



CALLE 24

SPECIAL AREA DESIGN GUIDELINES

San Francisco
Planning





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Calle 24 Special Area Design Guidelines

INTRODUCTION

Overview	04
Neighborhood Portrait	04
Development Character and History	05
Purpose and Application	06
Guideline Structure	09

SITE DESIGN

S1.1 Identify Opportunities for Including Publicly Accessible Open Space in New Development	13
S2.1 Sculpt the Massing of New Buildings to Relate to the Scale of Adjacent Buildings	14
S5.1 Respect the Rhythm, Patterns, and Spacing of Existing Buildings in Contributing to the Streetwall	15

ARCHITECTURE

A3.1 Preserve and Adaptively Reuse Architecturally Significant Buildings	19
A3.2 Articulate Buildings with Elements Commonly Expressed in the Calle 24 District	20
A3.3 Building Fenestration Should be Compatible with Size, Type, and Quality of Existing Buildings' Fenestration	22
A3.4 Incorporate Art, Textures, Colors, and Materials that Have a Strong Precedent on the Corridor	23
A4.1 Blank Walls Should be Treated to Minimize their Impact on the Public Realm	24
A7.1 Use a Variety of Signage to Maintain Diversity of Character	26
A7.2 Use Awnings and Canopies Where Shading is Needed or to Add a Pedestrian Scaled Feature	28
A7.3 Security Gates Should be Operable, Maintain Transparency, and Not Detract from the Character of the Facade	29
A7.4 Incorporate Lighting to Provide Safety, Highlight Architecture, and Address the Pedestrian Scale	30
A8.1 Compose Storefronts to Maintain the Pattern of Pedestrian-Scaled Facade Elements	32
A8.2 Use Windows and Doors that Promote Transparency and Encourage a Strong Connection Between Public and Private Realm	34
A8.3 Utilize Bulkheads to Provide Articulation and Avoid Overly Glassy Storefronts	36
A8.4 Residential Entries Should Have a Prominence and Distinct Treatment from Retail Entries	37

PUBLIC REALM

P3.1 Promote Murals to Celebrate Latino Cultural Heritage, Highlight Architecture, and Accent Blank Walls that Face the Public Right-of-Way	41
P3.2 Design Sidewalks to Promote Art and Cultural Character Through Outdoor Seating and Furnishings	42
P5.1 Highlight Alleys as Pedestrian-Oriented Spaces	43
P6.1 Incorporate Corner Bulb-Outs or Placitas at Intersections	44
P7.1 Incorporate Best Practices with Street Trees to Support Health and Livability	45

PROCESS & CONTEXT

Prior Neighborhood Planning and Legislation	48
Community Collaboration and Engagement	50
Racial and Social Equity Assessment	52
Glossary	58

Overview

This document establishes the Calle 24 Special Area Design Guidelines (SADGs) for the Mission District's 24th Street (Calle 24) corridor and surrounding commercial areas. The guidelines themselves, starting on page 10, represent the culmination of over a year's worth of community conversations about the characteristics that make Calle 24 a special place in San Francisco. A summary of the prior planning and community process that led to the adoption of the guidelines can be found in the "Process & Context" section starting on page 46. The SADGs' Racial and Social Equity Assessment, which considers the impact of the guidelines on community equity outcomes, is found in the same section starting on page 52.



Street vendor at 24th Street BART Plaza.

Neighborhood Portrait

The Mission District has long been one of San Francisco's most culturally and architecturally diverse neighborhoods and Calle 24 plays a special role in defining its unique character. San Francisco was Mexican territory until 1848 but beginning in the 1930's and continuing throughout the 20th century, the Mission became the primary destination for a new wave of working class Latino immigrants from Mexico and Central and South America who set down roots in the City. By the turn of the 21st century, Latinos comprised more than half the population in the Mission. Over the decades, dozens of Latino-owned and -operated small businesses, community non-profits, and cultural organizations have made the Mission their home and Calle 24, in particular, continues to be a thriving cornerstone of commerce, community, and art that serves local residents and attracts visitors from the rest of the city, region, and beyond.

The businesses and organizations of Calle 24—as well as the residents and families who shop at them daily and use their services—have shaped both the social and physical fabric of the neighborhood over many decades. Murals large and small, outdoor vending, and highly individualized window displays of goods ranging from *pasteles* to books help make Calle 24 a neighborhood of bright colors, busy sidewalks, and friendly mom-and-pop shops. Signs of various sizes and styles spanning a range of eras—some vestiges of

former businesses hanging alongside those newly installed—demonstrate the layering of neighborhood history and distinguish Calle 24 from other commercial corridors in San Francisco. Regular street festivals, impromptu neighborhood gatherings, and the sights and smells of iconic Mission restaurants and taquerias all combine to celebrate the district's Latino heritage. Calle 24 is made vibrant and distinctive by the people and institutions that inhabit this one-of-a-kind neighborhood.

Critical to understanding and retaining the cultural heritage of the Calle 24 district is the process of observing the built environment and how people and institutions interact with it. The “built environment” consists of all the elements of a city constructed by people including buildings, streets, parks, street trees and furniture, light poles, etc. The design guidelines in this document build upon the observations of a wide range of stakeholders to identify the many ways in which both neighborhood-specific cultural touchstones and historic citywide patterns of development are layered onto the design of the built environment. By acknowledging this layering, the elements that make Calle 24 a unique San Francisco district can be retained while allowing for growth that is compatible with those elements.

Development Character & History

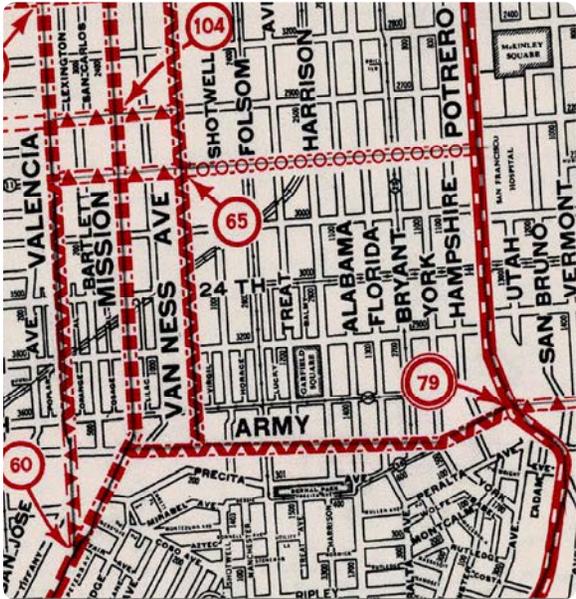
The NC and NCT zoning districts where the Calle 24 SADGs apply (see Figure 1) have a mixed-use character, generally including commercial and retail uses on the ground floor with residential units above. This pattern is particularly strong along Calle 24 itself—extending almost continuously between Bartlett Street and San Bruno Avenue—and on 22nd Street. Commercial uses in these districts largely provide convenience goods and services to the residential communities in the southern Mission and north slope of Bernal Hill, although specialty stores and some automobile uses serve a broader trade area. Commercial uses

also include some offices and galleries as well as restaurants and bars which keep the district active into the early evening.

Development patterns in the southern Mission District emerged during the Gilded Age (1864-1906) and by 1899 Calle 24 had a dense concentration of locally-serving commercial uses and the surrounding blocks and street grid were largely developed. A common feature is the prevalence of small-scale development based on a pattern of small lots. As opposed to the northern Mission (generally north of 20th Street) where almost all structures were

destroyed by the great fire of 1906, a large number of residential and mixed-use structures from the Gilded Age survive to this day on Calle 24 and the adjacent blocks.¹

Existing building heights in the NC and NCT zoning districts in this area are predominantly 2-3 stories, although there are numerous single story buildings and a handful of 4 stories and above.² While these buildings represent a range of architectural styles from Victorian to Mediterranean, among others, the expression of their ground floors demonstrates a remarkable consistency with storefronts designed for visibility from the sidewalk and including recessed entrances that increase display area to draw window-shoppers inward.



Historic map of Mission District, ca. 1934



2981 24th Street, present location of Precita Eyes, ca. 1951
Credit: OpenSFHistory/wnp58.637

¹ For a detailed description of the social and development history of Calle 24 and the Mission District, see “City Within a City: Historic Context Statement for San Francisco’s Mission District,” San Francisco Planning Department, November 2007, <https://sfplanning.org/resource/historic-context-statements>

² Structures in the Mission District dating from the Gilded Age generally have upper story floor to ceiling heights ranging between 12 and 15 feet, whereas most contemporary structures in the District have upper story floor to ceiling heights ranging between 10 and 12 feet. Ground floor heights in both historic and contemporary buildings are typically 12 to 15 feet.

Purpose & Application

Design guidelines establish a set of goals, values, and qualities by which new development projects and exterior building remodels are evaluated during project design review. Guidelines are intended to create a common set of expectations related to design that can be used by neighborhood groups, the public, designers, property owners, developers, planners, and the Planning Commission. They address how building design impacts and supports the character of the existing city fabric; importantly, however, they do not change height limits, control land use or tenancy (residential or commercial), or impact growth or transportation policy. Development projects must demonstrate compliance with applicable guidelines to be successfully entitled.

The Calle 24 SADGs apply to parcels in the “Neighborhood Commercial 1, 2, and 3” (NC-1, NC-2, and NC-3), “24th Street-Mission Neighborhood Commercial Transit,” (24th-Mission NCT) and “Mission Street Neighborhood Commercial Transit” (Mission NCT)¹ zoning districts that are within or directly adjacent to the Calle 24 Special Use District

(SUD) in the southern Mission District, as shown in Figure 1.³ They are intended to work in concert with the San Francisco Urban Design Guidelines (UDGs), which currently apply to this area. While the UDGs provide a broad level of design guidance that is generally applicable to neighborhood commercial districts throughout San Francisco, the Calle 24 SADGs provide additional guidance that is specifically tailored to local context. Consistency with both sets of

guidelines is mandatory in the design review process. Should application of the respective guidelines conflict, the Calle 24 SADGs supersede the UDGs. Depending on location, other design guidelines may also be applicable and project applicants should consult with Planning Department staff to confirm.

