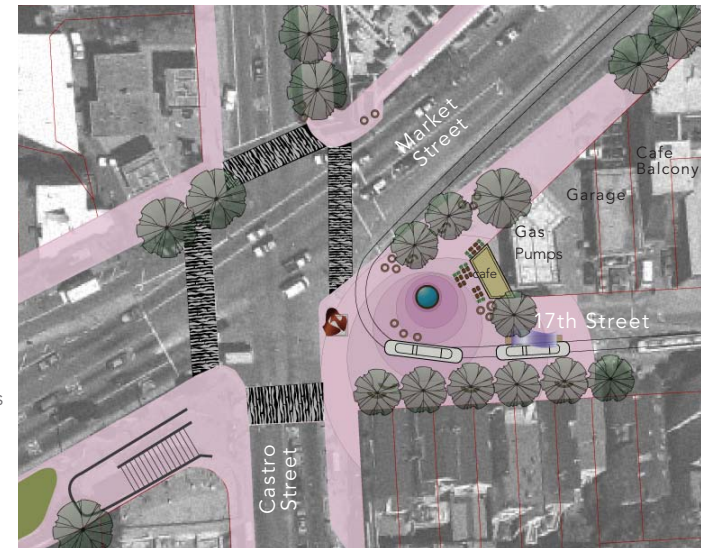


FIGURE 4.3C PROPOSED CASTRO PLAZA

Figure 4.3C illustrates another design option that builds on the public improvements described in Figure 4.3B and assumes the City purchases the Chevron Station for conversion into the Castro Plaza (as envisioned in the winning design of the 2000 Harvey Milk Memorial Plaza Design Competition.)



FIGURE 4.3D PROPOSED PLAZA, BUILDING, MINI PUMPS

Figure 4.3D illustrates another design option that builds on the public and private improvements described in Figure 4.3B and C. Figure 4.3D presents an option that retains gas pumps arranged for cars to refuel on one side only. Constructing a building on this site could help offset costs of building the plaza as well as help anchor this very important corner. It would also permit the gas station to remain in business.





Urban plaza

C2: Create additional open spaces in the Upper Market area.

- Incorporate a green planting component into new open spaces to offer a softer, natural component to the streetscape.
- Ensure that new open spaces are designed with low-maintenance, drought-tolerant plants.

- Explore the improvement of public spaces to create sufficient visual surveillance necessary to maintain a safe environment. This will also discourage public urination, sleeping in the right of way, aggressive panhandling.
- Consider public space improvements that also incorporate structures for active uses, such as a cafe or newsstand, that would bring more activity to the open space.

- Consider locating a public open space is at the Church and Market intersection. (Refer to Figure 4.4) This proposal takes into consideration the current ownership parcels of the Safeway site and recommends expanding the current corner plaza into a larger plaza with a building component. This site could be designed to incorporate a regular farmer's market.
- Consider developing a building to activate the proposed open space, such as a restaurant or cafe with outdoor dining to keep the space active. Refer to Figure 4.4) The proposed building includes a roof garden and potentially a rooftop bar to enjoy the surrounding views of the hills.



Existing northeast corner of Safeway parcel

FIGURE 4.4 PROPOSED CHURCH STREET PLAZA OPTIONS



- One strategy for mitigating the presence of the recycling center on the Safeway site is to incorporate the recycling center into a building structure.
- The diagram in Figure 4.5 shows the recycling center housed in a new commercial development that anchors the corner with a rooftop terrace. The development would have underground parking and enclose the recycling building with other uses.
- Situated at a highest point of the street, a rooftop bar would provide great views of Twin Peaks as well as the whole neighborhood.

FIGURE 4.5 RECYCLING CENTER REDESIGN



C3: Incorporate a strong sense of artful, expressive and multi-faceted historical design elements with gateway features, art and landscaping in the center median.

- Explore rotating art pieces in public spaces to provide a more dynamic display of art as well as to allow opportunities for artists in the area to show their work.
- Potential themes include LGBT culture, Mission Dolores history, the 1906 earthquake/fire.
- Explore public art and landscaping in the center median to provide additional character and identity for the neighborhoods. Refer to Figure 4.6.



Examples of public art

FIGURE 4.6A EXISTING MEDIAN



FIGURE 4.6B POSSIBLE MEDIAN ART AND LANDSCAPING



FIGURE 4.6C POSSIBLE MEDIAN ART AND LANDSCAPING



D. PEDESTRIAN / TRANSIT-ORIENTED IMPROVEMENTS

The intersections of upper Market Street provide a number of opportunities for expanding the public realm while also significantly improving and clarifying paths of travel for all users of the street. By weaving together transit plazas, innovative pedestrian crossings, engaging sidewalk designs and traffic-calming techniques, Upper Market Street can evolve into a more transit-oriented street where people sit, walk, wait and cross the streets with ease. The current comfort of the sidewalks will extend to bus waiting platforms and crosswalks. Original actions for this guideline were created and vetted by the community. Those actions are:

D1: Use creative, low-maintenance pavement materials in the crosswalks.

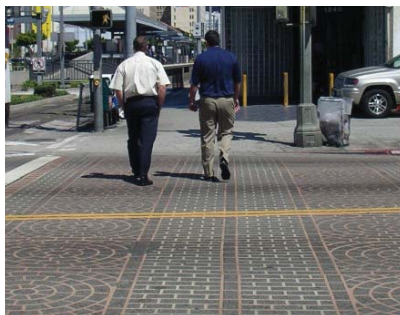
- Explore the use of special pavement such as stamped and/or tinted asphalt and concrete.
- Use the same or similar themed pavement materials in the crosswalk as in the transit plazas to create a more visual-dominance of the pedestrian realm.

D2: Provide bulb outs and extended public spaces within the public right-of-way, particularly on residential side streets off of Market Street..

- Reduce the length of pedestrian crossings via bulb outs and pedestrian refuges.
- Strategically place bulb outs and widened sidewalks to create new plazas, outdoor dining areas, and small public gathering spaces.
- On corner lots, encourage new buildings to provide a small angled setback (also know as a “Barcelona Corner”) for the creation of additional outdoor public or semi-public open space adjacent to the sidewalk.
- Use these improvements to decrease the overall size of intersections, and to help reduce the need for excessively long signal phases.
- This recommendation is not possible at all locations due to bus lines.



Pedestrian refuge



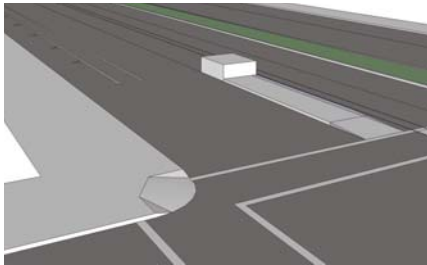
Tinted Asphalt

D3: Explore the following overall pedestrian improvements and traffic-calming measures:

- Explore side-street bulbouts and center medians on side-streets that can slow traffic entering neighborhoods and provide shorter crossings for pedestrians as well as pedestrian refuges.
- Explore all-pedestrian or “scramble” signaling phases. Pedestrian scrambles have the following advantages: 1) reduce conflicts between turning vehicles and pedestrians by prohibiting pedestrians from crossing on the green ball signal phase, 2) provide an exclusive signal phase for pedestrians, which increases the overall cycle length; and 3) allow pedestrians to cross the intersection diagonally in some cases. [Pedestrian scrambles are generally not feasible at very wide intersections, such as Market and 16th Streets; however, it should be applicable in most of the other intersections.]

D4: Explore the following specific interventions:

- Lengthen pedestrian timings at long intersections, such as at Noe and 16th Streets.
- Remove visual obstacles so cars can see pedestrians, such as the newspaper sales stand at 16th Street.



Existing ground plane



Proposed transit plaza ground plane



Proposed transit plaza concept diagram

D5: Create transit plazas that enhance and integrate public space around bus stops.

- Create transit plazas in the Upper Market corridor to create safer and more pleasant transit stations as well as to calm traffic and provide a safe way to continue bike lanes at intersections.
- Consider raising the street and connecting the sidewalk with transit boarding islands to create multi-modal transit plazas. (Refer to Figure 4.7.)

- Raise the street level to sidewalk height and pave with a unified material that blends sidewalk, transit boarding island and roadway into the appearance of one contiguous plaza.
- Include in the transit plaza a “bike box” demarcated zone where bikes can queue during a red light. Vehicles will need to stay behind the solid white line. (Refer to Figure 4.7)
- Place attractive bollards alongside the Muni waiting platform for the visually-impaired. Utilize landscape strips with stepping stones

along the sidewalk edge to alert the visually-impaired.

- Maintain existing ADA access points. Existing ADA ramps extend from sidewalk corners, across the crosswalk and up along one end of the transit boarding islands. The transit plaza concept plan shown in Figure 4.7 maintains the existing ADA access points.
- Provide amenities for transit plaza, such as improved signage, transit shelters, bike parking, public art, plantings, trash cans, additional lighting, and public seating.
- Explore design options that can integrate a transit plaza at the location of a bus stop.
- Explore opportunities for shared bus stops with private vanpools and shuttles, i.e. Google and Apple company bus shuttles.
- Explore opportunities to connect transit plazas to adjacent green spaces and larger plazas.

