On December 4, 2017, the Excelsior & Outer Mission Neighborhood Strategy Working Group met. During the meeting, the Working Group spent time considering the strategies that had been identified to date and prioritizing them in regards to (1) the potential impact the strategies may have and (2) the sequence in which to implement them. Those present broke into small groups. They used paper, glue, and tape to layout the strategies they prioritized. The following pages reflect the execution of this exercise by the small group.
GOAL: Develop a stable and secure source of funds to construct, maintain, and enhance public realm improvements.

- Establish a committee of property & business owners to investigate and research the impacts and viability of a community benefit district.
- Establish a committee of property & business owners to investigate and research the viability of a green benefits district.
- Analyze the potential to sell green benefits to the development, thereby reducing the cost of the benefits district.

GOAL: Ensure access to transit for all.

- Waterways: Promote a positive and intentional culture on waterfront transit (bus, rail)
- Connectivity: Enhance connectivity within the neighborhood by exploring other ways to get around such as ferries, bike share, and other options smaller than a bus.
- Connectivity: Enhance connections to other neighborhoods and downtown.
- Efficiency & Speed: Ensure pedestrian safety remains high priority, versus fast traffic—incorporating low traffic bus traffic.
- Frequency: Buses are so frequent you don’t have to check the schedule!

GOAL: Encourage active streetfronts.

- Activate vacant storefronts through pop-up shops and art installations.
- Prioritize attracting new businesses to vacant storefronts.
- Encourage active and welcoming streets by encouraging storefront transparency through sidewalk to shop owners and enforcement.

GOAL: Develop pedestrian connections to Mission Street.

- Identify and create safe pedestrian connections from neighborhoods to the Mission Street corridor.
- Enhance pedestrian connections between Mission NCD and regional transit hubs (BART and Caltrain).
- Fund and implement pedestrian improvements planned for Ocean Avenue, from CCFC to BART and from BART to Mission Street.

GOAL: Bike connections.

- Identify and create safe bicycle connections from neighborhoods to the Mission Street corridor.
- Enhance bicycle connections between Mission NCD and regional transit hubs (BART and Caltrain).
- Identify gaps in the bike network and work to create a comprehensive network of expanded and protected bike lanes.

GOAL: Promote the development of a Bay Area Incubator.

- Support the development of a Food Hall - Food vendors can reduce costs by using a shared space.
- Support the development of a Shared Market Space - Entrepreneurs can reduce costs by using a shared space.
- Support the development of a Market Space - Provides opportunities for youth and adults to start small food businesses with technology like 3D printers or "cool" tech tools and to subcontract.
- Consider permitting a variety of uses on the second floor, such as offices. Access the potential demand for small impact of such uses.
- Develop a concept design for the Persia Triangle.

GOAL: A vibrant public space.

- Develop a public space plan that identifies (1) public locations that could be improved and (2) private locations that could be acquired for public space.
- Allocated funds to develop a design for public space at Whittier and Mission Street.
- Engage the public in the construction of public parks (or parks) to create more open space.

GOAL: Use art and design to create a sense of place that reflects and enhances the character and identity.

- Develop a public art plan that integrates with the public realm plan, to identify areas for art within each node. The plan should consider a way to support public art in the neighborhood, including murals, signage, banners, and other ideas. Consider art that is unique to the neighborhood (opposed to murals that are in many parts of the city).
- Develop street signs with "eastern" to the downtown and all directions.
- Use "everyday" objects to give identity to nodes and serve practical purposes such as street signs, lighting, signage, and banners.
- Develop a "historic" light program that would help identity and restore signs that contribute to neighborhood history and character.

GOAL: Encourage the development of a fully family-friendly corridor, one that works for "ages 6-60" that is for children and seniors alike.

- Incorporate play features into public open spaces and parks.
- Define the types of businesses and services families and seniors need in the neighborhood.
- Increase the number of family-friendly businesses through attraction of new businesses and adaptation of existing businesses.

Support the development of a Business Incubator.

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**Short-Term**

- **Goal:** Support new and additional street and sidewalk lighting, funded by the Public Utilities Commission.

**Medium-Term**

- **Goal:** Increase investment in SPW Kosh Collection.
  - Support struggling businesses with tech assistance, legal support, policy changes.

- **Goal:** Increase feeling of safety in the corridor and reduce incidents of violence.

- **Goal:** Mission Street is a safe, inviting, and enjoyable place for pedestrians.

- **Goal:** Developing a stable and secure source of funds to construct, maintain, and enhance public realm improvements.

**Long-Term**

- **Goal:** Encourage active street frontage.

- **Goal:** Encourage the development of a family-friendly corridor, one that works for "age 0 to 100"—that is for children and seniors alike.

- **Transit Equity**

  - Connectively: Improve coordination between bus, MUNI, and BART so that it is easier and safer to make connections.

  - Sustainability: Reduce congestion, improve air quality, and reduce noise pollution.

  - Livability: Enhance the overall quality of life for residents and visitors.
78-81-3.5 years
10-11-13-3.5 years
5.5 years
2.5 years
0.5 years
RPP
Establish
New
Most (least)
Consensus
0-3 years
3-5 years
5-10 years
10-15 years
Most Important Goals

GOAL: Clean the public realm.

GOAL: Increase feeling of safety in the corridor and reduce incidents of violence.

Support new and additional street and sidewalk lighting, funded by the Public Utilities Commission.

GOAL: Bike connections in and through the NCD are safe and free from cyclist conflicts.

Identify and create safe bike connections from neighborhoods to the Mission Street corridor.

Develop a multi-lingual, and multicultural anti-litter campaign. This can include graphics, clean up events, use of 311, and efforts to discourage litter and dumping.

Investigate root causes of dumping.

GOAL: Encourage the development of a levy-friendly corridor, one that works for ages 8 to 80—that is, children and seniors alike.

Incorporate play features into public open spaces and plazas.

WHERE YOU CAN SEE "THEMSELVES REPRESENTED & WELCOMED"