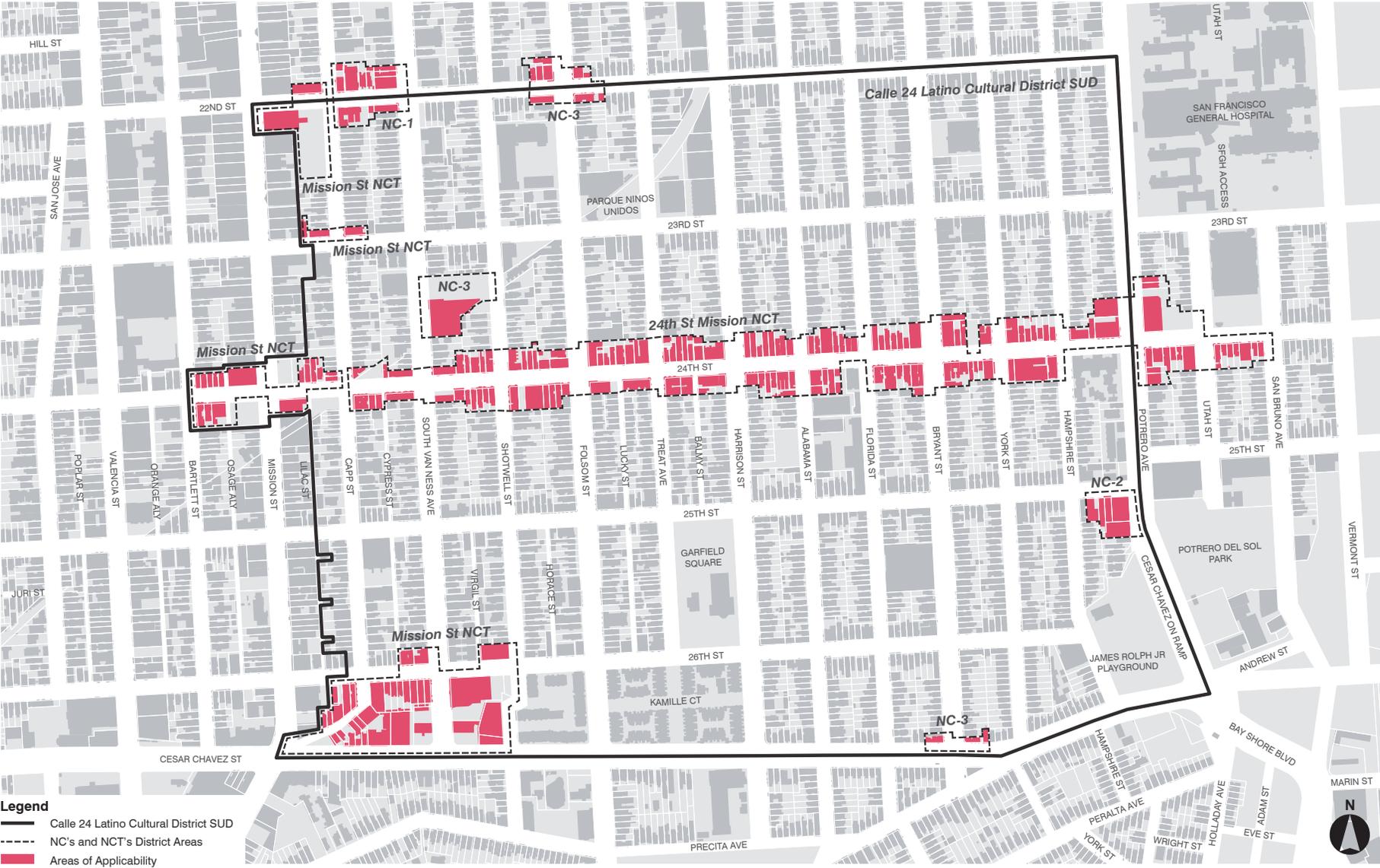
For a glossary of terminology used in this document, see page 58.

Order of Guideline Precedence in San Francisco



³ Should special area design guidelines be adopted in the future that apply corridorwide to the Mission NCT, it is recommended that they supersede these Calle 24 SADGs.

Figure 1: Calle 24 Special Area Design Guidelines Area of Applicability



- Legend**
- Calle 24 Latino Cultural District SUD
 - NC's and NCT's District Areas
 - Areas of Applicability



La Reyna Bakery, founded in 1965, has been located on Calle 24 since 1977. Twenty-one businesses on the corridor are at least 30 years old—many are older.



La Mejor Bakery has been serving pasteries on 24th Street for nearly 30 years.



St. Francis Fountain, located at 2801 24th Street, was founded in 1918 and is San Francisco's oldest ice cream parlor and diner.

Guideline Structure

Each guideline is described at the top of the page, followed by a sidebar that explains the rationale for the guideline, a range of means by which one might achieve that guideline, and illustrations and photos that further describe its application. The means describe important parameters and methods by which a project can meet the guideline, but is not a prescriptive or comprehensive list. Projects may satisfy the guideline by applying one or all of the means or by suggesting something unique to the project that meets the intent. The guidelines are organized to relate to and elaborate upon the relevant guideline in the Urban Design Guidelines. For example, guideline S1.1 of the Calle 24 SADGs is typically related to guideline S1 of the UDGs. The illustrations are generally existing examples in the Calle 24 commercial districts that exemplify the means for the guideline indicated but are not necessarily exemplary of every guideline. Community voices highlight some of the most valued characteristics of Calle 24 that were expressed by neighborhood stakeholders in the community engagement process.

Guideline	Rationale	Community Voices	Means	Example
<p>S2.1</p>	<p>SCULPT THE MASSING OF NEW BUILDINGS TO RELATE TO THE SCALE OF ADJACENT BUILDINGS</p>	<p>Calle 24 has a variety of building heights and widths. While some difference in height of adjacent buildings reflects different periods of development, a change of multiple floors that creates an abrupt transition should be avoided. Existing historic 3 story buildings on the corridor are approximately 40-45' in height.</p>	<ul style="list-style-type: none"> » Provide adequate transitions between high and low buildings on a street of varied building heights. » New buildings that exceed adjacent ones by more than two stories should be set back from the streetwall at upper floors. » Upper story(s) should be set back to maintain the character of the corridor. New buildings should be set back 15' after 45' of height to maintain the predominant streetwall scale. 	
<p>"Stepping back taller buildings is good"</p>		<p>Stepping back upper floors of taller buildings maintains a predominant streetwall height and helps conceal building mass at the street level.</p>	<p>Different building heights add to the street character while keeping a consistent streetwall.</p>	

What Is Design Review?

Design Review is a comprehensive evaluation process in which Planning Department staff planners and architects evaluate a proposed development project to ensure that it meets the City's existing policies and general principles of good design and neighborhood compatibility. These include, but are not limited to:

- *Supporting a project's compatibility with the neighborhood scale and character;*
- *Encouraging site and ground floor design to enhance San Francisco's walkable environment, and;*
- *Encouraging architecture that is both reflective of its time and offers a sense of timeless presence for future generations.*



S

SITE DESIGN

- S1.1 Identify Opportunities for Including Publicly Accessible Open Space in New Development**
- S2.1 Sculpt the Massing of New Buildings to Relate to the Scale of Adjacent Buildings**
- S5.1 Respect the Rhythm, Patterns, and Spacing of Existing Buildings in Contributing to the Streetwall**

Site Design

The diversity of massing and scale of Calle 24's buildings contribute to a vibrant urban village environment. Modestly scaled buildings of varying expressions maintain a continuous streetwall that, combined with a narrow street, provides the enclosure common for memorable streets. These guidelines provide direction to ensure that the walkable, human scaled character is supported by new buildings.



SI.1 IDENTIFY OPPORTUNITIES FOR INCLUDING PUBLICLY ACCESSIBLE OPEN SPACE IN NEW DEVELOPMENT

Incorporating publicly accessible open space provides the opportunity to add needed green, open space in the Calle 24 neighborhood.

- » Take advantage of site inefficiencies to provide amenities on otherwise undevelopable land.
- » Include substantial seating and greenery to contrast with the hardscape.



A community garden is one way to program open space that provides a neighborhood amenity.

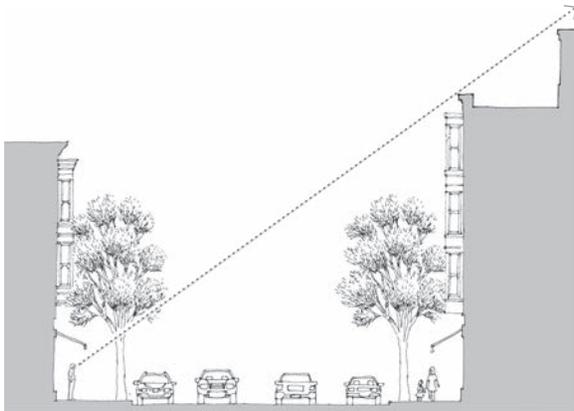


Larger properties have the opportunity to integrate publicly accessible open space.

S2.1**SCULPT THE MASSING OF NEW BUILDINGS TO RELATE TO THE SCALE OF ADJACENT BUILDINGS**

Calle 24 has a variety of building heights and widths. While some difference in height of adjacent buildings reflects different periods of development, a change of multiple floors that creates an abrupt transition should be avoided. Existing historic 3 story buildings on the corridor are approximately 40-45' in height.

"Stepping back taller buildings is good"



Stepping back upper floors of taller buildings maintains a predominant streetwall height and helps conceal building mass at the street level.

- » Provide adequate transitions between high and low buildings on a street of varied building heights.
- » New buildings that exceed adjacent ones by more than two stories should be set back from the streetwall at upper floors.
- » Upper story(s) should be set back to maintain the character of the corridor. New buildings should be set back 15' after 45' of height to maintain the predominant streetwall scale.



Different building heights add to the street character while keeping a consistent streetwall.

S5.1 RESPECT THE RHYTHM, PATTERNS, AND SPACING OF EXISTING BUILDINGS IN CONTRIBUTING TO THE STREETWALL

Building lots in the Calle 24 district range from 25’ wide at mid-block to wider at intersections, creating a fine-grain streetscape pattern that should be maintained in new construction. Apart from a few residential buildings and parking lots, Calle 24 has a consistent streetwall with buildings sited at the back of sidewalk; this pattern should be reinforced in new development.

"Warm, human scale"



Narrow buildings contribute to a constantly changing pedestrian experience.

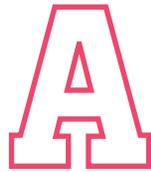
- » New, mid-block buildings should maintain the typical 25’ façade articulation of older buildings on the street, even if they occupy more than one parcel.
- » Corner buildings may use repetitive elements suitable to longer facades.
- » Consider preserving existing rear yards or courtyards in new development. Where retained, visual access from the sidewalk is encouraged.
- » New buildings should maintain the predominant pattern of no setbacks sited at the back of sidewalk, excepting ground floor alcoves. Setbacks should be used sparingly to provide public space and outdoor dining.



A variety of mid-block building widths create a diverse streetscape.



CONCEPT LAUNDROMAT GIANT TUB WASHERS LAYANDE A MAQUINAS GRANDES WANDERIA MR. BURBIMAS LAUNDROMAT



ARCHITECTURE

- A3.1 Preserve and Adaptively Reuse Architecturally Significant Buildings**
- A3.2 Articulate Buildings with Elements Commonly Expressed in the Calle 24 District**
- A3.3 Building Fenestration Should be Compatible with the Size, Type, and Quality of Existing Buildings' Fenestration**
- A3.4 Incorporate Art, Textures, Colors, and Materials that Have a Strong Precedent on the Corridor**
- A4.1 Blank Walls Should be Treated to Minimize their Impact on the Public Realm**
- A7.1 Use a Variety of Signage to Maintain Diversity of Character**
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- A8.3 Utilize Bulkheads to Provide Articulation and Avoid Overly Glassy Storefronts**
- A8.4 Residential Entries Should Have a Prominence and Distinct Treatment from Retail Entries**

Architecture

The buildings of Calle 24 reflect the eras of their development through the decades and combine to create a diverse, vibrant built form. They represent a range of styles from Art Deco to Mediterranean with Victorian being the most predominant. With their bay windows, façade articulation, rich ornamentation, and vertical proportions, they provide a rhythm and strong streetwall to the corridor that is rich in details. New buildings and renovations have an obligation to respect the historic character of the corridor in their materials, expression, and form.