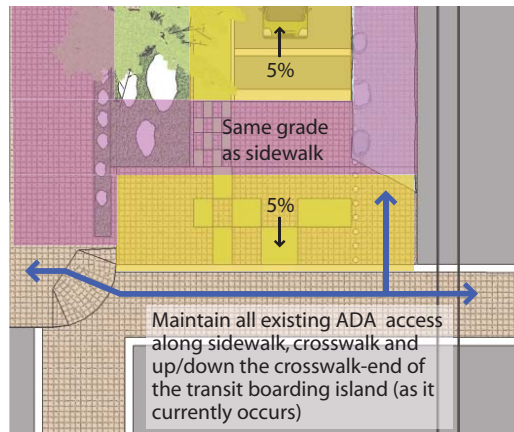
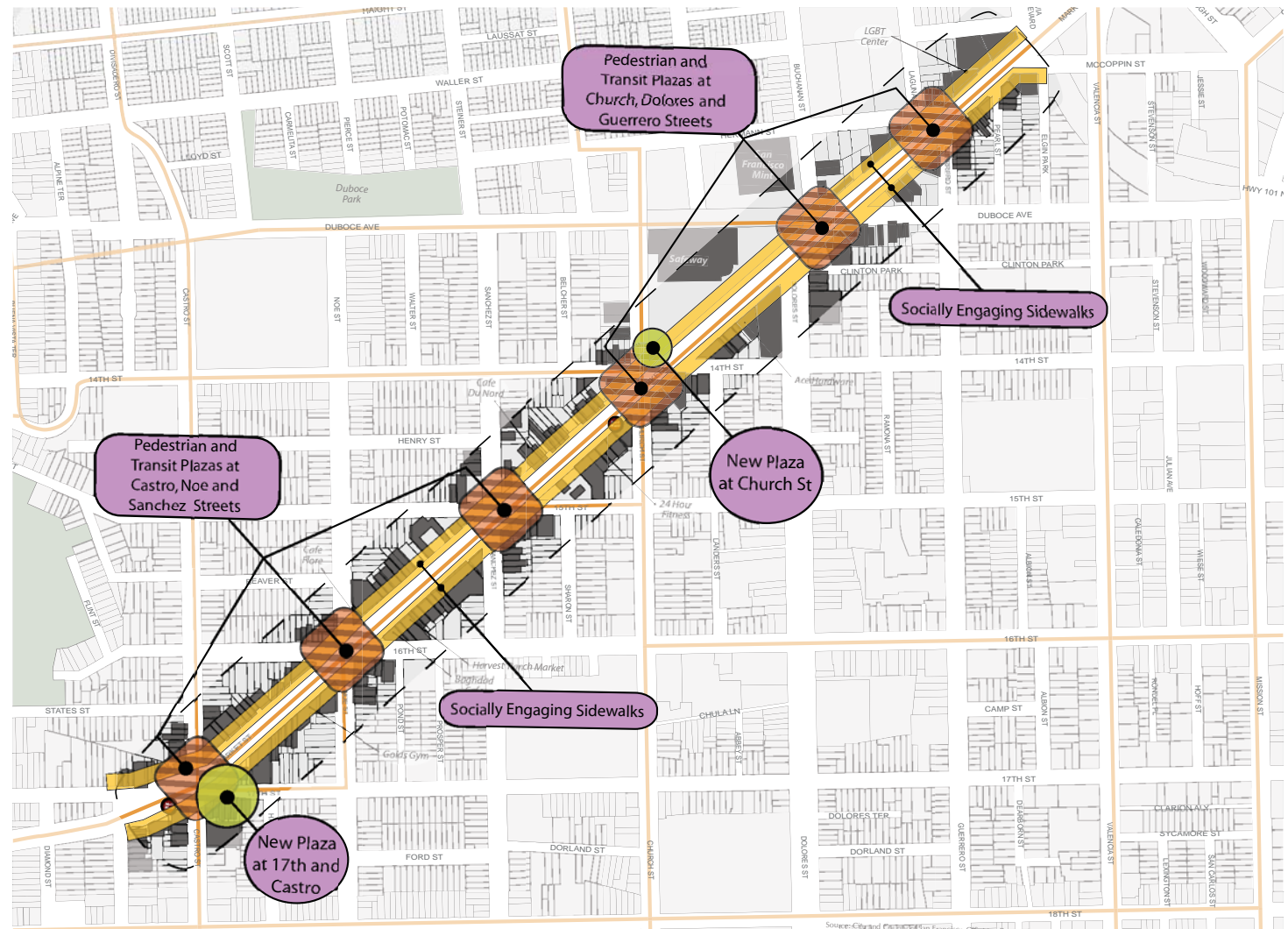


FIGURE 4.7 PROPOSED MARKET STREET TRANSIT PLAZA

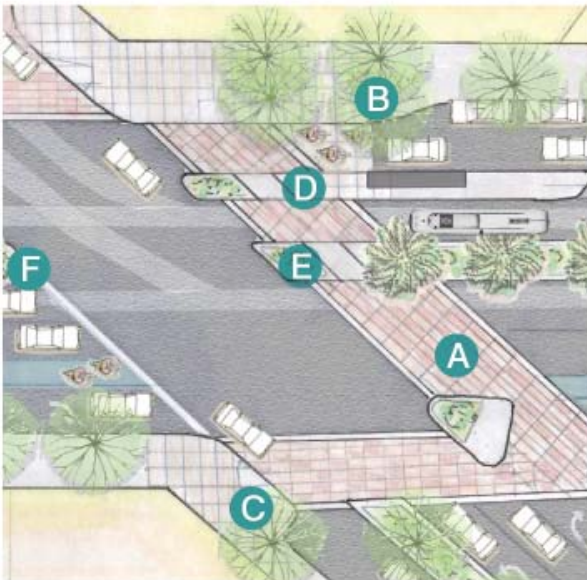


Based on those goals from the community, concept plans for each of the intersections along Market Street between Octavia and Castro Street were created. These conceptual re-design plans for Upper Market Street's intersections seeks to meet a number of the community's public realm priorities as established in the workshops: expanding the pedestrian realm to create socially engaging sidewalks & improved pedestrian crossings; and creating new public gathering spaces and open spaces along the corridor. They also were designed to aid efficient transportation movement, by providing clear and safe bicycle routes, improving intersection legibility for motorists, and increasing transit efficiency.



Proposed Improvements For All Market Street Intersections:

The following pages show concept drawings for improvements to the intersections of Market Street from Noe Street to Valencia Street*. Where feasible, the following urban design elements will be considered for all intersections:



- A** Special paving in crosswalks
- B** In-fill street tree planting
- C** Landscaped bulb-outs on residential side streets
- D** Transit plazas connecting Muni platform to sidewalk
- E** Extended and landscaped medians
- F** Bike improvements per the San Francisco Bicycle Plan

*The intersection of Valencia Street and Market Street is located outside of the Upper Market plan area but included to illustrate a consistent and integrated approach before and after the gateway intersection at Octavia Boulevard.

