

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

MANAGEMENT PLAN

Executive Summary

2019-2029



Union Square
Association Formed

1980's



FIRST RENEWAL

2005

1999

Union Square BID
Formed



1 **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.



Union Square Foundation
501C3Formed

2017

2009

SECOND RENEWAL

Services expanded to 27 blocks.



2019

**Union Square BID
THIRD RENEWAL**

**SAN 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

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

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
Julie Venegas
Cushman & Wakefield

Garrett Parker
Hilton PARC 55

Wes Tyler
Chancellor Hotel

James Goody
Trinity Properties

Rob Malone
SFMTA

Kelly Powers
Hotel Council

Susan Walsh
Resident

Chris Hague
Pebblebrook Hotel Trust

Michelle McKinney
San Francisco Westfield Centre

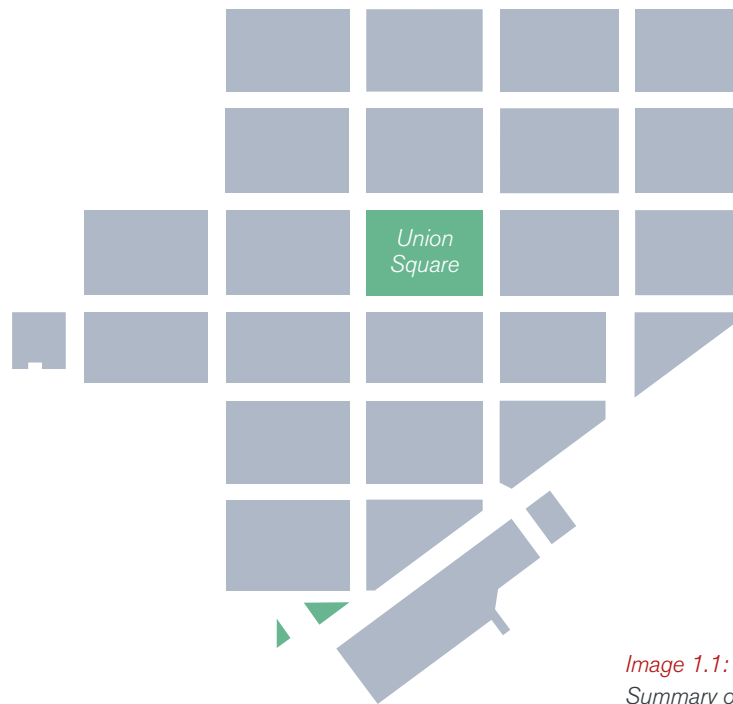
Mark Purdy
Grosvenor Americas

Carie Yox
Jeffery Ong
Cushman & Wakefield

Todd Hoyles
Albert Garcia
Neiman Marcus

Rusty Middleton
Jason White
Grand Hyatt SF

James Sangiacomo
Trinity Properties



*Image 1.1:
Summary of USBID District Map*

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.