With their vibrant colors, variety of signage, architectural expression, and locally-serving businesses and organizations, storefronts are the backbone of Calle 24 and greatly impact the everyday experience of residents and visitors. With goods displayed and activity spilling onto the sidewalk, they combine the vibrancy of an outdoor market with the traditional storefront found in other San Francisco neighborhoods. This results in a blurring of the distinction between the public and private environment with open storefronts welcoming pedestrians into the businesses.



A3.1 PRESERVE AND ADAPTIVELY REUSE ARCHITECTURALLY SIGNIFICANT BUILDINGS

Calle 24 is home to several iconic buildings that are visual and cultural anchors in the neighborhood, some of which are historic resources. They include mixed-use buildings, theaters, and churches that punctuate the streetscape and contribute to the character of the corridor.

- » Reuse existing structures of worthwhile architectural character to give them new life and preserve the unique qualities of Calle 24. Recognize and preserve the craft and detail inherent to older buildings, which have a value that is difficult to replicate in new construction.
- » Use significant buildings to inspire the quality of new development through their materiality, texture, and articulation.
- » New buildings adjacent to significant structures should defer to the older structure in expression while also highlighting and complementing them.

"Sense of history, Victorian details"



The arched, pedimented bays of this building give it a unique presence on the corridor.



Prominent volumes, rich detailing, and textured materials can provide inspiration for new buildings.

A3.2**ARTICULATE BUILDINGS WITH ELEMENTS COMMONLY EXPRESSED IN THE CALLE 24 DISTRICT**

Articulation creates depth, shade, shadows, and overall visual interest to building volumes. On Calle 24, the layering of elements creates a rich and varied expression that should be continued in new development.

*"So many building details!"
"Not too modern or glassy"*



A Victorian ornamental detail found on Calle 24.

- » Articulate buildings to support the architectural and cultural heritage of Calle 24. Consider predominant architectural styles to inspire new designs.
- » Façade articulation elements should be selected according to the design theme associated with the architectural style of the building. Details from varying styles should not be used.
- » New buildings should not overly contrast or stand out along the street.
- » Corner buildings should address the intersection through elements such as a minor projection, wrapping windows, a bay, or a rounded volume. Towers should be used sparingly and considered only at major intersections.
- » The streetwall portion of the building should be clearly terminated with a parapet or roof form. Consider sloped roofs with dormers, when appropriate to the style, for taller buildings to provide transition to adjacent properties.
- » Upper floors should show signs of habitation. Use elements that address the street including operable windows, sun shades, balconies, juliet balconies, and terraces.
- » Renovations to older buildings should maintain and restore original features including trim, cornices, and ornament.
- » Consider incorporating existing facades of architectural merit into the designs for new buildings.
- » New buildings should have texture, depth, and detail, but not mimic the rich ornamentation found on many older structures.
- » Detailing should be proportioned to the building and compatible with the level of detail on adjacent buildings. Oversized and under-scaled architectural detailing should not be used.



Bay windows are an effective approach for addressing an intersection.



Brick provides opportunities to create a highly detailed facade.



Repetitive elements may be used on longer facades.



A contemporary building uses bay windows to maintain the rhythm of older structures on the street.



Victorian buildings provide a richness in ornamentation that is essential to Calle 24's character.



Contrasting materials instill a quality and character to buildings on the corridor.

A3.3**BUILDING FENESTRATION SHOULD BE COMPATIBLE WITH THE SIZE, TYPE, AND QUALITY OF EXISTING BUILDINGS' FENESTRATION**

Buildings in the Calle 24 District display a variety of mostly historic window and door types that reflect their architectural style. New fenestration should be selected to maintain this character. Windows have an enormous impact on the quality of the façade and should be given the appropriate consideration in the design.

"Small windows, many doors"



Wood storefront windows and doors provide an attractive material at the pedestrian scale.

- » Bay windows are a common building feature that is an effective approach to integrating new construction into the corridor and should be considered for a variety of architectural styles. Bays should be used consistently across the façade and extend down to above the ground floor.
- » Proportion the scale and overall amount of glass on the façades of new buildings to be compatible with existing buildings on the street. Windows should be divided to avoid large expanses of glass.
- » Double hung wood windows should be considered for upper windows in new



Double hung windows are common on the corridor and should be considered in new construction.

- construction or renovations, as they predominate on Calle 24. Other window types such as aluminum clad wood, which maintain the slender wood profiles, are also acceptable. When used, windows must be visually consistent with those that have true divided lites. Muntins should be placed on the interior and exterior of the window with spacers between panes. Roll on muntins should not be used.
- » Windows should be recessed a minimum of 3" measured from the glass to the primary cladding surface.
- » Glass panes should be fully transparent. Avoid tinted or reflective glass.



Bay windows provide vertical emphasis and contribute to a strong streetwall.

A3.4 INCORPORATE ART, TEXTURES, COLORS, AND MATERIALS THAT HAVE A STRONG PRECEDENT ON THE CORRIDOR

Most buildings in the Calle 24 district maintain their original materials and provide guidance for integrating new buildings. Combined with vibrant colors, the result is a festive, lively environment unique within the city.

*"Bright colors"
"Stucco, wood, fine-grain texture"*



Victorian buildings provide an opportunity for vibrant facade expressions.

- » Use common façade cladding materials such as wood siding, brick, and durable, smooth stucco. Cast stone and terra cotta may also be appropriate. Avoid modern materials with little precedent such as sprayed-on textured stucco, metal siding, cement panels, or faux patinas.
- » Minimize the number of cladding materials on new buildings. Facades should generally be limited to two primary materials, excepting the ground floor. A change of material should be made at projections or recesses instead of on the same plane.
- » In taller buildings, cladding materials that are perceived to be lighter such as wood should be used above heavier materials such as stone or brick.



Art is found throughout Calle 24 in a variety of ways.

- » Consider incorporating decorative metalwork into architecture.
- » Simulated materials should be avoided. For example, vinyl siding should not be used to simulate wood siding.
- » Use vibrant colors that highlight architectural details. Muted and stark colors including grey, black, and white are discouraged.
- » The texture, scale, and pattern of side walls should be consistent with that of the primary building façade.
- » Architecture provides numerous opportunities to incorporate artwork in the tradition of Calle 24. Consider custom balcony railings, gates at residential entries, lighting fixtures, custom tiles, mosaics, etc.



Locally crafted glyphs are incorporated into this new storefront.

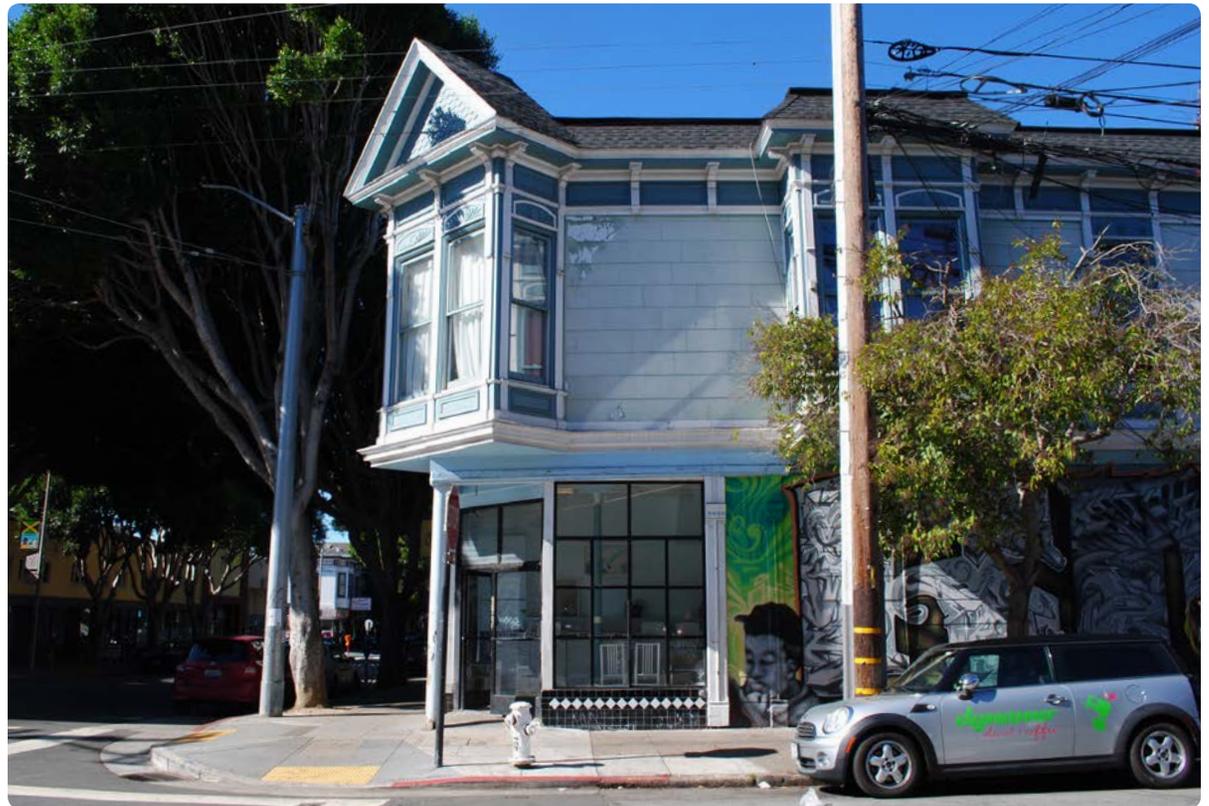
A4.1**BLANK WALLS SHOULD BE TREATED TO MINIMIZE THEIR IMPACT ON THE PUBLIC REALM**

Blank walls on the ground floor create gaps in an active public realm, which are not compatible with a vibrant commercial corridor. The following strategies should be employed to help minimize the size and impact of blank walls.

- » Ground floor storefront treatment should turn the corner with a minimum of one bay increment.
- » Locate secondary residential entries on side streets.
- » Commission murals and other forms of art.
- » Incorporate lighting to provide a pedestrian scaled element and safe nighttime environment.



Murals are an effective approach to minimize the impact of blank walls on the public realm.



A window bay that wraps around the corner in combination with artwork and landscaping help enliven this side wall.



Murals inspired by Latino culture are encouraged. This mural is on Balmy Alley.

A7.1**USE A VARIETY OF SIGNAGE
TO MAINTAIN DIVERSITY OF CHARACTER**

Signage is integral to the unique character of Calle 24. With a diversity of types and expressions that recall different eras of development, including neon, cabinet signs, and painted blade signs, they contribute to a layering of elements that distinguishes Calle 24 from other commercial corridors. The district has a history of re-using existing signage to suit new businesses while acknowledging the quality and cultural impact of previous signs and businesses that are part of the community's collective memory. Signs that feel authentic to the street's character have a high level of craft and personalization. These guidelines are intended to encourage a diversity of well-crafted signage types while celebrating the informal, spontaneous character of signage currently found on Calle 24.