FIGURE 4.8A EXISTING MARKET STREET INTERSECTION AT NOE AND 16TH STREETS

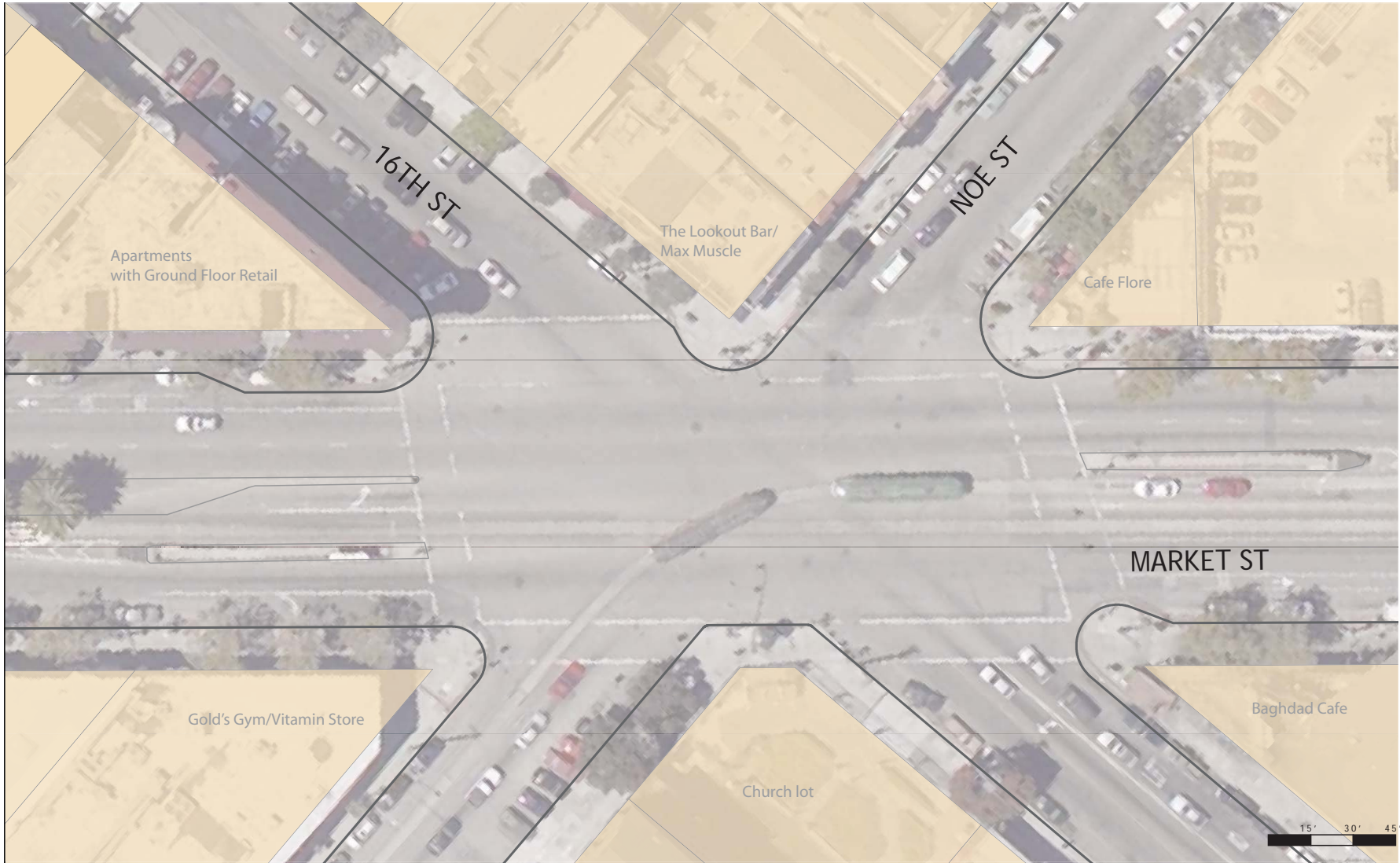


FIGURE 4.8B PROPOSED MARKET STREET INTERSECTION AT NOE AND 16TH STREETS

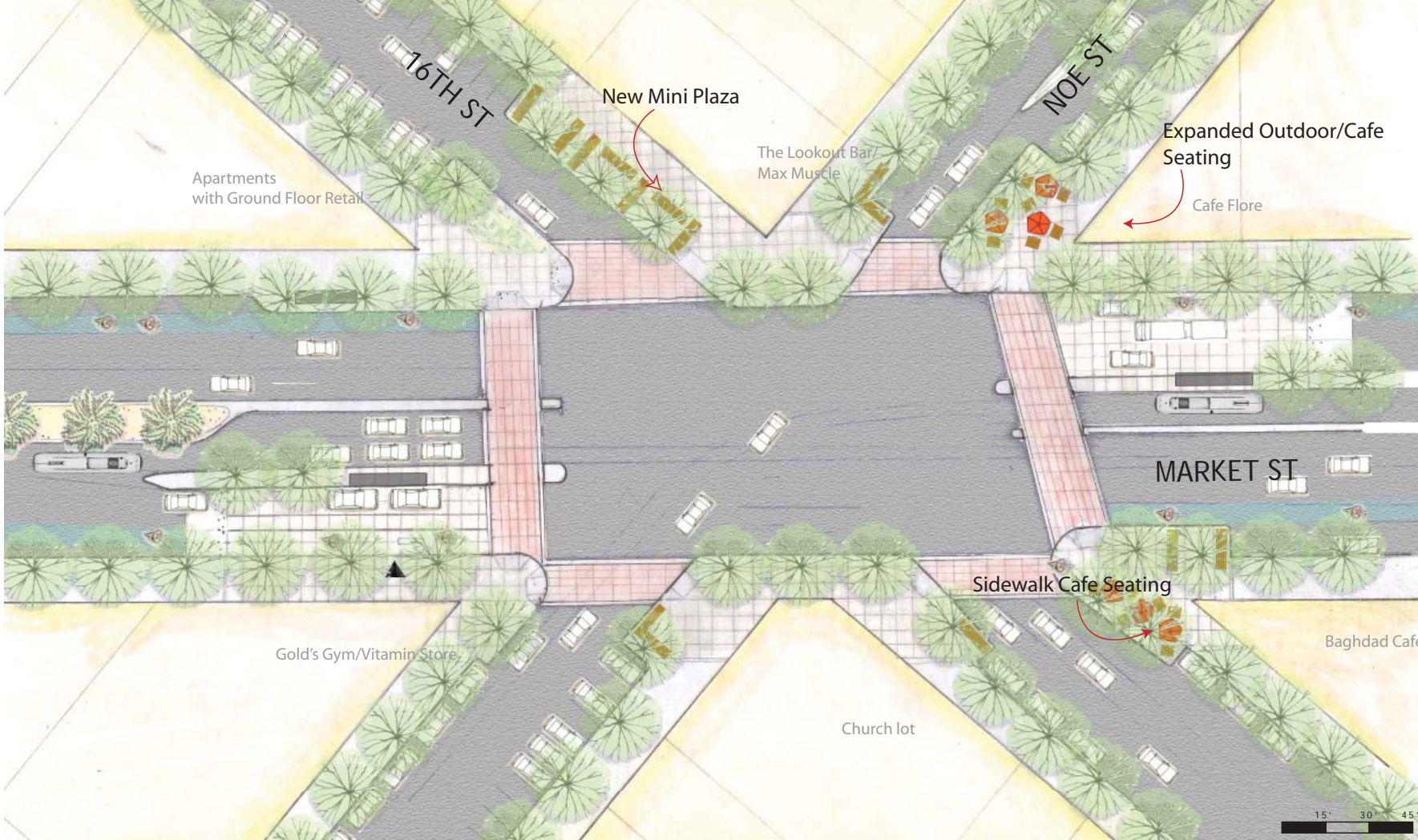


FIGURE 4.9A EXISTING MARKET STREET INTERSECTION AT 15TH AND SANCHEZ STREETS

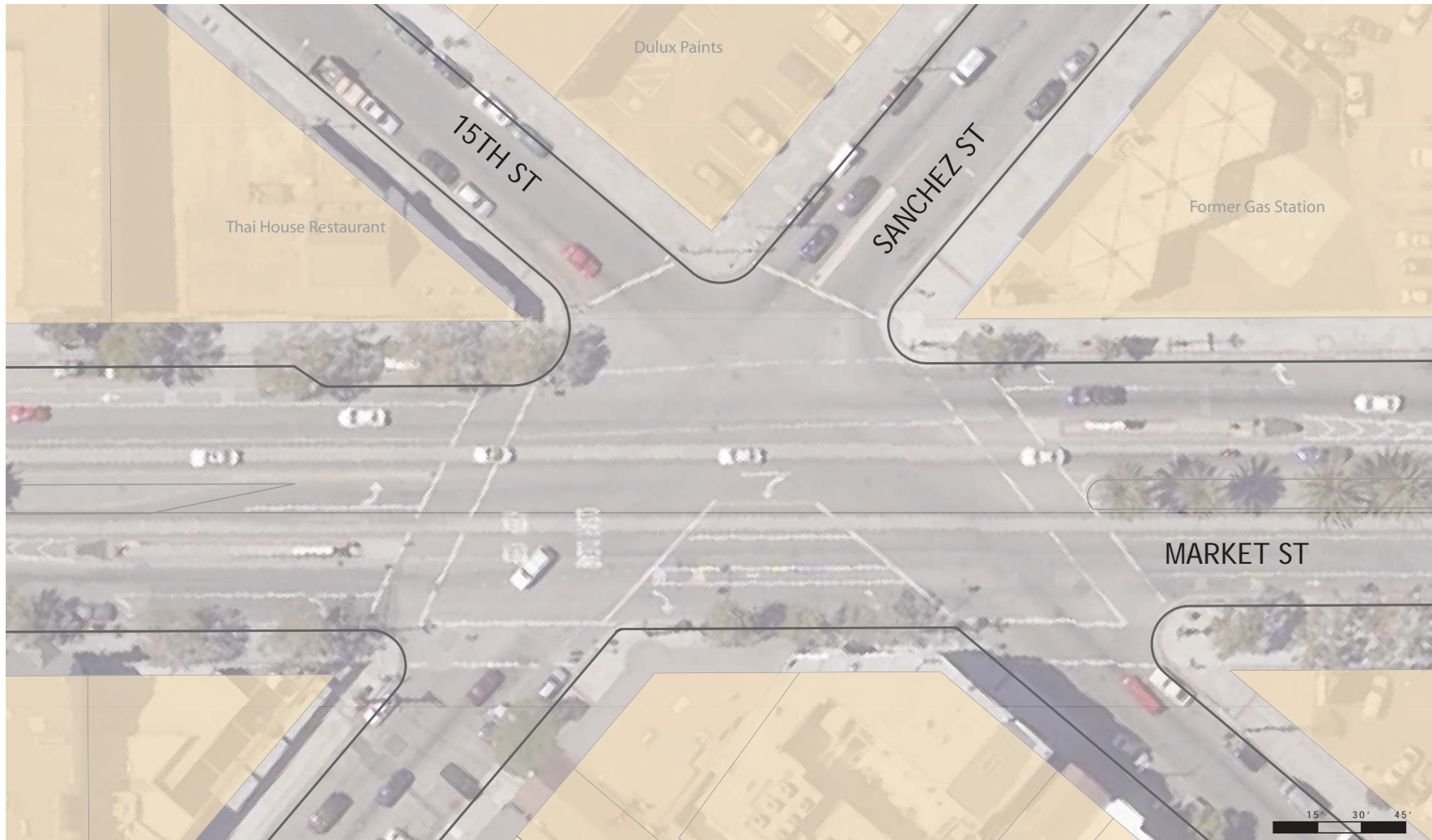


