UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

MANAGEMENT PLAN

Executive Summary

2019-2029
EXECUTIVE SUMMARY

HISTORY OF THE UNION SQUARE BID

Property owners and the San Francisco Board of Supervisors initially approved the formation of the Union Square Business Improvement District (USBID) in 1999 (the first BID established in San Francisco) for a five year term to enhance the quality of life for the business community, residents, stakeholders, and visitors. The original primary services were cleaning and safety within 10 blocks surrounding Union Square.

The Union Square Business Improvement District successfully renewed for an additional five year term starting in 2005. In 2009, the USBID renewed a second time and expanded its services to include marketing, public realm beautification, and advocacy. The USBID also expanded geographically to 27 blocks, creating a more vibrant community for those who live, work, and play in the heart of San Francisco.

In July 2017, the Union Square Business Improvement District formed the Union Square Foundation, a 501C3 non-profit organization to raise additional funds for public realm improvements and homeless outreach services.

In 2016, a strategic planning process, led by the USBID Board of Directors and other community stakeholders, determined that the name “Union Square Business Improvement District” was limiting and did not encompass all of the activities outlined in the organization’s mission statement. Through the strategic planning process, the USBID explored the feasibility of renaming the organization the “Union Square Alliance” to include marketing, community development, and community partnership building. In its third renewal, the organization may conduct business as the Union Square Alliance.
Sан Francisco Starts Here in Union Square

Union Square is an international destination for flagship and luxury shopping, world-renowned hotels, and entertainment. Approximately 1 million visitors come to Union Square every week to experience the heart of San Francisco and its vibrant, urban environment. In recent years, Union Square has become a center for economic development and investment in San Francisco with major hotel renovations completed and new entertainment and hospitality venues. Continuing to thrive in a changing retail environment, our community remains resilient and adaptable.

CORE VALUES

Clean 🚰
We ensure a high level of cleanliness for Union Square and strive for continued operational improvements which is core to our mission.

Safe 🕵️
With rapid response times and innovative security camera coverage, our Ambassadors and partners at SFPD make our district a safer place for all.

Public Realm and Activation ⚽️
By working collaboratively with our government partners and district stakeholders, we are shaping the long-term vibrancy of our area through thoughtful public realm investment.

Destination Marketing and Events 🗓️
We provide connectivity that creates a seamless experience for visitors and locals alike, activating public spaces with popular events that draw crowds and reinforce Union Square’s brand as an international destination.

Advocacy 🎤
As your champion, we take pride in representing our members to stay ahead of everyday challenges while building winning coalitions that achieve success.
SERVICES

The USBID will provide essential cleaning and safety services to the district. These services are supplemental to the City’s baseline services (see page 29). The USBID will also provide marketing, public realm, and advocacy services to increase economic vitality of the community.

Cleaning
Cleaning Ambassadors will continue to perform daily sidewalk cleanings and scrubs, regular pressure washing, graffiti removal, excessive trash removal, and address illegal dumping.

Safety
Safety Ambassadors will continue to visit businesses daily to address quality of life issues. 10B Police Officers or their equivalent will enforce City laws and ordinances in the USBID. Overnight security will be added to augment safety. Member services will become a 24/7/365 operation to address member needs. Hospitality Ambassadors will also direct visitors to businesses and Union Square points of interest.

The USBID will maintain an existing security camera system with 350 cameras in the network and expand coverage from approximately 60% of the district to 100% over the next decade.

Advocacy
The USBID will continue to be “the voice of Union Square” and represent Union Square businesses at the local, regional, and state level. The USBID will advocate for best business practices, policies, and economic growth to the area.

Public Realm & Activations
The USBID will implement its Public Realm Action Plan and continue to beautify and activate public spaces, which may include public plazas and back alleys.

Destination Marketing & Events
The USBID will promote Union Square as an international destination for boutique and luxury shopping, hospitality, and entertainment through a variety of print and events geared toward visitors.
### ZONE 1 & ZONE 2 SERVICES COMPARISON SUMMARY MATRIX

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>ZONE 1</th>
<th>ZONE 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleaning Ambassadors</td>
<td>4 Cleanings/Day</td>
<td>3 Cleanings/Day</td>
</tr>
<tr>
<td>Overnight Sidewalk Vacuum</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Pressure Washing</td>
<td>Every week</td>
<td>Every 2 weeks</td>
</tr>
<tr>
<td>Safety and Hospitality Ambassadors</td>
<td>Min. 4 Visits/Day</td>
<td>Min. 2 Visits/Day</td>
</tr>
<tr>
<td>Member Services/Dispatch</td>
<td>24/7/365 Operation</td>
<td>24/7/365 Operation</td>
</tr>
<tr>
<td>2 SFPD 10B Officers/Private Security</td>
<td>12.5 Hours of Patrol</td>
<td>7.5 Hours of Patrol</td>
</tr>
<tr>
<td>Security Camera Program</td>
<td>Security Camera Program to expand from 60% of the district covered to 100% over the next decade term.</td>
<td></td>
</tr>
<tr>
<td>Overnight Camera Monitoring</td>
<td>10PM-6AM</td>
<td></td>
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<tr>
<td>Overnight Security</td>
<td>Patrol Team (10PM-6AM)</td>
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</tbody>
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RENEWAL PROCESS