"Large, colorful signs"
*"Layering of signs and architecture
preserves culture and history"*

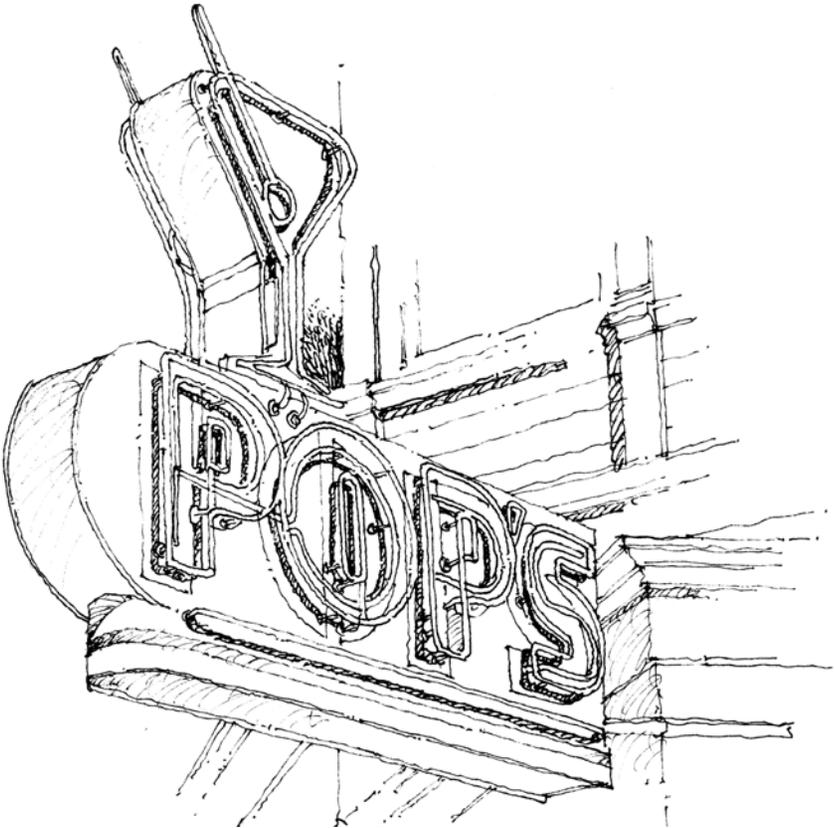
- » Consider a wide range of sign types including wall mounted letters, blade signs, neon, window signs, sandwich boards, and wall painted signage.
- » Consider re-using and/or repairing existing signage including cabinet signs with new or updated business graphics to maintain the overall character of the street.
- » Cabinet signs should project perpendicular to façade to avoid covering architectural details, windows, etc.
- » Consider seeking a vintage sign designation for original, architecturally or culturally significant signage per Planning Code Section 608.14. New signage should not compete with the old signage.
- » Orient and size signs to the pedestrian scale so as not to overwhelm the building facade.
- » Use simple, bold graphics that minimize the amount of information for primary signs.
- » Use signs to demonstrate craft and uniqueness of the business. Artist hand-painted and three-dimensional sculpted signs are highly recommended.
- » For wall-mounted signage, individual metal letters are recommended. Channel letters may be lit from behind with an opaque face to create

a halo effect at night. Internally illuminated channel letters with translucent faces should not be used.

- » Signage should not include brands or logos that are not associated with the business.
- » Consider using signage types that are different from adjacent storefronts to maintain diversity and variety.
- » Stencils or spray paint should not be used for painted signage.
- » All conduit for illuminated signs must be concealed. Raceways should not be used.
- » Signage printed on paper or vinyl should not be used.



Oftentimes the building signage is more significant than the architecture itself.



Older signage captures the style and spirit of a past era.



Hand painted signage continues the cultural and artistic traditions of Calle 24.



Exterior lit blade signs create a subtle, welcoming nighttime presence.



Neon signage plays an important role in the character of Calle 24.

A7.2**USE AWNINGS AND CANOPIES WHERE SHADING IS NEEDED
OR TO ADD A PEDESTRIAN SCALED FEATURE**

Awnings and canopies can be an effective means of pedestrianizing a storefront, providing shade, and expanding the storefront's presence into the sidewalk.

"Small outdoor seating areas—but keep them friendly and informal"

- » Awnings should be mounted between the storefront and clerestory windows and interrupted by pilasters to avoid obscuring architectural details and maintain transparency.
- » Retractable awnings were a common feature on historic buildings and are still used today. They should be considered as an effective means of responding to changing weather conditions.
- » Canvas is the preferred awning material. Lower quality options such as vinyl should be avoided.
- » Gently sloped awnings with open ends are recommended. Arch shaped and square awnings that maximize signage area and obscure the façade should be avoided.
- » Long, overhanging awnings are recommended for outdoor dining, particularly on bulbouts and at side streets where space allows.



This awning is effective in identifying an entry.



An awning can help activate an otherwise blank facade.



Awnings encourage outdoor dining on side streets.

A7.3 SECURITY GATES SHOULD BE OPERABLE, MAINTAIN TRANSPARENCY, AND NOT DETRACT FROM THE CHARACTER OF THE FAÇADE

Security gates are a common feature on Calle 24 storefronts, however they are increasingly being removed or not installed in new construction/renovations to improve aesthetics, increase transparency, and promote a welcoming streetscape. When used, gates should be selected to minimize their visual impact on the façade.

- » Consider whether security gates are needed on storefront. If needed, minimize the size of the gate used and choose gates that maximize transparency when closed.
- » Locate gates and tracks to avoid obscuring architectural details.
- » Consider locating operable security gates on the interior of the storefront.
- » Where only an alcove needs to be secured, consider wrought iron decorative swinging/ folding gates.
- » Operable gates that open during business hours are recommended. Fixed bars or grills that partially obscure windows at all times should not be used.
- » Scissor gates are an acceptable approach to providing security while minimizing impacts to the façade.
- » When transparent roll up gates are used, consider decorative patterns to enliven façade after business hours.



Scissor gates maintain transparency at night.



Gates should minimize visual obstructions to the façade.

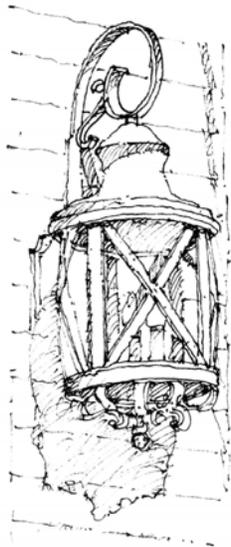


Ornamental steel gates are common on the street and add visual variety.

A7.4**INCORPORATE LIGHTING TO PROVIDE SAFETY, HIGHLIGHT ARCHITECTURE, AND ADDRESS THE PEDESTRIAN SCALE**

Lighting is often overlooked in storefront design but when carefully selected it provides additional façade articulation and a pleasant and safe nighttime environment. Whether used to indirectly illuminate signage or to accent a façade, lighting should be integral to the overall design approach.

"Make sure people feel safe"



Historic lighting fixtures should be maintained and restored.

- » The size, material, and style of exterior light fixtures should complement the building design and architecture.
- » Re-use high quality original fixtures where possible.



Well coordinated lighting accents the building's architecture.



Accent lighting highlights architectural elements while creating a safe and welcoming pedestrian environment.

- » Mount sconce lights on pilasters and pendant lights on alcove soffits.
- » Use LED fixtures with a warm color temperature in the range of 3000k. Low pressure sodium, standard mercury vapor, and cool white fluorescent light should not be used. All lighting conduit must be concealed.



Wall mounted signage with spot lighting highlights the sign and the building.



A window display at Precita Eyes celebrates Dia de los Muertos.

A8.1**COMPOSE STOREFRONTS TO MAINTAIN THE PATTERN OF PEDESTRIAN-SCALED FACADE ELEMENTS**

Despite the variety of storefront expressions in the Calle 24 District, most buildings display common historic elements that address the pedestrian and enliven the public realm. They range from a single bay on narrow buildings to a rhythm of bays on wider facades, but the overall effect is of a fine-grain pattern of varying expressions, creating a continually changing pedestrian experience. Diversity of expression is celebrated over uniformity.

"Mom & pop locally-serving businesses"
"Small storefronts"



French doors in place of storefront windows creates an easy transition from the business to the sidewalk.

- » Clearly articulate the ground floor base distinctly from upper floors but align architectural elements vertically where possible.
- » Relate the height of the ground floor to the scale of the building and adjacent structures. Ground floors are commonly 10-12 feet.
- » At corners, building storefront treatment should wrap the corner.
- » Consider a durable, contrasting material for ground floor facades. Natural materials are recommended.

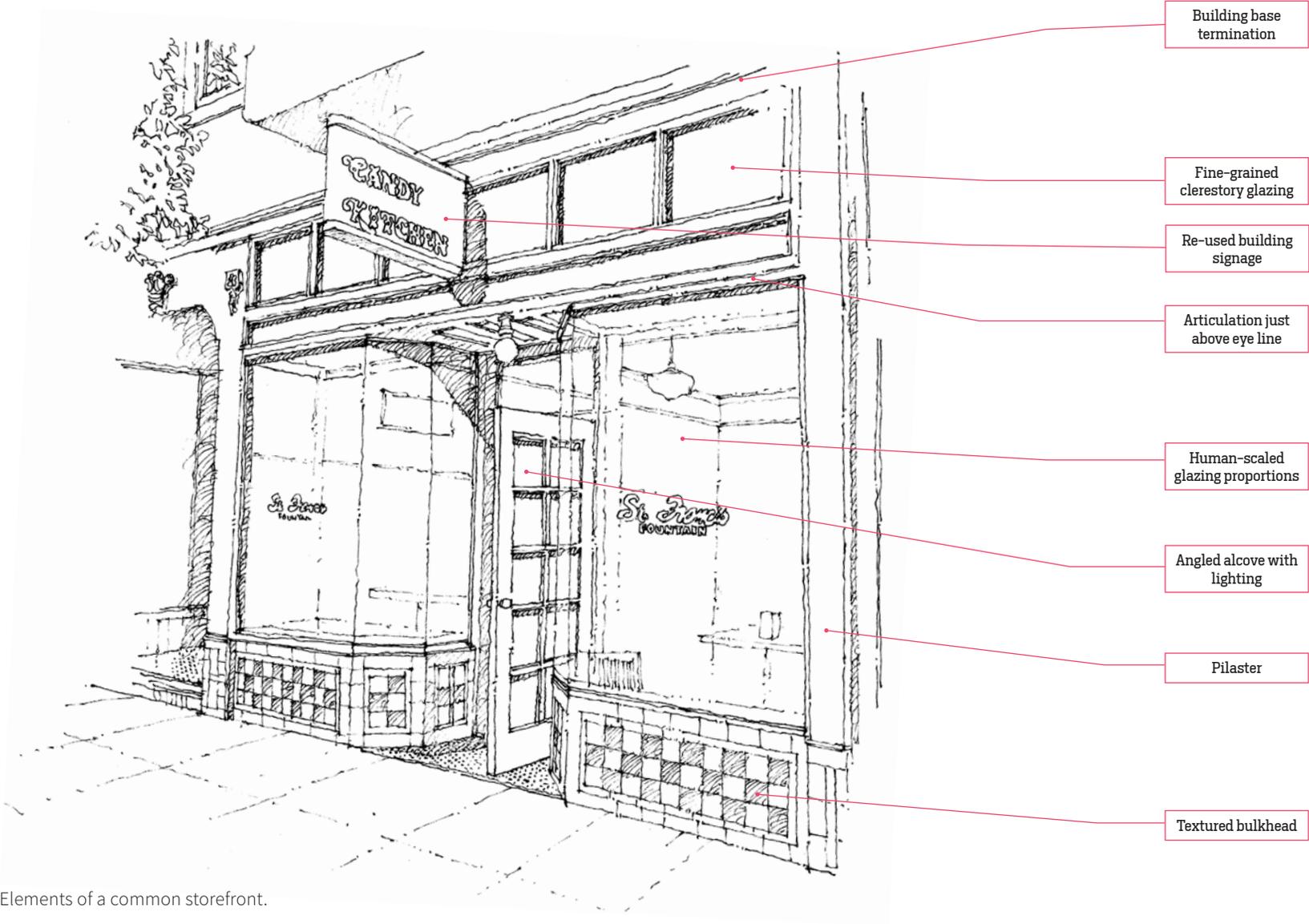


Maintaining transparency provides space for displays while welcoming pedestrians inside.