FIGURE 4.9B PROPOSED MARKET STREET INTERSECTION AT 15TH AND SANCHEZ STREETS



FIGURE 4.10A EXISTING MARKET STREET INTERSECTION AT 14TH AND CHURCH STREETS

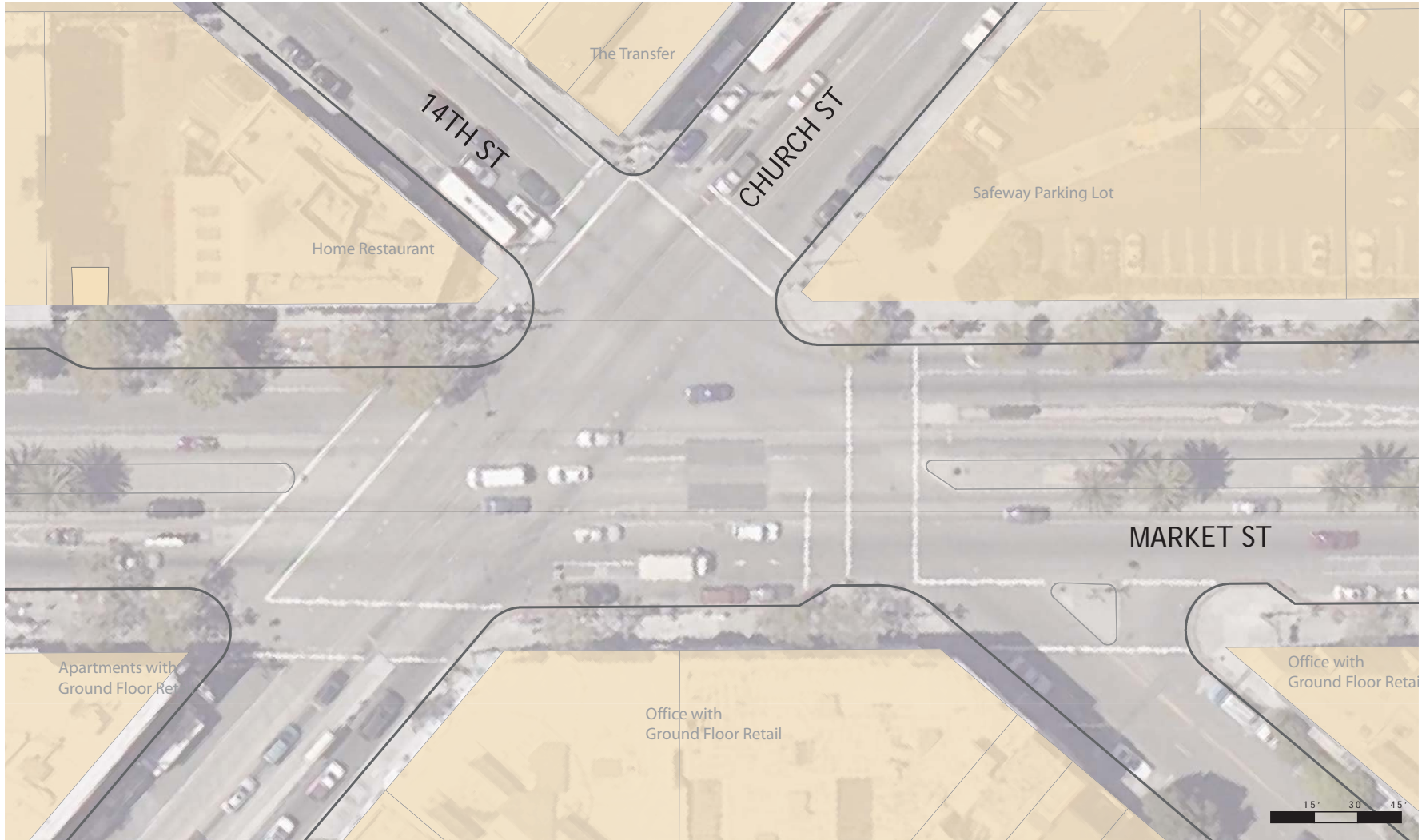


FIGURE 4.10B PROPOSED MARKET STREET INTERSECTION AT 14TH AND CHURCH STREETS

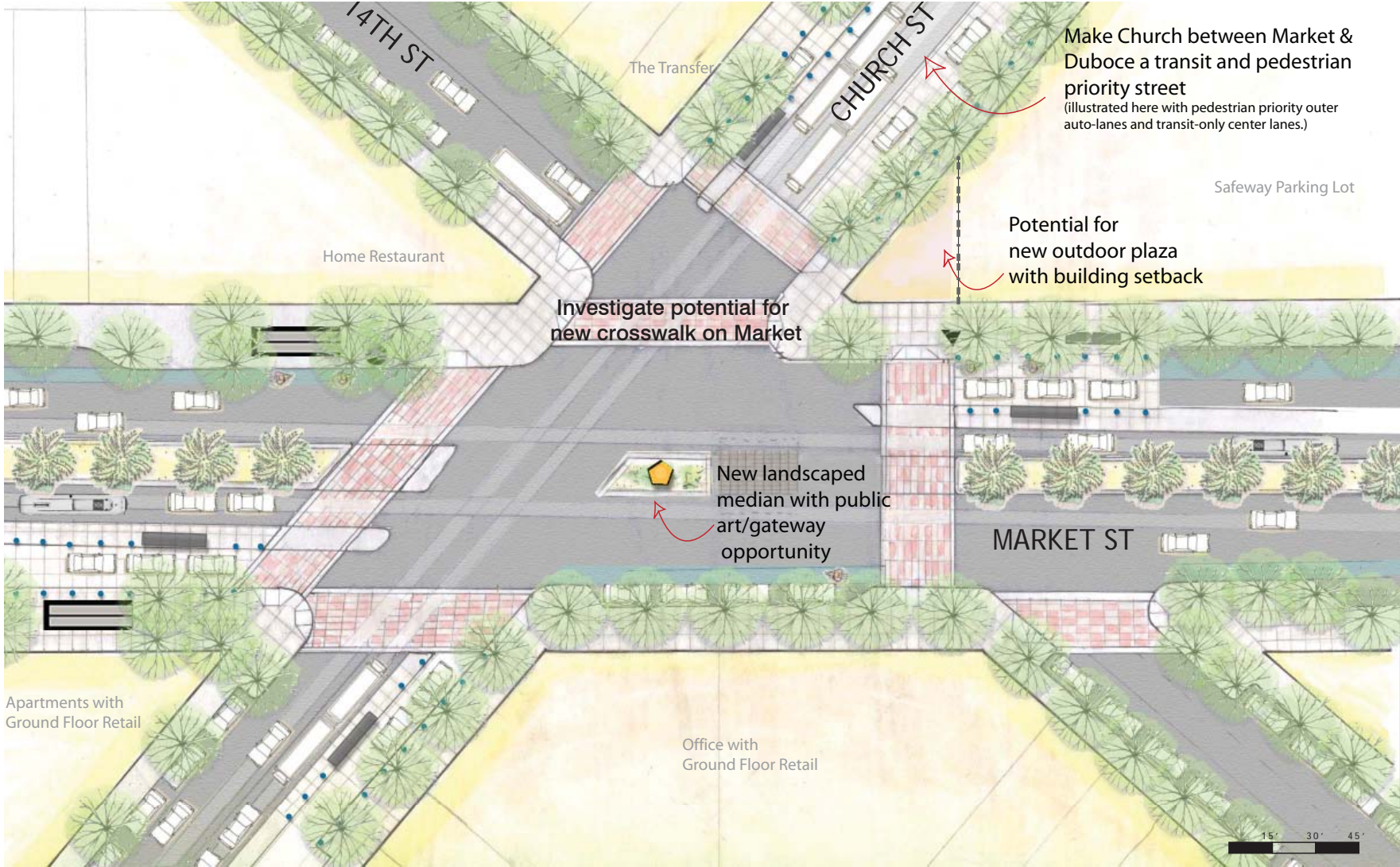


FIGURE 4.11A EXISTING MARKET STREET INTERSECTION AT DOLORES AND DUBUCE STREETS