The USBID began its renewal campaign by hosting a community meeting in October 2017. USBID staff then invited members to join a renewal committee, conducted service and district evaluations, gathered visitor feedback, and updated property owner contact information. Outreach to members took place between the fall of 2017 and summer of 2018 including community meetings, member surveys, and one on one meetings with stakeholders.

The Union Square Business Improvement District conducted a stakeholder survey as part of its renewal process to gather data on the overall importance of current programs as well as additional services members may be willing to implement. Surveys were mailed in March 2018 to all property owners and tenants within the USBID boundaries. Surveys were also emailed and made available online. The survey period ended in May 2018. 196 parcel and business surveys were received. Surveys received from property owners totaled 62.68% of weighted assessments.

Throughout the summer of 2018, the renewal committee discussed budget and service level options reflective of the survey. The renewal committee came to a consensus on a budget and service plan with enhancements to cleaning and security programs and public realm improvements to prepare the USBID Board of Directors to vote on a service plan and budget starting FY 19/20 as part of renewal of the organization. The USBID Board of Directors voted unanimously in favor of this recommendation.

RENEWAL COMMITTEE MEMBERS

Leah Heil COMMITTEE CHAIR
San Francisco Westfield Centre

Jean Johnstone
Johnstone Partners, LLC

Tad Moore
250 Post Street, LP

Minna Tao
Recology

Cammy Blackstone
AT&T

Russ Keil, Jr.
The Keil Companies

Mary Padilla
Cushman & Wakefield

Don Thomas
Club Donatello

Tracy Boyd
Resident

Russ Keil, III
The Keil Companies

Maxine Papadakis
Resident

Ned Topham, Jr.
Geary-Grant LLC

Stephen Brett
Brett & Company

Elizabeth Macedo
Cushman & Wakefield

Garrett Parker
Hilton PARC 55

Wes Tyler
Chancellor Hotel

James Goody
Trinity Properties

Julie Venegas
Cushman & Wakefield

Kelly Powers
Hotel Council

Susan Walsh
Resident

Chris Hague
Pebblebrook Hotel Trust

Michelle McKinney
San Francisco Westfield Centre

Mark Purdy
Grosvenor Americas

Carie Yox
Cushman & Wakefield

Todd Hoyles
Albert Garcia

Rusty Middleton
Jason White

James Sangiacomo
Trinity Properties

Neman Marcus

Chicago Real Estate

Minna Tao
Recology
BOUNDARIES & ZONES

The USBID is made up of a vibrant 27-block community surrounding Union Square Park in the heart of San Francisco. It is generally bordered on the north by Bush Street, on the east by Kearny Street, on the south by Market Street and on the west of Taylor and Mason Streets. Within this service area there are over 620 parcels, which include both public and private ownership and more than 1,200 storefronts.

Clean and Safe service area zones were determined based on a 2017 heat map of Ambassador services, pedestrian traffic statistics, and commercial rent rates. Heavier pedestrian traffic areas require additional sidewalk Cleanings per day, more frequent pressure washing, and security foot patrols. Zone 1 will generally encompass the core of Union Square, including Powell Street, Stockton Street, and Market Street corridor.

A specific description of zones and boundary map are included under Appendix A of this Management Plan.

ASSESSMENT METHODOLOGY

Lot square footage, building square footage, linear frontage, and land uses are parcel characteristics that will be used to determine proportionate special benefit points. Special benefit points are distributed based on various cleaning and safety services provided along with public realm, marketing, events, and advocacy functions of the organization. The district will be divided into two cleaning and safety services zones. The Union Square core will receive additional cleaning and safety services based on heavier pedestrian traffic and overall need. Both zones will benefit from the same marketing, public realm, and advocacy services.

MANAGEMENT PLAN DESCRIPTION

This Management Plan is the result of extensive outreach to property owners and managers, businesses, and community stakeholders with the desire to improve the quality of life in Union Square through enhanced cleaning and safety services, business advocacy, economic development, destination marketing, and public realm improvements. The Plan includes updated Union Square BID boundaries, service plans, an annual budget, the assessment methodology, and district management guidelines.