- » Articulate storefronts with clearly defined bays. Repeat bays on wider storefronts.
- » Compose openings with storefront and clerestory windows.
- » Use pilasters to frame storefront bays and create a rhythm of openings that organize individual elements.
- » Compositionally integrate signage, canopies, lighting, and other fine-grained architectural elements to impart human scale and enhance the public realm.



Merchandise placed on the sidewalk is essential to the character of Calle 24.



Building base termination

Fine-grained clerestory glazing

Re-used building signage

Articulation just above eye line

Human-scaled glazing proportions

Angled alcove with lighting

Pilaster

Textured bulkhead

Elements of a common storefront.

A8.2**USE WINDOWS AND DOORS THAT PROMOTE TRANSPARENCY AND ENCOURAGE A STRONG CONNECTION BETWEEN PUBLIC AND PRIVATE REALM**

To support the market atmosphere of the corridor, storefront designs that encourage visual access to interiors and easy movement of pedestrians in and out of the business are recommended.

- » Where appropriate to the business, consider full glass French doors or retractable windows instead of traditional storefront windows to encourage a free flow between the public and private realm.
- » Maintain, restore, and build clerestory windows on existing and new storefronts. Clerestory windows are a fundamental element of a

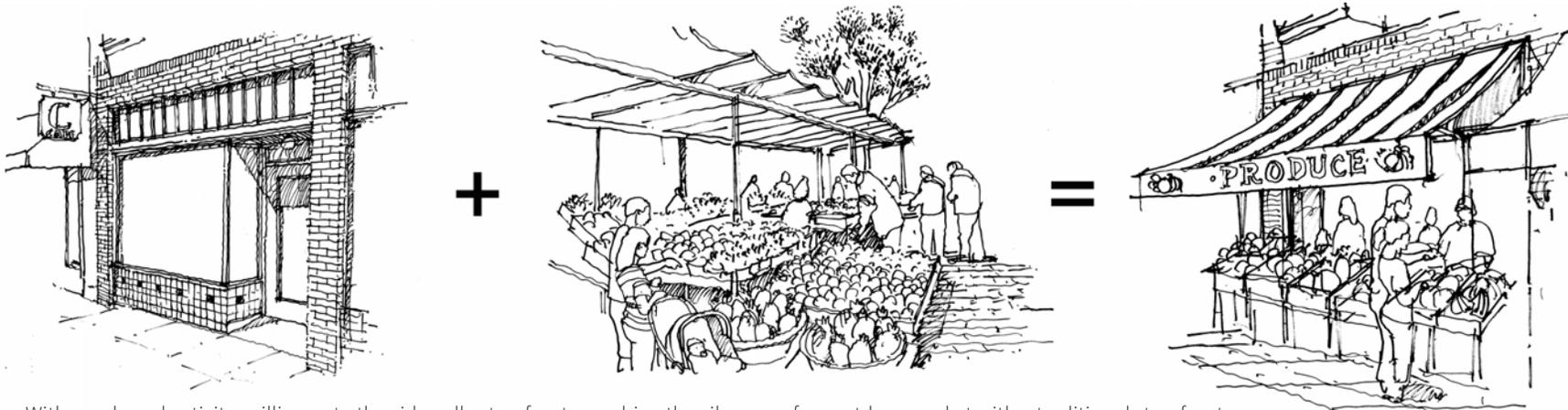
traditional storefront that exist on most older buildings, however, many have been covered up over the years and used for signage space. Uncovering and restoring clerestory improves transparency, architectural expression, interior access to light, and appropriate scale to the ground floor.

- » Clerestory windows should be separated from storefront windows with a horizontal band. Modulation of the panels should align with other architectural elements of the façade.
- » Maintain existing recessed alcoves and build them in new construction to support the pattern on the street and to provide additional

transparency and display areas. Alcoves should be angled to provide a natural transition from the sidewalk to business. For wider buildings, two storefronts may share a combined alcove.

- » Consider walk-up counters to enliven the sidewalk where appropriate to the business. Counters must maintain transparency requirements when closed.
- » Wood and steel storefront windows are common original materials and are recommended for new windows. When aluminum is used, a butt joint system at angled alcoves is recommended to avoid the prominent thick sections of the material.

"Provide space for street vendors"



With goods and activity spilling onto the sidewalk, storefronts combine the vibrancy of an outdoor market with a traditional storefront.



Operable transom windows address the pedestrian.



Buildings with open bays create an active, market-like atmosphere.



Walk up counters support a vibrant sidewalk environment.



Window displays combined with sidewalk merchandise address the pedestrian and draw shoppers inside.



Unobstructed clerestory windows create a welcoming, light-filled environment.

A8.3**UTILIZE BULKHEADS TO PROVIDE ARTICULATION AND AVOID OVERLY GLASSY STOREFRONTS**

Bulkheads are a common façade element in historic storefronts that provide a pedestrian scaled feature and opportunity for articulation and expression. They stand in contrast to modern floor to ceiling windows that do not fit the historic character of the Calle 24 district.

"Welcoming entryways"
"Celebrate color!"

- » Bulkheads should be a minimum of 12" and generally not exceed 24" in height to provide an adequate base and ensure transparency.
- » Material should be of a contrasting, durable material to the primary ground floor cladding such as ceramic tile, glass tile, or paneled wood on Victorians. Custom tiles and mosaics are highly recommended. Patterns and designs that relate to Latino cultural heritage are encouraged.
- » Design and material treatment should be consistent with the building's architectural style.
- » Size tile to be proportionate to the space available. Tiles should generally be limited to a 6" vertical dimension to maintain a fine-grained scale.
- » Restore original bulkheads on existing storefronts if feasible.
- » Non-original bulkheads can provide opportunities for new, expressive designs.
- » Existing tile bulkheads should not be painted.
- » Bulkheads should not be used for signage area.



Culturally inspired patterns link the building to the history and character of the corridor.



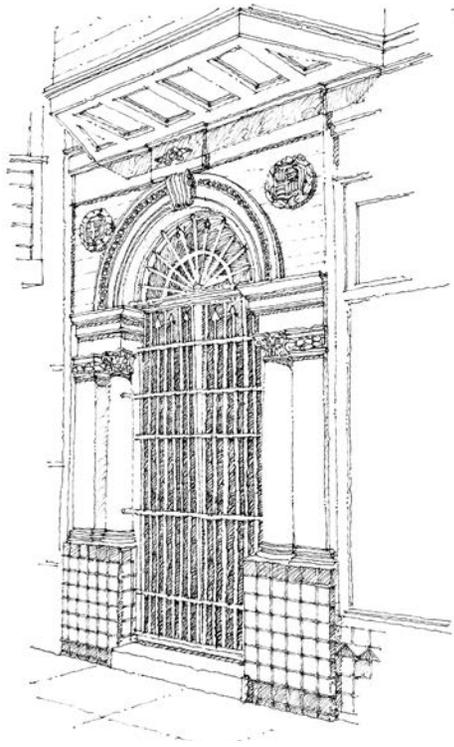
Original bulkheads should be maintained in storefront renovations.



Vibrant, saturated tiles are strongly encouraged.

A8.4 RESIDENTIAL ENTRIES SHOULD HAVE A PROMINENCE AND DISTINCT TREATMENT FROM RETAIL ENTRIES

Residential entries are a defining feature on the corridor and add variety to the streetscape. With their ornate detailing, wrought iron gates, and pedestrian scale, they prominently announce the entry as an integral façade element.



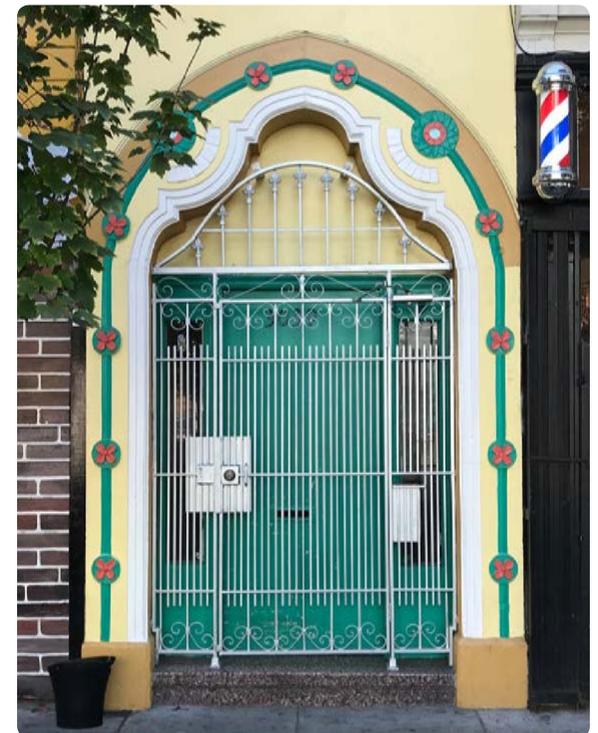
Residential entries often have a higher level of articulation than the rest of the building.

- » Entries should break the typical storefront pattern to become a distinct element of the façade.
- » Entries should extend the full height of the ground floor and take advantage of the height with special architectural features such as shaped openings, transom windows above the entry door, special trim/ornamentation, etc. Where used, artistic iron gates are recommended to continue the precedent of ornate examples on the street.
- » On narrow buildings, locate the entry on the side to maximize storefront area. Buildings of 50' or longer should consider a central location.



Ornate metal gates provide security while adding articulation.

- » On corner buildings, residential entries may be placed on side streets to help enliven inactive facades.
- » Doors should have some transparency and be consistent with the building's architectural expression.



The residential entry should be expressed to the full height of the ground floor.



MISSION
SKATEBOARDS
San Francisco

JENNY
LEMONS

SEAFOOD

Veggie
Burritos

Combi
Plate

Allan

ACO



PUBLIC REALM

- P3.1 Promote Murals to Celebrate Latino Cultural Heritage, Highlight Architecture, and Accent Blank Walls that Face the Public Right-of-Way**
- P3.2 Design Sidewalks to Promote Art and Cultural Character Through Outdoor Seating and Furnishings**
- P5.1 Highlight Alleys as Pedestrian-Oriented Spaces**
- P6.1 Incorporate Corner Bulb-Outs or Placitas at Intersections**
- P7.1 Incorporate Best Practices with Street Trees to Support Health and Livability**

Public Realm

Calle 24's public realm is characterized by transforming ordinary spaces into vibrant, active places where residents and visitors mix. Alleys become canvases for expressive artwork and intimate gathering. Corner bulb-outs become placitas where vendors gather and pedestrians relax. Sidewalks are extensions of storefronts where goods are displayed. These spaces are utilized daily but also serve large crowds during special events throughout the year. Recommendations for improvements to the public realm continue to support the impromptu character of these spaces while highlighting what makes them special.

*"There's always something going on—
the street is alive!"*
"Ambiente agradable!"