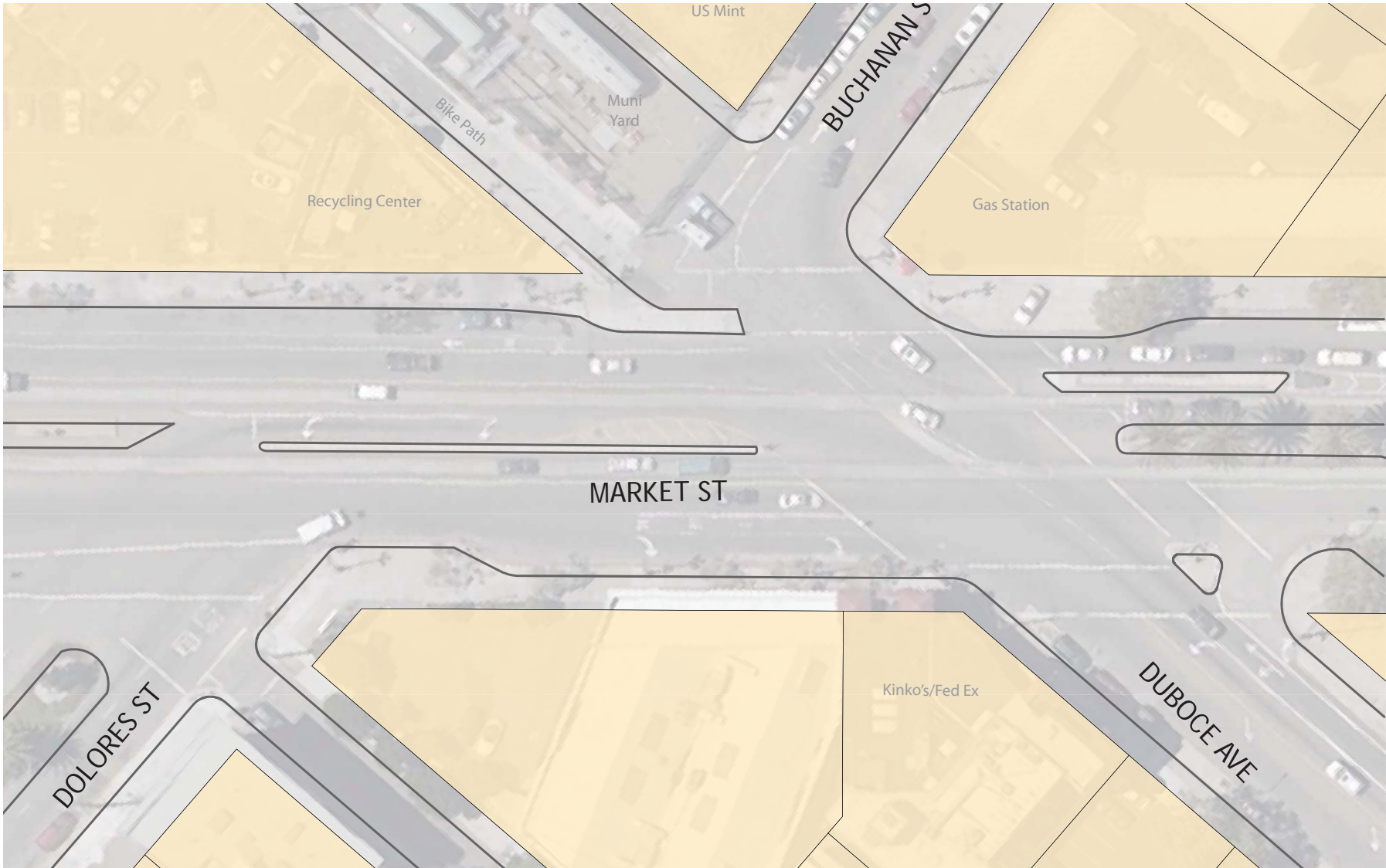


FIGURE 4.11B PROPOSED MARKET STREET INTERSECTION AT DOLORES AND DUBUCE STREETS

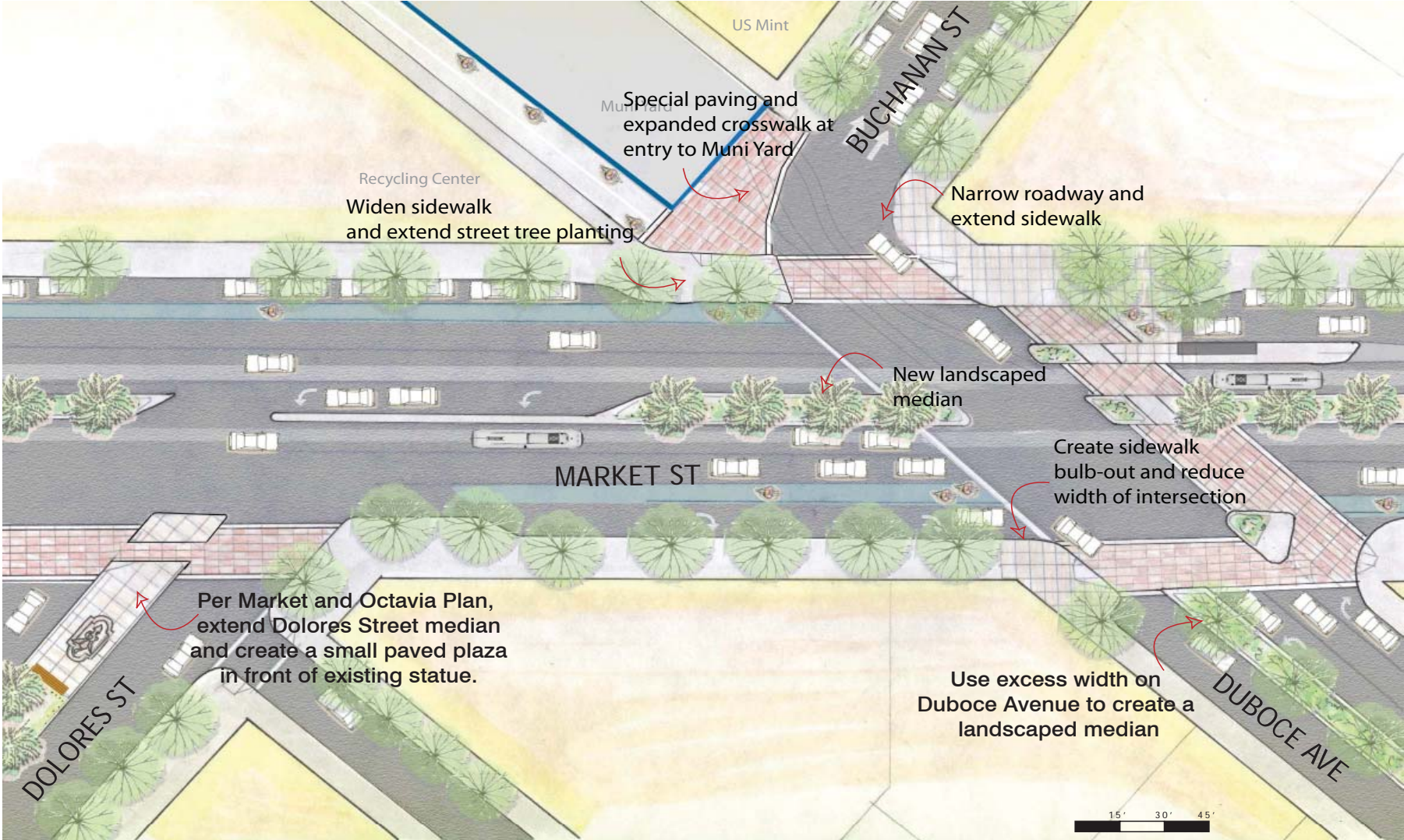


FIGURE 4.12A EXISTING MARKET STREET INTERSECTION AT HERMAN AND LAGUNA STREETS

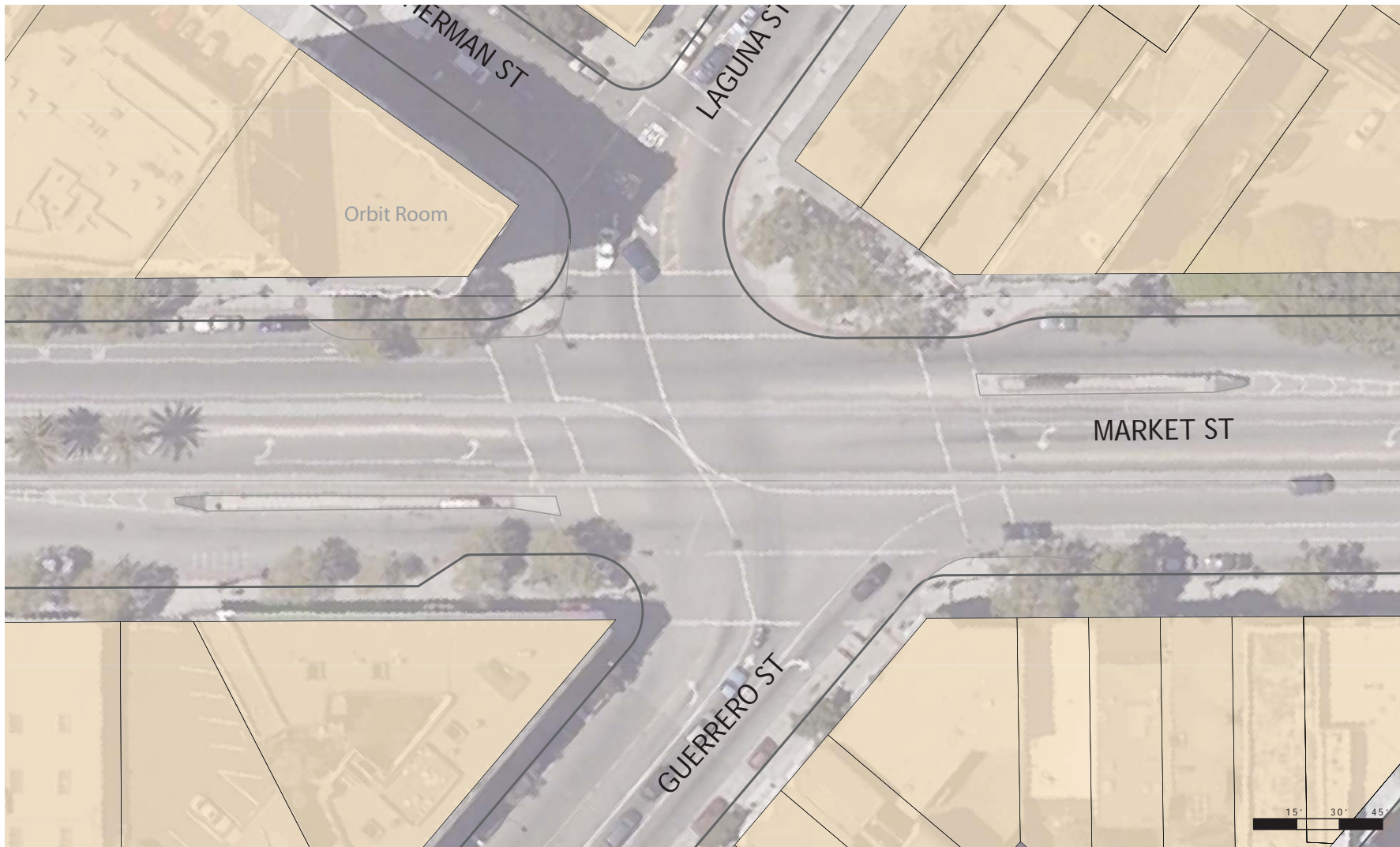


FIGURE 4.12B PROPOSED MARKET STREET INTERSECTION AT HERMAN AND LAGUNA STREETS

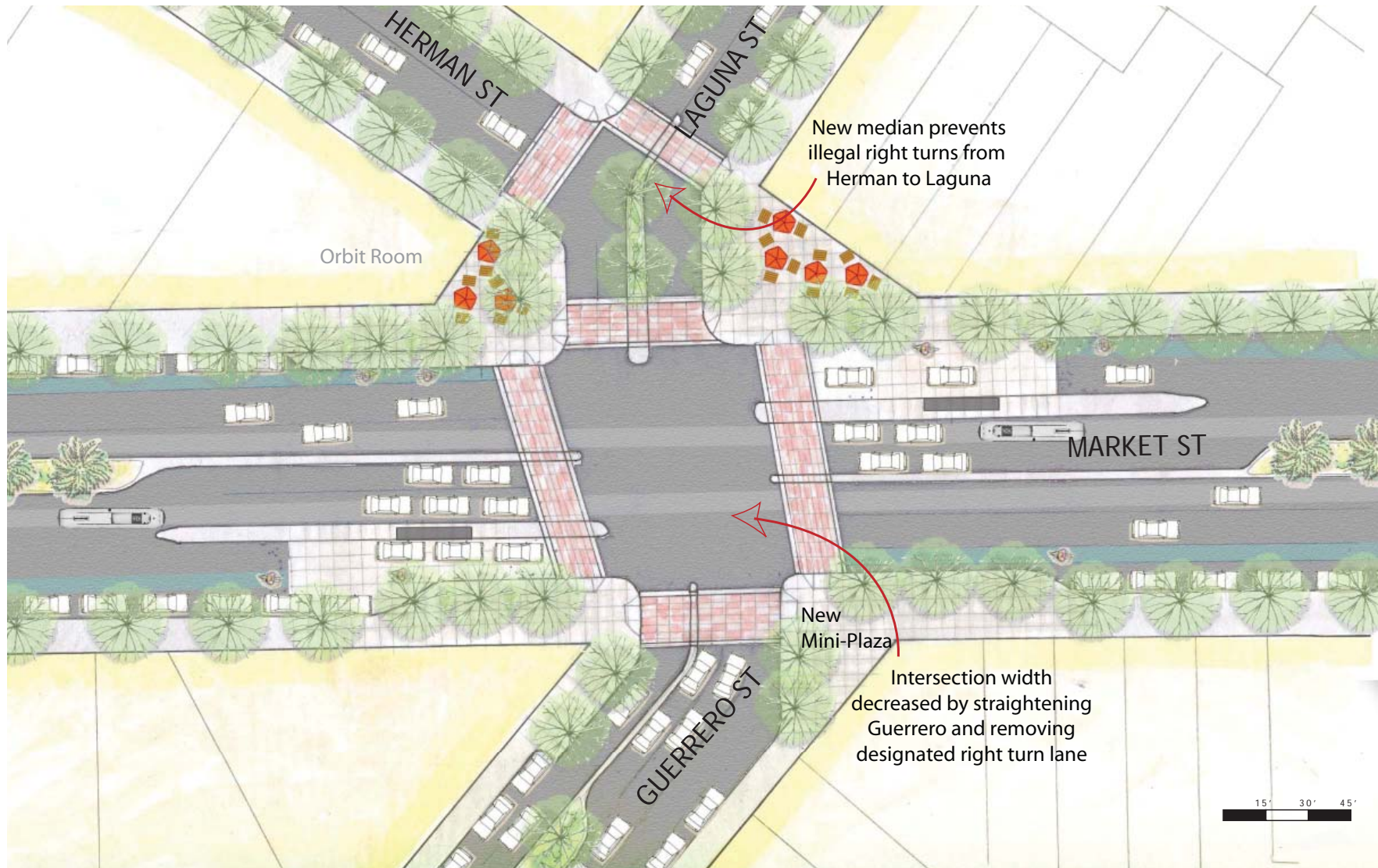


FIGURE 4.13A EXISTING MARKET STREET INTERSECTION AT OCTAVIA BOULEVARD

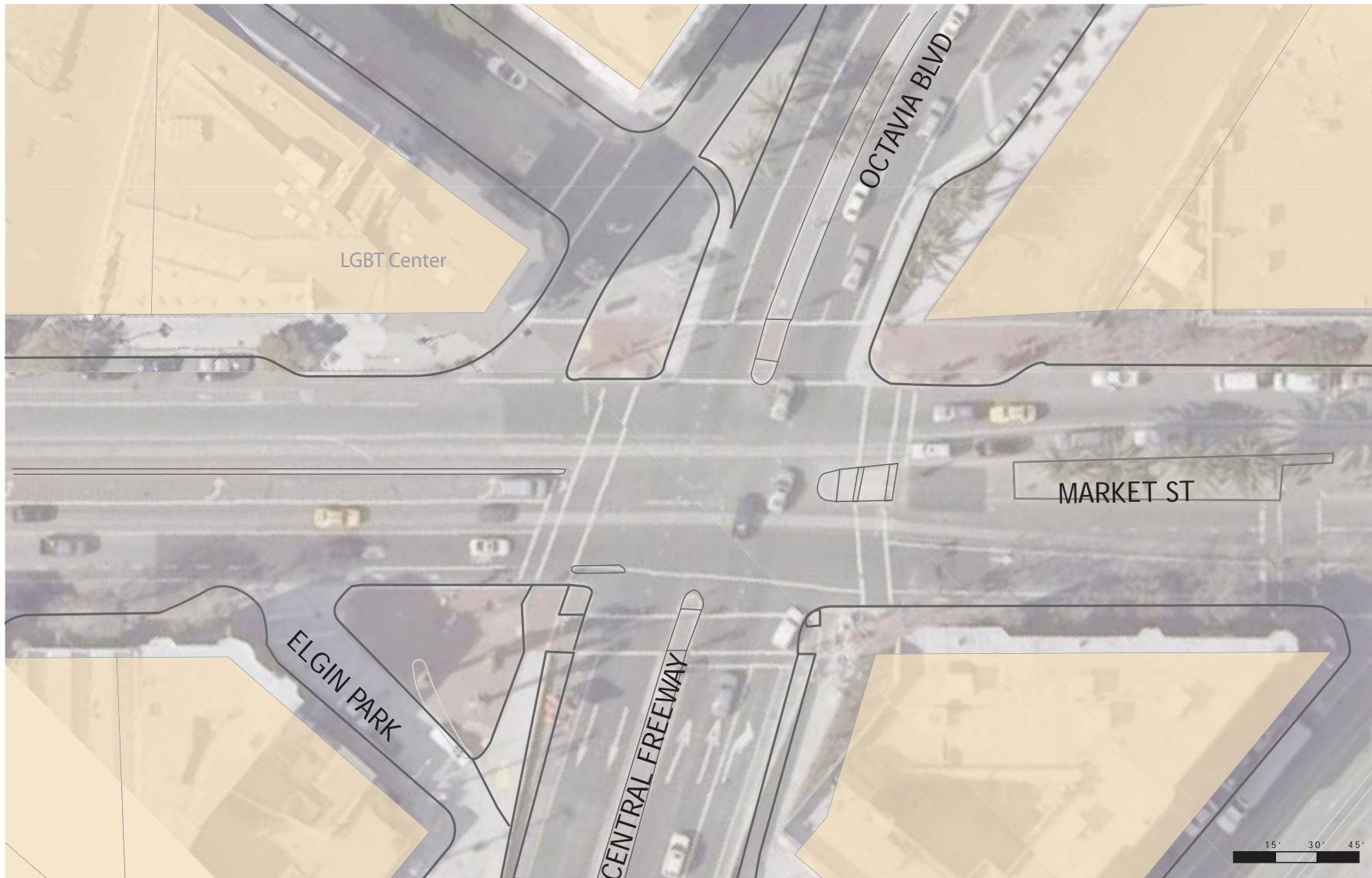


FIGURE 4.13B EXISTING MARKET STREET INTERSECTION AT OCTAVIA BOULEVARD

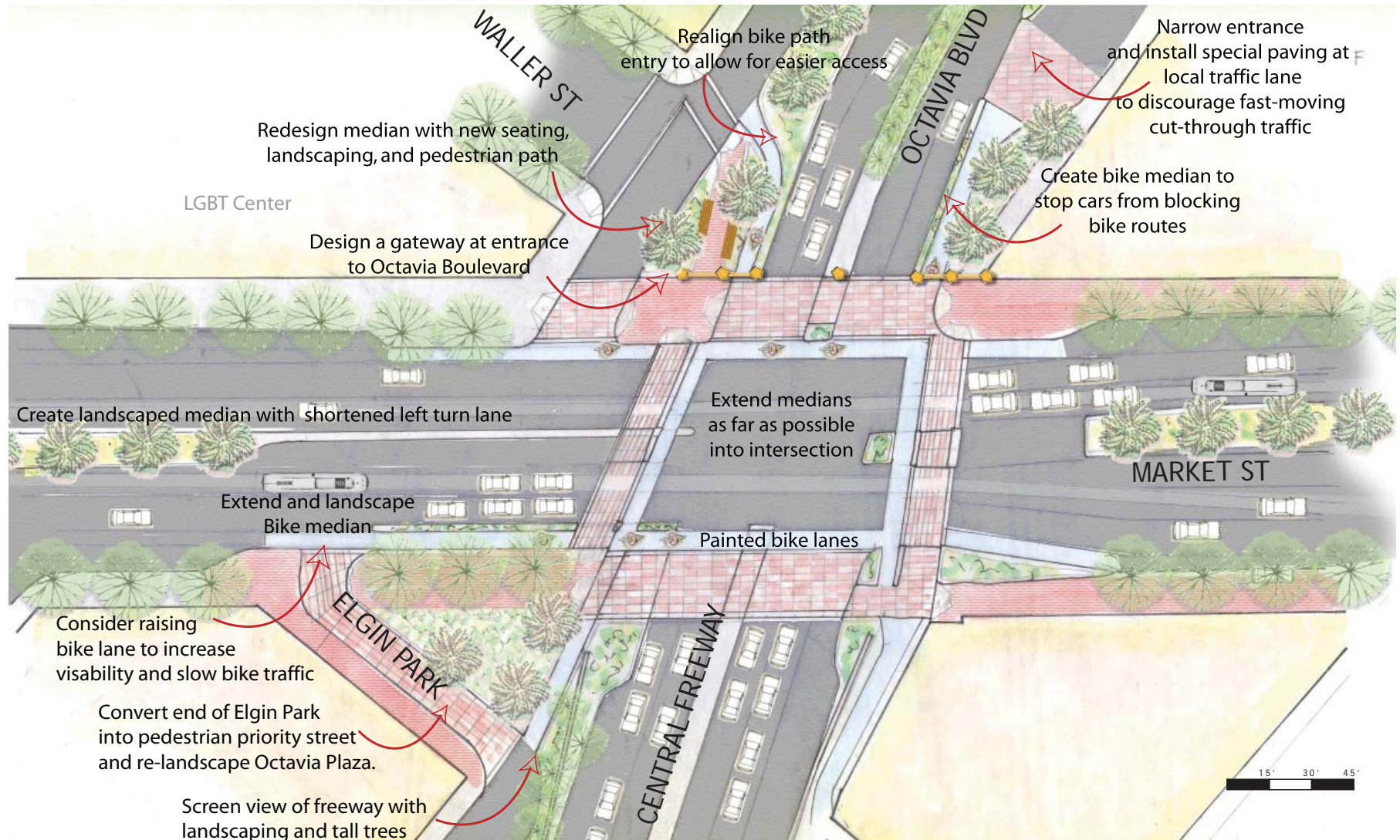


FIGURE 4.14A EXISTING MARKET STREET INTERSECTION AT VALENCIA STREET

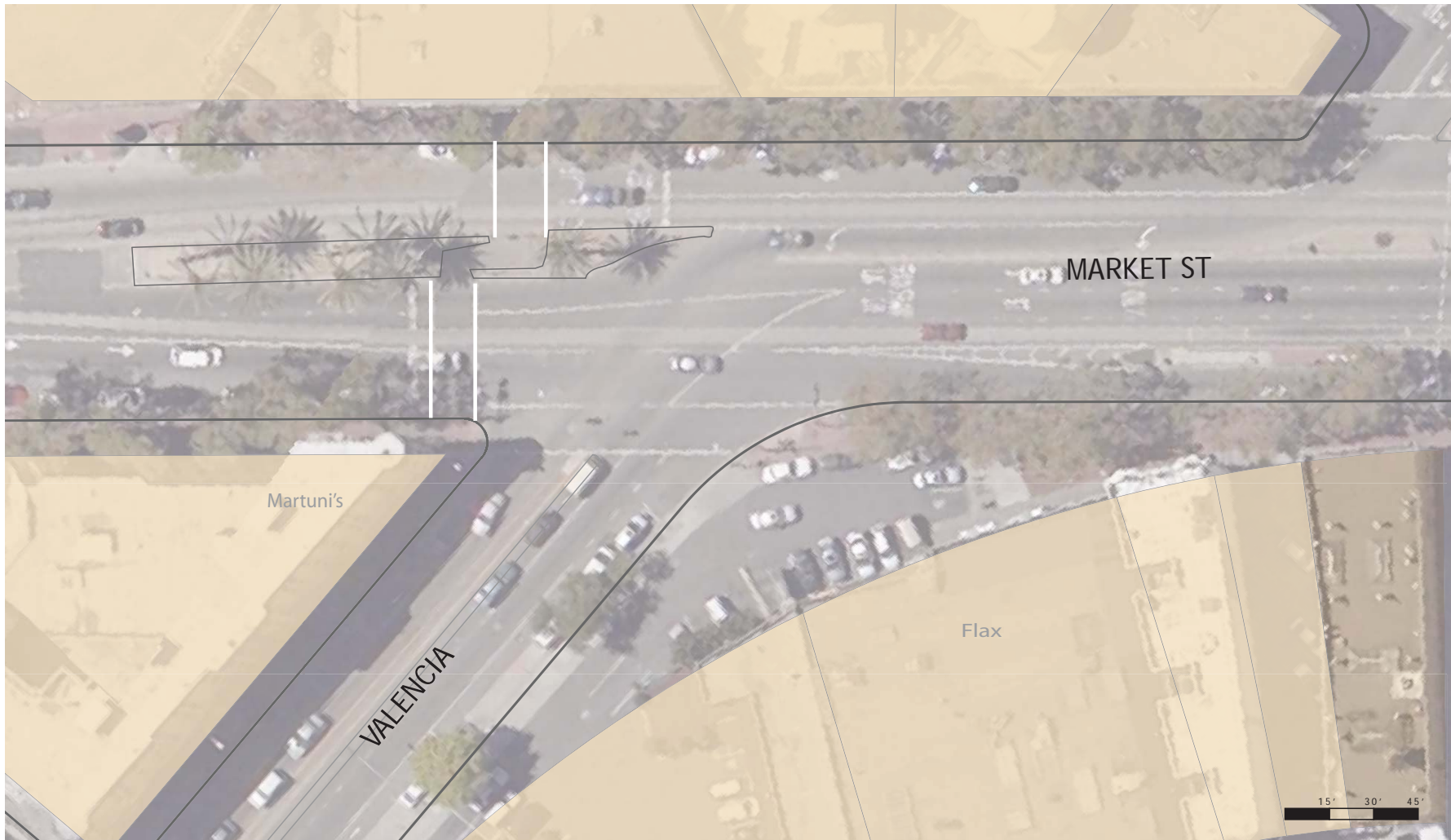
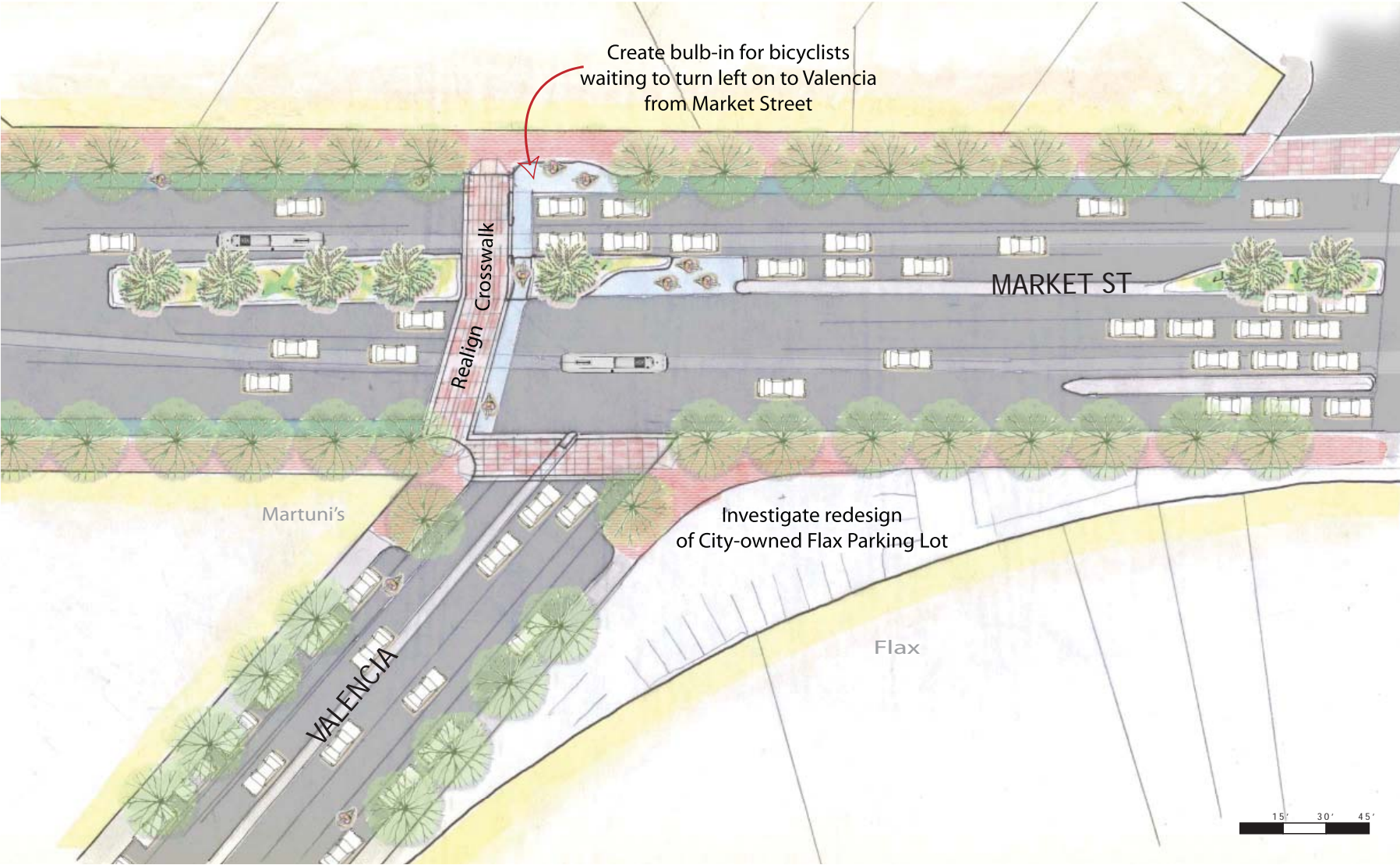