P3.1 PROMOTE MURALS TO CELEBRATE LATINO CULTURAL HERITAGE, HIGHLIGHT ARCHITECTURE, AND ACCENT BLANK WALLS THAT FACE THE PUBLIC RIGHT-OF-WAY

Murals are the primary artistic expression on the Calle 24 corridor and have been part of the history of the neighborhood for decades. The installation of new murals and preservation of existing murals help to continue the layering of the community’s cultural fabric.

"Social activism"
"Buildings completely covered in art"
"Neighborhood pride"

- » When murals are painted on primary facades, relate the composition to the architectural detailing of the façade.
- » Take advantage of blank side walls between buildings of different heights to introduce murals.
- » Mural designs inspired by and relating to the history, culture, and character of Calle 24 and of Latino heritage in San Francisco are strongly encouraged.
- » Architecture should not be altered to accommodate a mural.

- » Locate murals on side walls, alleys, and primary building facades. Murals may be located on public and private property. Those on public property require approval by the San Francisco Arts Commission.
- » Murals should not cover existing windows or affect transparency requirements.
- » Murals should not include brands or logos.
- » Where feasible, preservation of and continued visual access to existing murals is encouraged. If preservation is infeasible, consider providing space for new murals.
- » Work with local artists and organizations to commission murals.



Latino cultural expression is encouraged for new murals.



This mural successfully integrates artwork with the facade features.

P3.2**DESIGN SIDEWALKS TO PROMOTE ART AND CULTURAL CHARACTER THROUGH OUTDOOR SEATING AND FURNISHINGS**

The cultural heritage of Calle 24 permeates the district through its people, businesses, and organizations, and in artwork that is displayed everywhere from murals and hand painted signage to mosaics on buildings, sidewalks, and sculptures. They extend beyond conventional, distinct pieces and become integral to the landscape and the built form, reflecting the neighborhood's identity and Latino heritage. The relatively narrow street with on-street parking, shade trees, and diverse built form creates a walkable sidewalk environment with a constantly changing streetscape.

- » Consider custom paving patterns and mosaics in the sidewalk in front of buildings that celebrate Latino cultural heritage. Maintain historic and existing sidewalk features such as terrazzo mosaics.
- » Furnishings should be located within 4' from the back of curb.
- » Furnishings that are utilitarian in design and brightly colored are encouraged.
- » Consider merchandise displays, above ground planters, and tables and chairs in front of buildings.
- » Incorporate custom artistic elements in street furnishings including bike racks, tree guards/gates, planters, etc. in front of new development. Consider sculptural elements or fountains in public spaces.



Historic terrazzo paving patterns should be preserved.



Sidewalk seating is encouraged to enliven the public realm.

P5.1**HIGHLIGHT ALLEYS AS
PEDESTRIAN-ORIENTED SPACES**

Alleys play a vital role in the cultural history of the Calle 24 district as places of artistic and social expression. Frontages range from those with primary residential entries to side walls and rear yards.

"Calle 24 is a walking destination"

- » Incorporate in- or above-ground planters to soften edges.
- » Use open, decorative fencing. Chain link and barbed wire fencing should not be used.
- » Consider elevated crosswalks along Calle 24 at alley intersections (subject to Public Works and SFMTA approval).



Alleys provide opportunities for informal gathering.



Alleys and the vibrant artwork they support are integral to the history and culture of Calle 24.

P6.1**INCORPORATE CORNER BULB-OUTS OR PLACITAS AT INTERSECTIONS**

Bulbouts calm traffic, increase pedestrian crossing safety, and provide additional public open space. They should be designed to accommodate large crowds during special events while being a comfortable space to relax, dine outdoors, and host vendors daily.

"Human connection."

"Impromptu nature of street life--it's organic/not too planned out"



Corner bulbouts increase pedestrian crossing safety.

- » Provide bulb-outs on Calle 24 and side streets in front of new development at intersections.
- » Add amenities such as seating and artwork. Varied seating options such as benches with backs and seating walls or plinths may be used to accommodate different seating preferences. Furnishings and planters should be scaled to the size of the space and the surrounding public environment.
- » Incorporate planting through in- or above-ground planters and accent trees.
- » Consider special decorative pavers such as stone, brick or colored concrete unit pavers to distinguish gathering spaces from adjacent sidewalks.
- » Look for opportunities to incorporate artwork.
- » Keep spaces simple and low maintenance to maintain clear site lines and accommodate large crowds during special events.
- » Promote improvements to crosswalks including special paving and low planting to increase pedestrian safety.



Bulbouts and placitas provide informal public gathering spaces.

P7.1 INCORPORATE BEST PRACTICES WITH STREET TREES TO SUPPORT HEALTH AND LIVABILITY

Trees are an essential part of vibrant, pedestrian-oriented streets and they play an important role in the visual identity of Calle 24. They provide shade and shadow, natural beauty, and introduce a buffer between pedestrians and cars that improves safety. At the city scale, trees support the stormwater management, improve air quality, and reduce the heat island effect.

"Street trees are part of the Calle 24 identity"

- » New development should be landscaped in conformity with any applicable district tree planting program or streetscape plan.
- » Select trees and planting from the Public Work’s list of recommended street trees and plant list that capture the character of the corridor and thrive in the Mission’s climate. Refer to the Plant Finder website at: <http://sfplantfinder.org/>
- » Select street trees that have high, open canopies to maintain storefront visibility and create dappled shade and shadow.

- » Size tree wells and planters to support healthy trees and increased foliage.
- » Use accent tree species at corners to mark major intersections and public spaces while providing contrast and color.
- » Align trees and other sidewalk landscape features to provide a direct and continuous path of travel.



Trees with high, open canopies create dappled light and shadow.



Accent trees help create intimate public open spaces at intersections.



Fan palms are consistent with the character of Calle 24.



Carnival on 24th Street
Credit: Spinlister.com



PROCESS & CONTEXT

Prior Neighborhood Planning & Legislation

Community Collaboration & Engagement

Racial & Social Equity Assessment

Glossary

Prior Neighborhood Planning & Legislation

The Calle 24 SADGs were drafted in response to other related planning and legislative efforts in the Mission District, including the Calle 24 Latino Cultural District, Mission Action Plan 2020, and the Calle 24 Special Use District. The following description of each provides important context for the SADGs.

Calle 24 Latino Cultural District

In 2014, the Board of Supervisors passed Resolution 168-14 establishing the Calle 24 Latino Cultural District, which recognized the unique cultural contributions of the Latino community to the Mission District, particularly in the blocks south of 22nd Street.

Mission Action Plan 2020

San Francisco has experienced rapid socioeconomic change over the previous 20 years. A chronic housing shortage combined with rising income disparity among residents have led, in part, to the displacement of long-time residents and businesses. As the home to many of the city's working class Latino residents, these issues are particularly acute in the Mission District. For example, American Community Survey (ACS) data demonstrate between 2000 and 2016 a 10% decrease of Mission District households earning 120% or less of area median income (AMI) and a 9% increase in households earning more than 200% of AMI (see Table 1). Over the same

period, ACS data show that the Hispanic population in the Mission decreased 11% (see Table 2).

In the face of these rapid changes and at the request of community organizations, Mayor Ed Lee directed City agencies in 2014 to assess root causes and identify opportunities for ensuring the continued socioeconomic diversity of the Mission community. Over 18 months the City and community collaborated to identify a broad range of potential solutions and strategies to help reduce the community displacement pressures that have disproportionately impacted the Mission's Latino and working-class communities. The resulting plan, Mission Action Plan 2020 (MAP2020), noted its objective is "neither to freeze the neighborhood in time nor to prevent newcomers from moving in but rather to ensure that as change happens those currently living there and their children have the choice to stay and not be forcibly displaced. It is about preserving the ability for the neighborhood to house all incomes and not lose the affordable rental stock, business and the richness and diversity of the neighborhood along with it."⁴ MAP2020 was endorsed by the Planning Commission in 2017 and its recommendations continue to be implemented by the Planning Department in close coordination with community stakeholders and other City agencies.

Calle 24 Special Use District

At the same time that MAP2020 was being drafted, the Planning Department, OEWD, and the Office of Supervisor Hillary Ronen were moving forward to craft legislation intended to support the economic vitality of the Calle 24 Latino Cultural District by helping to address the challenge of small business displacement. The resulting legislation adopted by the Board of Supervisors in 2017 established the Calle 24 Special Use District (SUD), which, among other measures, placed limits on ground floor storefront mergers and the number of new restaurants along Calle 24. Additionally, the SUD specifically called for the creation and adoption of a set of design guidelines to support the policy goals and objectives articulated in the Latino Cultural District and the SUD related to the preservation of neighborhood character and recognition of Latino cultural heritage on within the Cultural District. (The complete Calle 24 SUD controls can be found in Planning Code Section 249.59.) As such, these Calle 24 SADGs flow directly from various community planning efforts with the goal helping to address specific community concerns.

⁴ "Mission Action Plan 2020 Annual Status Report," San Francisco Planning Department, October 2018, pages ii-iii, <https://sfplanning.org/mission-action-plan-2020>

Table 1. Percent of Households by Area Median Income in the Mission District

INCOME CATEGORY	2000	2010	2014	2015	2016
<30% AMI	20.0%	20.7%	21.8%	23.0%	23.6%
>30% to ≤ 50% AMI	12.8%	15.5%	13.8%	13.1%	13.0%
>50% to ≤ 80% AMI	19.7%	16.8%	15.3%	13.7%	13.3%
>80% to ≤ 100% AMI	12.2%	8.6%	7.5%	6.7%	7.0%
>100% to ≤ 120% AMI	10.0%	7.8%	7.5%	7.2%	7.6%
Subtotal ≤ 120% AMI	74.6%	69.2%	65.8%	63.7%	64.4%
>120% to ≤ 150% AMI	8.0%	8.5%	9.0%	9.0%	8.2%
>150% to ≤ 200% AMI	8.6%	8.5%	8.4%	8.8%	9.5%
> 200% AMI	8.7%	13.8%	16.8%	18.5%	18.0%
Total Households	100%	100%	100%	100%	100%

Source: American Community Survey; "Mission Action Plan 2020 Annual Status Report," San Francisco Planning Department, October 2018, page 9, <https://sfplanning.org/mission-action-plan-2020>

Top: La Mejor Bakery
 Middle: Cesar Chavez Parade and Festival, 2014
 (Credit: Calle 24 Latino Cultural District)

Bottom: 24th Street Mini Park (aka "Snake Park")
 (Credit: Eric Luse, *San Francisco Chronicle*)

Table 2: Hispanic Population in the Mission District

YEAR	HISPANIC POPULATION	PERCENTAGE OF MISSION RESIDENTS
2000	30,145	50%
2001	29,478	49%
2002	28,811	48%
2003	28,144	47%
2004	27,477	47%
2005	26,810	46%
2006	26,143	45%
2007	25,476	44%
2008	24,809	43%
2009	24,066	41%
2010	23,475	41%
2011	21,043	38%
2012	21,623	39%
2013	21,893	38%
2014	22,058	39%
2015	22,707	39%
2016	22,694	39%

Source: American Community Survey; "Mission Action Plan 2020 Annual Status Report," San Francisco Planning Department, October 2018, page 6, <https://sfplanning.org/mission-action-plan-2020>



Community Collaboration & Engagement

Community collaboration was a vital element in the creation of the Calle 24 SADGs and took various forms. In the fall of 2018, staff from the Planning Department and Mayor’s Office of Economic and Workforce Development (OEWD) convened a Working Group of 11 community members who provided important input on the community engagement process, community history and background, and the design guidelines themselves. The Working Group met several times over the course of the year-long community engagement and drafting process and represented a broad spectrum of local stakeholders including residents, property owners, renters, business owners, non-profit organizations and service-providers, artists, union representatives, affordable housing developers, and market rate housing developers.