FIGURE 4.14B PROPOSED MARKET STREET INTERSECTION AT VALENCIA STREET





Duboce bikeway



Creative bike racks

E. BIKE-ORIENTED IMPROVEMENTS

The Upper Market area is well integrated into the City's bicycle network. Additional improvements to increase existing bike facilities focus on enhancing safety and ease of intersection crossings for bicyclists. In addition to the following recommendations, the transit plaza recommendation in D5 also improves bike safety.

E1: Explore designs to connect Market Street bike lanes through major intersections.

- Pursue bicycle network proposals outlined in the City's Bike Plan that provide continuous bicycle lanes across Market Street intersections, upon Plan clearance.

Option 1 of the Bike Plan removes right-turn lanes from Market Street on the westbound approaches to the Church and Sanchez Street intersection, as well as removes several parking spaces on Market Street and the existing corner bulb out on the north side of Market Street just east of Noe Street.

Option 2 narrows sidewalk segments from 15 feet to 10 feet at both approaches to the Church, Sanchez and Noe Street intersections.

- Slow auto traffic in shared bike/auto space via special paving and signage.
- Investigate ways to mark bike paths in the roadway leading up to and through the intersection.

E2: Install more bike parking facilities on Market Street.

F. JUST ENOUGH PARKING

Driving is an important part of the area’s circulation network and parking is an important reality for residents, visitors and businesses alike. The Plan does not recommend removing large numbers of parking spaces; however, a judicious selection of limited on-street parking spaces for public improvements is supported.

F1: Explore parking management strategies for public parking, such as parking pricing plans, shared public parking.

- Consider a new residential parking sticker for the Castro/Market Corridor.

F2: Explore flexible use of parking spots for use as outdoor seating during evenings and weekends.

F3: Judiciously convert selective on-street parking space for expanded sidewalk gathering places or landscaping.

F4. Explore the conversion of existing on-street parking space for car-sharing services as well as for use in shuttles/vanpools.



Car-sharing



A sidewalk “bulbout”



Flexible, commercial uses of on-street parking for outdoor dining (Castro Street, Mountain View)



Parking Day 2007 in San Francisco on Howard Street



Street tree maintenance



Sidewalk cleaning

G. SUFFICIENT MAINTENANCE

The community is extremely concerned about the continued maintenance of improvements. They are well aware the City has scarce resources and many responsibilities. Public improvements should be designed and planned in a manner that takes into account low-maintenance design features, as well as public-private partnerships that allow local residents and store owners to care for the public realm.

G1: Make public improvements in a thoughtful manner that takes into account future maintenance plans and sustainability.

- Clean sidewalks more often.
- Take better care of trees.
- Ensure safety on sidewalks through sufficient and safe lighting and pruned trees to allow light to filter onto the sidewalk.
- Support the Castro Community Benefit District's (Castro CBD) important role in coordinating efforts to maintain street safety and cleanliness.

H. EXCELLENT DESIGN

This Plan recognizes the value in raising public awareness and building community dialogue about character, style and identity through public discussions of design.

H1: Create design competitions for high profile public sites.

I. SAFE AND CLEAN PLACES

The success of the public realm depends on a coordinated partnership between physical design and implementation and management policies. The following policies are recommended to bolster the success of public improvements.

I1: Increase police foot patrol in the Upper Market corridor.

I2: Enforce all parking regulations, including illegal parking in bicycle lanes.

I3: Address environmental safety issues, such as asbestos and serpentine, in construction projects.

I4: Ensure appropriate construction mitigation measures for neighbors adjacent to new developments.



Police on bike patrol



Illegal double-parking on Market Street

J. APPROPRIATE BUILDING HEIGHT

J1: At the intersection of Market and Castro Streets, consider a cultural density bonus that would permit buildings to achieve additional permitted density and/or additional height of 1 to 2 stories (to a maximum of 8 stories) if they provide space for cultural institutions and organizations.

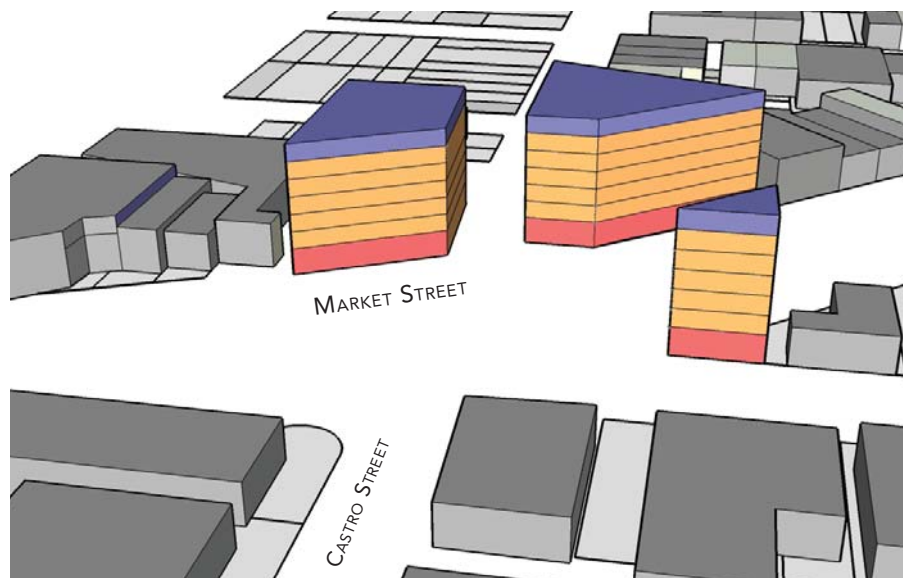


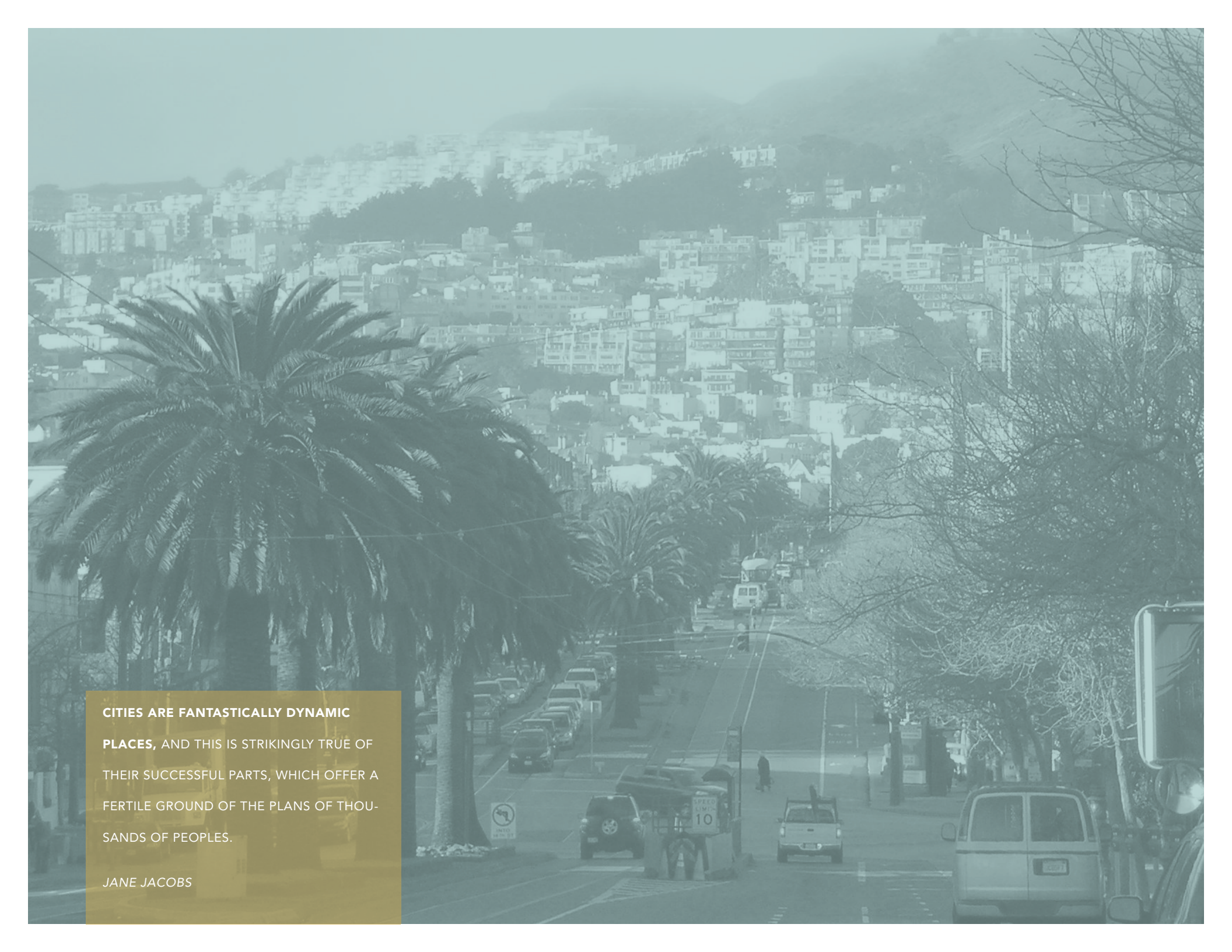
Diagram of proposed building height amendment at the Market and Castro intersection if new development provides space for cultural institutions or organizations. The purple signifies the additional height but not necessarily the location of the additional cultural space.