Additionally, the Planning Department hosted two community workshops. The first took place in June 2019 before Planning staff had begun drafting the guidelines; the goal of this workshop was to introduce the effort and hear community input on the physical and cultural aspects of Calle 24 that community members most value. The second workshop took place in October 2019 during which Planning staff presented an overview of the draft guidelines and solicited additional feedback. Most workshop materials, including publicity, presentations, handouts, etc. were translated into Spanish and a Spanish language interpreter was available at both workshops.

During Working Group meetings and community workshop break-out discussion sessions, community members and staff engaged in wide ranging discussions about the tangible and intangible qualities that make Calle 24 unique, the aspects of the built environment that help preserve Latino culture and heritage, and concerns about community change and the loss of commercial and institutional touchstones. These conversations informed the design guidelines in this document and a summary of major themes is presented on the following page. Additionally, community voices highlighting some of the most valued characteristics of Calle 24 can be found throughout this document quoted in pink boxes.



Calle 24 SADG Community Working Group Meeting



Community Workshop #2 at the Brava Theater



Community Workshop #1 at Cesar Chavez Elementary School



Community Workshop #1 at Cesar Chavez Elementary School

What makes Calle 24 unique?



Color



Sense of spontaneity



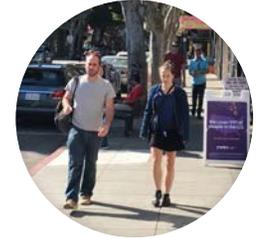
Small storefronts



Outdoor vending



Fine-grain texture



Human scale



Art integrated into buildings



Street life (art, music, families, etc.)



Victorian architecture



Layering of cultural fabric



Mom & pop retail serving locals



Vintage/multi-lingual signage

What are your concerns for the future of Calle 24?



Loss of locally-produced, Latino art



Loss of small, locally-serving, and affordable Latino businesses



Uniform/homogenous architecture



“Exclusive” aesthetic (e.g. glassy, muted colors, straight lines, etc.)



Loss of trees



Loss of community gathering spaces



Loss of vintage signage

Racial & Social Equity Assessment

Advancing racial and social equity is a priority of the City of San Francisco. Whereas government at all levels has played an important role in creating and perpetuating inequities through decades of discriminatory policies and practices, San Francisco's elected officials and City agencies have taken a leading role in addressing present-day inequities. The San Francisco Planning Department is committed to eliminating structural racial inequities by examining its policies, plans, and programs to understand their equity implications and proactively designing them to ensure that a San Franciscan's race does not determine life outcomes, statistically or experientially.

In drafting the Calle 24 SADGs, Planning staff utilized the Department's Equity Assessment Tool to consider the impact of the design guidelines on community equity outcomes. In particular, the Tool requires staff to consider the following questions when drafting new policies, programs, and processes:

What are the intended racial and social equity impacts/outcomes of this particular decision or process?

Design is a critical step in the development process that is largely led by architects, planners, engineers, and developers—all professions in which people of color and women have been historically underrepresented. While the technical

training and experience of these professionals is necessary, they largely determine the preferred design aesthetic as well as what and whether input from everyday community members is incorporated into building designs. Crafted in collaboration with community, design guidelines have the potential to codify and elevate the community voices and cultural aesthetics that are not traditionally present in the design process. As the design process is intended to enhance the livability, sustainability, and beauty of our city, it should ensure the diverse cultures, traditions, and aesthetics of our residents are celebrated and represented. The Calle 24 SADGs, in particular, are intended to help ensure that the elements of the Calle 24 Latino Cultural District that make it unique and distinctive are retained and enhanced in the built environment of the Calle 24 neighborhood.

As a key step in the racial and social equity assessment process, the following equity goals for these design guidelines were established:

- Increase the cultural and aesthetic representation of the Calle 24 Latino community in the design of the built environment.
- Ensure the guidelines are attainable for low-income and immigrant property and businessowners and do not contribute to the displacement of existing commercial or residential tenants.

- Decrease the amount of community, project applicant, and City staff resources utilized, primarily measured in time, in reviewing and responding to project proposals.

Who will benefit from or be burdened by the particular decision or process? Are there any unintended consequences?

The benefits of government policies, programs, and plans have historically been unevenly distributed—generally away from people of color and other historically marginalized groups. As the City seeks to improve equity outcomes for people of color and other vulnerable populations, government action may result in a shift of the distribution of benefits to a larger proportion of its residents and businesses. Design guidelines play a limited role in directly addressing racial equity



Mural at Treat Avenue and 24th Street.

Table 3: Potential Equity Benefits, Burdens, and Unintended Consequences^a

	DESCRIPTION	STAKEHOLDER IMPACTED
BENEFITS <i>“The Calle 24 SADGs should result in...”</i>	1. Mitigated cultural displacement through designs that are sensitive to neighborhood context and reflect the values of the community and the Calle 24 Latino Cultural District.	Community ^b
	2. Clearer expectations and direction from City staff and community during design review, which reduces review time for all stakeholders and saves project applicants money by reducing design costs and holding costs and accelerating project entitlement.	Project applicants, City staff, community
	3. Fewer discretionary review applications, which reduces review time for all stakeholders and saves project applicants money by reducing design costs and holding costs and accelerating project entitlement.	Project applicants, City staff, community
	4. Constructive conversations about design between neighbors, which reduces review time for all stakeholders and saves project applicants money by reducing design costs and holding costs and accelerating project entitlement.	Project applicants, City staff, community
	5. Mitigated community displacement pressures (in coordination with and support of other City policies and strategies).	Community
BURDENS <i>“The Calle 24 SADGs could result in...”</i>	1. Higher material and/or construction costs due to the use of higher quality materials and/or more complex design typologies.	Project applicants
	2. Loss of developable area for new construction in taller buildings. This could result in either smaller or larger upper-story dwelling units depending on the approach of the project applicant. It could also potentially result in fewer new dwelling units.	Project applicants, community
	3. Additional costs related to the preservation of existing murals/art and/or architecturally significant signage and buildings.	Project applicants
	4. Minor limitations on design flexibility.	Project applicants
UNINTENDED CONSEQUENCES <i>“The Calle 24 SADGs could result in...”</i>	1. Higher material and construction costs on small, local businesses and/or property owners already facing displacement pressures.	Project applicants
	2. Project applicants passing the cost of “burdens” through to the consumer.	Community

^a Listed in order of estimated magnitude from greatest to smallest.

^b Community defined as both the local Calle 24 community and broader citywide community.

and related socioeconomic challenges such as community displacement that are of particular concern in the Calle 24 neighborhood; however, they can contribute to cultural preservation, celebration and representation, and a sense of community cohesion/belonging that help reduce the pressures of cultural displacement on the neighborhood.

As is often the case with equity assessments, the answers for addressing racial and social inequities are complex and cannot be addressed by a single policy, project, or approach. This does not mean that we should not pursue policies that broadly address city objectives (e.g. buildings respond sensitively to their context and neighborhood character; design guidelines enhance certainty in the design process, etc.), but rather that we craft regulatory and programmatic changes to more equitably benefit households with lower incomes and households of color. These additional opportunities may be highlighted as next steps beyond the scope of these guidelines through, for example, the Department's broader Racial & Social Equity Initiative, Community Stabilization Initiative, and the City's Cultural Districts Program.

As with any new policy, design guidelines may have both benefits and burdens that should be examined to ensure that equity opportunities are enhanced and burdens are addressed or mitigated. Table 3 presents the potential benefits, burdens, and unintended consequences that could result from the application of the Calle 24 SADGs. Since the application of design guidelines is

inherently subjective, it should be noted that this assessment is qualitative in nature and somewhat speculative.

The assessment suggests that the benefits of design guidelines are broadly shared among project applicants, community stakeholders, and the City. Burdens would likely be borne primarily by project applicants, although they have the potential to be significantly offset by the benefits generated. Additionally, most guidelines are specifically written to allow for design flexibility such that their intent can be achieved through multiple methods, and therefore do not necessarily result in burdens for project applicants. Unintended consequences could negatively impact the community in the form of increased displacement pressures if project applicant burdens are passed through to consumers. It is also important to note that project applicants include a broad range of stakeholders from across the socioeconomic spectrum with varying tolerances for absorbing potential burdens. Professional developers, for example, generally have greater access to capital that can be used to partially offset burdens than do property owners who own a single building and rely on their commercial or residential rents. Impacts to these small property owners are an important consideration in assessing the design guidelines' equity outcomes.

⁵ For a summary of anti-displacement strategies endorsed by the Planning Commission, see "Mission Action Plan 2020," March 2017, http://default.sfplanning.org/Citywide/Mission2020/MAP2020_Plan_Final.pdf

Are there strategies to mitigate burdens and unintended consequences and to advance racial and social equity outcomes?

The Calle 24 SADGs have a relatively narrow focus and applicability and thus play a minor role in advancing racial and social equity outcomes in the Mission; in other words, they should be viewed as one small element of a larger equity strategy articulated through MAP2020, the Calle 24 SUD, and the City's Community Stabilization Strategy, which is discussed further below.⁵ However, additional strategies—some of which are already within the City's toolkit—should be leveraged to ensure that the racial and social equity



Frutilandia, at 24th and Lucky Streets, has been serving Cuban and Puerto Rican comfort food since 1974.

outcomes identified for this process are realized. Many, if not most, of these strategies will need to be integrated and memorialized in parallel processes outside of the scope of the design guidelines themselves, such as the following:

- The City already funds numerous community stabilization programs targeted toward small, local businesses and property owners. These programs provide various forms of assistance including grants and other financial assistance, technical assistance, design assistance, and project management, which can help mitigate burdens that might result from design guidelines. Table 4 presents a summary of these programs. OEWD can help ensure that they are well-resourced and publicized to vulnerable communities and that the guidelines are a stabilizing force in the community and not a burden.
- The Planning Department, OEWD, the Small Business Assistance Center, and other City agencies should consider creating a formal referral process to direct project applicants experiencing financial challenges related to design guideline requirements to utilize community stabilization programs such as those listed in Table 4.
- The Planning Department, in coordination with other City agencies and community partners, has spearheaded the Community Stabilization Initiative, which seeks to mitigate the impacts of ongoing

Table 4: Current City-Administered Community Stabilization Programs for Small Businesses and Property Owners*

PROGRAM	DESCRIPTION
Open In SF	Helps business owners navigate the complexity of opening in the City and includes guidance and a dedicated case manager to assist with applying for permits and licenses needed to open a business in the City.
SFShines Façade and Tenant Improvement Program	Provides grants, design assistance, and project management services to improve storefront façades and business interiors.
Code Compliance Improvements/Accessible Building Entrance Program	Services promote inclusion by providing technical and financial assistance to small businesses to improve their storefronts for public access and ensures compliance with the Americans with Disabilities Act (ADA).
Low interest business loans	Provide financial assistance for entrepreneurs to start and grow their businesses in San Francisco.
Disaster Relief Program	Provides post-disaster assessments to individual businesses to determine what resources they need to maintain or rebuild their business following a disaster and provides grants, assistance with employee needs, and access to capital.
Women Entrepreneurship Fund	Provides mini-grants to San Francisco women-owned small businesses for projects and upgrades that will have a transformative impact on the business’ ability to grow.
Community Cornerstones	Assists nonprofits and small businesses in newly built or acquired affordable housing with support for planning, relocation and renovation expenses. Program helps ensure the resiliency and stability of nonprofits and small businesses in spaces adjacent to below market housing. The program is targeted to new affordable housing or properties acquired under the City’s Small Sites acquisition program.

*Note: The City’s Small Business Assistance Center can help connect business and property owners with the agency or agencies administering each program.

displacement in San Francisco and help vulnerable populations thrive and contribute to the City’s economy and culture. In October 2019, the Planning Department published the Initiative, which assessed the City’s existing portfolio of anti-displacement tools, created recommendations for unifying fragmented

efforts, and identified priorities for future policies, legislation, and programs.⁶

⁶ For more information on the Community Stabilization Initiative and to review the “Community Stabilization Strategy,” visit <https://sfplanning.org/community-stabilization-strategy>

- The Calle 24 Latino Cultural District, along with several other of the City’s recognized cultural districts, will be launching their Cultural, History, Housing and Economic Sustainability Strategy (CHHESS) Report in early 2020. The CHHESS will identify additional strategies for cultural preservation and community stabilization and vibrancy. Items identified as potential burdens for existing commercial and residential tenants could also be addressed through this process. Strategies could include, for example, identifying Planning processes and/or requirements in the Planning Code that create unintended barriers to cultural preservation and community stabilization.

How are the intended equity outcomes of a particular decision or process monitored to track progress?

Monitoring of government programs, policies, and processes using a consistent set of metrics is a critical element in advancing racial and social equity. Table 5 describes the monitoring proposed to track equity progress related to the Calle 24 SADGs. Reporting on the monitoring elements in the table will be incorporated into the Calle 24 SUD Monitoring Report, which is produced by the Planning Department and OEWD every five years. The Monitoring Report, which is next due for publication in 2022 or 2023, will allow City staff to determine whether the Calle 24 SADGs are fulfilling their equity goals and, if not, to consider and implement additional strategies to meet them.

Table 5: Calle 24 SADG Equity Monitoring Recommendations

EQUITY GOAL	MONITORING ELEMENTS
<p>Increase the cultural and aesthetic representation of the Calle 24 Latino community in the design of the built environment.</p>	<p>There is no completely objective method for evaluating cultural and aesthetic representation. However, the following monitoring elements can help track overall compliance with the SADGs.</p> <ul style="list-style-type: none"> Track the number of projects evaluated and completed utilizing the SADGs. Develop a Calle 24 SADG design review matrix for Planning staff and track the degree of compliance of approved projects. Periodically check in with key community stakeholders to gauge receptivity to recently completed projects within the SADG area of applicability. Existing City/community meetings related to MAP2020 and other efforts can be utilized for check-ins.
<p>Ensure the guidelines are attainable for low-income and immigrant property and businessowners and do not contribute to the displacement of existing commercial or residential tenants.</p>	<ul style="list-style-type: none"> Track demographic and business trends related to displacement via existing monitoring efforts such as the annual MAP2020 Status Report. Track interagency referrals to community stabilization programs to understand what challenges project applicants are experiencing related to SADG requirements and to ensure that applicants are properly connected to appropriate resources. Periodically check in with key community stakeholders to understand what benefits or burdens, if any, low-income and immigrant property and businessowners are experiencing as a result SADG requirements. Utilize existing City/community meetings whenever possible. Utilize opportunities that might arise in conjunction with other data collection efforts to survey project applicants about benefits and burdens they have experienced related to design guideline requirements. Utilize data gathered to identify opportunities for additional community support.
<p>Decrease the amount of community, project applicant, and City staff resources utilized, primarily measured in time, in reviewing and responding to project proposals</p>	<p>The length of the design review process and the overall project entitlement can vary greatly from project to project based on a myriad of reasons, sometimes unrelated to aesthetic concerns. However, the following monitoring elements can provide a guidepost to understanding whether the Calle 24 SADGs are helping to streamline project review and approval within their area of applicability.</p> <ul style="list-style-type: none"> Track the length of time a project application takes in design review and from application submission to entitlement. Track the number of discretionary review applications filed and the primary rationale for the application.



Mural at 24th and York Streets.

Glossary

Alcove

A recessed area in the wall.

Articulation

The act of giving expression. In architecture, it is the definition of the formal elements of architectural design. Through degrees of articulation, each part is united with the whole in such a way that the joined parts are put together. The articulation of a building reveals how the parts fit into the whole by emphasizing each part separately.

Appropriate

Fitting or suitable to a particular situation, location, or setting.

Bay/Bay Window

A space between architectural elements. For example the space between storefront pilasters.

A bay window is a window space projecting outward from the main walls of a building and forming a bay in a room.

Blade Sign

A type of shallow projecting sign mounted such that the face of the sign is perpendicular to the flow of traffic.

Bulkhead

The lower part of a wall, upon which the storefront display window is placed.

Butt Joint System

A technique in which two pieces of material are joined by simply placing their ends together without any special shaping.

Cabinet Sign

Also known as a box sign they are internally illuminated with an acrylic, translucent face and metal frame.

Channel Letters

Custom-made hollow, metal letters commonly used in exterior signage on public and commercial buildings, and often internally illuminated.

Character

Prevailing existing architectural elements, including building mass, scale, and the style/era in which they were built.

Cladding

Application of one material over another to provide a skin or layer. For example wood siding and stucco are common cladding materials.

Clerestory Window

A high section of wall that contains windows above eye level with the purpose of admitting light, fresh air, or both. Often found above storefront display windows.

Compatible

Able to exist or occur together without conflict.

Complement

Something that goes well with something else. This document uses this term to express how elements can be adjacent and agreeable in scale, proportion, composition, and type but not identical in style or manner.

Context

Setting. The interrelated conditions in which something exists or occurs. In the urban design context, typically refers to the physical and cultural environment around a specific site or how a proposed building may be described within its surroundings.

When reviewing a project for contextual compatibility, the Department considers a site's context to include buildings and open spaces immediately adjacent to the subject site, the entire block face on which it sits, the facing block from the site, and the overall block pattern ranging in all directions by two or more blocks. The Department also considers the character of special or unique nearby structures, access to or frontage onto civic places and streets, and important nearby public environments such as neighborhood commercial districts.

Cornice

A horizontal decorative molding that crowns a building or an architectural feature such as a door, window, or opening.

Enclosure

Area that is defined by vertical surfaces.

Expression

Intentional combination of materials, techniques, and construction aspects, resulting in a building language that identifies its architecture.

Facade

The face of a building, especially the principal front that looks onto a street or open space.

Fenestration

The arrangement of windows and doors on the elevations of a building. Fenestration is often examined as a pattern.

Fine Grain

Small scale elements and/or materials that result in visual and physical texture and more detailed architecture.

French Doors

A set of doors with glass panes throughout its length.

Glazing

Glass windows, doors, and walls.

Hardscape

Man-made features used in landscape architecture most commonly referring to paving.

Human-Scale

Architectural elements that relate to the scale of a person. These are commonly up to 8' in height.

Juliet Balcony

A very shallow balcony with a safety railing on the upper story of a building.

Landmarks

Readily identifiable objects which serve as external reference points. (From Kevin Lynch, *Image of the City*)

LED

Light-Emitting Diode; a light that is comprised of a semiconductor diode which glows when a voltage is applied.

Lite

Lite is a variant spelling of "light" typically used to define the opening of a piece of glass at the window (also see "Muntin").

Mass / Massing

In architecture, mass is used to describe the three-dimensional volume or shape of a building or part of a building.

Materiality

The resulting expression of one or more materials combined.

Mid-block Buildings

Buildings that are not located on corner parcels at street intersections.

Mid-block Open Space

Public or private area, often including multiple lots, left as open space in the center of city blocks. Such an open space is typically created by an ensemble of many lots that follow a similar pattern (e.g. through consistent application and compliance with rear yard setback requirements).

Modulation

A volumetric regulating according to measure or proportion. A three-dimensional modelling and definition of form that repeats and supports the overall design. Recesses, projections, or other

changes in facade planes, along with windows, materials, patterns and colors, and other similarly scaled elements can be used to modulate.

Muntin

Strip of wood, metal, or other window material separating and holding panes of glass in a window. Muntins divide a single window sash or casement into a grid system of small panes of glass, called "lights" or "lites".

Parapet

A low protective wall along the edge of a roof, deck, or balcony.

Patina

A thin, usually green layer that forms naturally on the metals copper and bronze when they are exposed to the air for a long time; a shiny or dark surface that forms naturally on something (such as wood or leather) that is used for a long time. A "faux patina" is a patina artificially produced to mimic the natural process of material aging.

Pattern

A particular way in which something is organized, where repeated elements can be identified.

Plaster

A soft mixture of lime with sand or cement and water for spreading on walls, ceilings, or other structures to form a smooth hard surface when dried.

Plinth

Rectangular slab or block that forms the lowest part of the base of a column, statue, pedestal, or pier.

Proportion

The relationships of the various objects and spaces that make up a structure to one another and to the whole. These relationships are often governed by multiples of a standard unit of length known as a "module."

Raceway

Rectangular sign mounting structure that also serves as an enclosure for both signage electrical components (such as transformers) and wiring.

Recess

A small space created where part of a building wall is set back further from the rest of the wall.

Reflect

To give back or exhibit as an image, likeness, or outline. This document uses "reflect" to describe how new elements may seem of the same family or extend a series of similar older elements. It is not intended to imply a mirror-like copy.

Relate

Indicate its connections with (something else). For the purposes of this document, one element relates to another if it expresses aspects of the other's geometry, form, circulation, detailing, materiality, or use.

Scale

A proportionate size, extent, or degree, usually judged in relation to some standard point of reference.

Set Back

An offset in a wall or wall alignment.

Site Inefficiencies

Site areas that due to design or other constraints result in undevelopable land.

Soffit

The underside of an architectural structure such as an arch, a balcony, or overhanging eaves.

Streetscape

The result of natural and built elements combined that define the street.

Streetwall

Combined facades of buildings generally built to the property line facing a street or open space. A clear streetwall helps define "the urban room" or the public realm. A consistent streetwall that is visually interesting and active ground floor uses promotes pedestrian activity.

Sun Shade

An architectural device that provides protection from the sun.

Texture

The feel, appearance, or consistency of a material surface.

Transition

The passage from one state, stage, subject, concept, etc., to another which results in change.

Transom Window

A small window located directly above a window or door.

Trim

Detailed molding components, typically used along edges of walls, doors, windows, and openings, that help define and/or highlight architectural elements.

Undevelopable Land

Area that is not suitable for the placement of a building.

Variation

A change or difference in condition, amount, or level, typically with certain limits. In design, variation describes how adjacent elements can contain different attributes with enough similarity to be recognizable as related. A pattern of variation generally requires the repetition of three or more elements.

Volume

A three-dimensional measure of space that comprises a length, a width, and a height. In architecture, a volume can describe a three-dimensional portion of a building or shaped element.

Walkable

Pedestrian friendly; suitable for walking.



A full facade mural at 24th and York Streets.



San Francisco
Planning

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