- In response to community support for modest height increases in exchange for community-identified land uses, this Plan recommends exploring zoning mechanisms which would allow a height bonus for developments at the intersection of Market and Castro Streets. The cultural bonus could explore increasing the permitted height in exchange for space that would be donated or affordably rented to community-supported cultural institutions or organizations.

CHAPTER FIVE



implementation

A teal-tinted photograph of a city street. In the foreground, several palm trees line the left side of the road. A white van is driving away from the camera on the right side of the road. In the background, a hillside is covered with numerous multi-story buildings, and mountains are visible in the distance. The overall scene is a typical urban landscape.

CITIES ARE FANTASTICALLY DYNAMIC PLACES, AND THIS IS STRIKINGLY TRUE OF THEIR SUCCESSFUL PARTS, WHICH OFFER A FERTILE GROUND OF THE PLANS OF THOUSANDS OF PEOPLES.

JANE JACOBS

implementation

IN THIS CHAPTER

Public Infrastructure
Public Policy Development
Public-at-Large/
Community Organizations

The purpose of the implementation component of the Plan is to outline the “how to” steps for achieving the community’s goals for the Upper Market corridor. The strategy includes steps needed to pursue the top five public infrastructure improvements, suggested actions for neighborhood residents and community organizations, and a reference to potential funding sources for the Plan’s recommendations.

As the subsequent charts demonstrate there will need to be a substantial effort by all involved parties to continue collaborating for the community’s vision to truly be implemented. Agencies with jurisdiction over the various public realm improvements, such as Planning, MTA, and DPW, will need to incorporate such projects into their future-year work programs. Neighborhood organizations, residents, and business owners will need to collaborate to the streetscape recommendations and in many cases can work together to implement them on a block by block basis. Decision makers will need to pursue funding sources for design, environmental review and implementation of improvements.

Public infrastructure

The following chart outlines the top five public infrastructure priorities desired by the community. The projects were identified during a ranking exercise at the second community workshop and were confirmed at the third workshop. The chart provides an explanation of what the projects are, the action steps and who is responsible for acting on them, and potential funding sources for these public improvements. Many of the recommendations included in this plan will require a combination of funding sources in order to bring them into fruition. Funding sources will vary depending upon the background and purpose of the project, so a suggested list of funding sources is included in the chart.

While listed separately in the table, these priorities are not singular – they should be used to direct improvements that meet a number of needs simultaneously. One of the first steps that can be taken to meet these priorities is to pursue implementation of the intersection designs along Market Street between Octavia and Castro Street (Figure 4.5), which include components to address each of the priorities. It is important that implementation of these intersection improvements (and of subsequent streetscape and open space proposals) is that they be viewed as a package of improvements that create a consistent experience for the users of Market Street as they move – on foot, on bicycle, on transit or by car– through the corridor. A sidewalk bulb-out on one street or a few new trees alone will not solve the problems of speeding traffic and dangerous intersections, but when

implemented together as a series of improvements along the corridor, these urban design features act as spatial and visual cues that give precedence to the pedestrian, enhance bike & transit movement, and slow traffic, resulting in a more pleasant and safe street space.

Public Realm Improvements	Action Steps	Key Implementer	Potential Funding Source
<p>PRIORITY #1: Socially Engaging Sidewalks</p> <p>Encourage socially-engaging use of sidewalks by adjacent businesses for flexible seating, landscaping, and display of goods in the building zone and curb zone.</p>	Design a menu of streetscape amenities - street furniture, sales kiosks, and planting packages – that can be accessed by participating vendors and property owners.	Supervisor, Castro CBD	Proposition 1C, Friedel Klusmann Grant (SF Beautiful)
	Set up a façade/sidewalk improvement support program, such as matching loans or grants.	Castro CBD	
	Sponsor façade/sidewalk improvement contest for local businesses	Castro CBD	
<p>PRIORITY #2: Improved Pedestrian Crossings</p> <p>Improve and increase crossing points for pedestrians across Market Street.</p>	Direct relevant agencies to incorporate project design and environmental review into future work programs	Supervisor	Regional Bicycle and Pedestrian Program (SFCTA), Proposition K, Safe Routes to Transit (Regional), Bicycle Transportation Account (Caltrans)
	Seek funding to design and review proposed intersection projects: Octavia and Market, Guerrero and Market, Church/14th/Market, Sanchez/15th/Market, Noe/16th/Market, Market and Castro	Planning, MTA, Supervisor	
	Final design and construction of improvements	DPW	
<p>PRIORITY #3: Community Gathering Spaces</p> <p>Create a community gathering space at the Castro and Market intersection. Create a flexible open space for gathering, events, and performances.</p>	Direct relevant agencies to incorporate project design and environmental review into future work programs	Supervisor	Proposition 1C, Proposition 84, Land & Water Conservation Fund Program
	Explore the possibility of public or private purchase of the 76 gas station, to enable construction of a mixed use building with a Transit Plaza at the Castro intersection.	Real Estate Department, Planning	
	If acquisition of the site is not possible, pursue closure of 17th Street to enable partial construction of the Transit Plaza.	Planning, MTA	
	Develop and design a concept for Transit Plaza	Planning, Castro CBD	
	Final design and construction of improvements	DPW	
<p>PRIORITY #4: Greener Sidewalks</p> <p>Install more natural plantings on sidewalks, in selective on-street parking spaces, and in the center median. Use permeable paving on sidewalks and retention basins where possible.</p>	Seek funding for proposed intersection projects: Octavia and Market, Guerrero and Market, Church/14th/Market, Sanchez/15th/Market, Noe/16th/Market, Market and Castro	Planning	Proposition K, Local Transportation Fund for Clean Air (SFCTA), Proposition 84 Storm Water Grant Program, Community-Based Transportation Planning
	Initiate a Castro Streetscape Design Plan which will provide a menu of landscape and amenity options for the street	Castro CBD, Planning	
	Set up a street/sidewalk improvement support program to subsidize landscape treatments and amenities by private property owners.	Individual Businesses	
<p>PRIORITY #5: More Open Spaces</p> <p>Create additional open spaces in the Upper Market area, such as at the Church and Market intersection</p>	Implement proposed intersection projects which include gathering spaces at bulb-outs.	Planning, MTA Supervisor	Transportation for Livable Communities (MTC/SFCTA), Safe Routes to Transit (Regional), Transit Orientated Development Housing Program
	Pursue acquisition of a portion of the Safeway site, to create a public open space at the Church & Market intersection.	Planning, Supervisor	
	Pursue implementation of improvements to the Harvey Milk Plaza, per Heidi Sokolowsky and Sabine Engelhardt’s competition-winning design.	Supervisor, MTA	
	Continue to seek other opportunities for open spaces, such as vacant lots or dedicated portions of development sites.	Planning, Supervisor, Rec/Park	

Public Policy Development

In addition to the public infrastructure priorities noted above, the community expressed a strong desire for affordable housing and community/cultural facilities in the project area. Both can be difficult to finance given market conditions and tight public funding sources. The following are strategies to help “bridge the gap”.

Affordable Housing

Two established routes to realizing affordable housing in San Francisco are via inclusionary housing policies and City-supported non-profit development. Inclusionary housing policies require that residential developers produce a certain percentage of housing affordable to low-income households within their market-rate developments (15 percent in San Francisco) or pay an in-lieu fee. Non-profit development is typically funded through the Mayor’s Office of housing with a variety of sources, including low-income housing tax credits and bonds. The following strategies are options for working with these policies to increase housing options.

- Work with the Mayor’s Office of Housing and non-profit developers to create 100 percent affordable development in the Upper Market area and its environs.
- Explore alternatives to the City’s inclusionary housing program that allow development of units affordable to people at middle-incomes, to enable market-rate developers to create greater amounts of housing affordable to working households (up to 150 percent of San Francisco Median Income).
- Leverage funding from the Proposition C, California’s housing bond for transit-oriented development. As a transit-rich neighborhood, housing developments along Upper Market are prime candidates for funding.

Cultural Facilities

- Encourage private property owners to rehabilitate and reuse underutilized commercial and retail spaces for cultural programming and exhibits, on a temporary or permanent basis.
- Support nonprofits and organizations tied to the LGBT community such Theater Rhinoceros, the LGBT Historical Society, or PAWS, in finding space to locate in the Castro/Upper Market area.
- Connect these and other local nonprofits whose philosophies align with community priorities with developers in the Upper Market area, to initiate dialogues about how the two parties can partner in new mixed use development.
- Allow additional height and density in exchange for space available to the public and/or specific cultural institutions. For example, a developer could provide low-cost space on the first and/or second floor to cultural institutions in exchange for an additional two to three stories of market-rate development.

Public at Large/Community Organizations

This planning process was an incredible success because of its participants - the residents, business owners, and community organization representatives that came out and participated in each of the workshops. Their efforts and ideas are the backbone of this plan. And their continued support will be critical to implementing the plan.

Many of the recommendations of the plan require large scale and long term projects that will involve the City of San Francisco and its implementing agencies, or private developers with large-scale projects. However, there are many critical steps that neighborhood organizations and individuals can take to support these recommendations. The chart below outlines

the actions that residents, business owners, and community organizations can take to implement the recommendations within this plan.

Action Step	Responsible Party
Work with citywide groups, such as Friends of the Urban Forest, to implement street improvements and plantings on a block by block basis.	Neighborhood Organizations and Individuals
Raise attention and community support for the redesigned Market Street intersections, the Market/Castro/17th Plaza, and the Harvey Milk Plaza redesign.	Neighborhood Organizations and Individuals
Lobby local and state representatives for funding for public realm recommendations in the this plan	Neighborhood Organizations and Individuals
Host block clean up, develop a block sponsorship program, or create a gardening organization for the blocks within the Upper Market Plan boundaries, to maintain existing and new gathering places and open spaces.	Castro CBD, merchant organizations, and Neighborhood Organizations
Volunteer services and skills of residents to implement recommendations such as creating more murals on blank walls or encouraging street performances.	Neighborhood Organizations and Neighborhood Residents
Coordinate street design plans for “hot spots” in the Upper Market and Castro area, such as the stretch of Church Street between Market and Duboce, and Castro Street.	Castro CBD
Create funding mechanism to support private businesses’ implementation of street and façade improvements, including outdoor furniture and signs.	Castro CBD
Publicize information about the Recycling Center, including purpose, hours, contact for questions or concerns.	SF Recycling Center
Create a funding mechanism for façade improvements including outdoor furniture and signs.	Castro CBD
Coordinate a business funding drive for implementation of the Harvey Milk Plaza redesign.	Castro CBD and merchant organizations
Initiate competitions, and identify locations, for art pieces in public spaces.	Castro CBD, merchant organizations, Neighborhood Organizations, and Individuals
Patronize local businesses and highlight them in local newsletters.	Neighborhood Residents
Act as a resource for community organizations seeking to expand or relocate in the neighborhood.	Castro CBD and merchant organizations

