



CHAPTER 1.

One Destiny: The Community Vision



Bayview Hunters Point Joint Housing Committee, late 1960's. Members identified as of this printing include: John Dukes, Sam Jordan, Ben Criswell, Freddie Brown, L. P. Lewis, Makela Cashmere, Osceola Washington, Ruth Williams, Julia Commer, and Essie Webb. Note that many of the street names on Hunters Point Hill honor these pioneering community members and their efforts to ensure housing for Bayview residents. Photo and caption courtesy Oscar James and Essie Webb. Thank You!



BEYOND PLANNING – WHAT THIS DOCUMENT PROVIDES

Every community has important stories to share that together form a communal identity. From the diversity of individuals who live, work, and raise their families in Bayview Hunters Point comes this shared identity, and with it, a strong foundation for a vision to guide the future. This *Revitalization Concept Plan* tells some of these stories through an exploration of history, the natural landscape, and the cultural traditions defining this unique place. The ultimate goal is to understand this community's common destiny and for unification to gain strength as a result.

The current community can also be understood through statistical information about individuals, households and families, employment, and economic market data. When this information is put into context and explained carefully, citizens can make more informed decisions about a collective future. A clear set of goals and strategies for revitalization has emerged as a result of this process, defining a vision for Bayview Hunters Point that serves both its current and future residents.

This *Revitalization Concept Plan* is organized as a resource to serve community members beyond planning: to build consensus, address new revitalization programs, and guide proposed development according to the community vision. Each chapter in this work builds on the understanding provided by those before it. It is organized as follows:

CHAPTER 1. One Destiny: The Community Vision

This chapter examines the mission statement of the citizen-elected Project Area Committee, goals and strategies developed to guide revitalization, the community process that created them, and a review of the implementation steps to follow.

CHAPTER 2. People and Place

This chapter defines and describes the Bayview Hunters Point community through natural and cultural histories, a profile of community characteristics and emerging trends, and an understanding of economic market conditions.

CHAPTER 3. Building on Our Strengths

This chapter identifies the community's values, resources and traditions; defines zones of opportunity for implementing the vision and goals; and discusses how to preserve community character explored in the previous chapter. Here, the framework for sensitive creation of programs and projects is set.

CHAPTER 4. Area-Wide Community Programs

This chapter describes two types of area-wide programs developed during the community process. Part I addresses local economic development, social needs, and education initiatives. Part II focuses on physical development and environmental improvement. Each section reviews important facts about community needs, lists existing programs serving community goals, and provides community recommendations to guide revitalization planning, programs and implementation.

CHAPTER 5. Revitalizing Neighborhood Districts with Focus Area Plans

This chapter describes the planning process for neighborhood focus areas within Bayview Hunters Point. The community's area-wide recommendations for revitalization are applied in four visionary plans, looking twenty years into the future, with descriptions of potential projects.

CHAPTER 6. Reaching for the Future

This chapter explores how the community will work to strengthen its voice through coalition and consensus building. Steps for success and activities that will follow the publication of this *Revitalization Concept Plan* are outlined.

A UNIFYING MISSION

The Bayview Hunters Point Project Area Committee (PAC) consists of 21 members elected to represent the community. The community has entrusted the PAC with the responsibility of providing advice, recommendations, and direction to the San Francisco Redevelopment Agency (SFRA) through a comprehensive public process. A major outcome of this process is the creation of the *Revitalization Concept Plan*. As important is the power gained through knowledge and the creation of a strong voice to bring the community's vision to fruition.

Guiding the PAC's endeavors is a Mission Statement emphasizing its role to help create and speak for a unified community. The PAC is empowered to help foster revitalization through a shared vision and the strategic tools of knowledge required to bring that vision to life. Recognizing the many strengths of the people of Bayview Hunters Point, the motto chosen by the PAC for this work states: "*There must be unity where there is one destiny.*"

The PAC has worked diligently over the last five years to prepare a community-based framework defining a long-term vision to guide future growth, prioritizing programs, and assessing development proposals. Recommendations and specific plans developed through this process are outlined in this *Revitalization Concept Plan* to guide implementation of the community's revitalization goals.



PAC-sponsored community meeting at the Bayview Opera House to discuss Bayview's future.

A SHARED VISION

Working with the community at large, the PAC's Mission Statement provides a secure basis for the vision, goals, and objectives for revitalization in Bayview Hunters Point. This community seeks to retain its history and people, emphasize a shared destiny, and build upon its strengths to become a healthy, vital place of the 21st century. Of critical importance to the success of this endeavor is the continued support and involvement of all community members. Three specific goals articulated through the PAC's community process include the following:

- 1 Future revitalization and redevelopment of Bayview Hunters Point must be guided by and benefit local residents, many of whom have worked and raised families in the area for many years.
- 2 The fabric of the community—its Town Center and neighborhoods, institutions and resources, character and spirit—must be preserved and strengthened through the revitalization process.
- 3 The physical and ecological environment of Bayview Hunters Point will be improved—made more accessible, landscaped and provided with amenities, with hazards eliminated and substandard facilities relocated—to provide a safe and healthful place to live, work and raise a family.



The Bayview Hunters Point PAC's logo is an Adinkra symbol signifying the need for unity where there is one destiny.

SEVEN REVITALIZATION STRATEGIES

Seven major revitalization strategies have been developed to implement the community's goals by defining a range of actions that promote positive change. This change will come from both public institutions and private individuals. The strategies address complex issues such as local economic development, gentrification, affordable housing, and environmental racism.

In the community's understanding, local economic development strategies provide support systems that allow locally-owned small businesses to flourish. Gentrification is the rapid displacement of local working class and poor residents by wealthier individuals, occurring in many communities of color in the Bay Area today. While all communities grow and change over time, this kind of rapid displacement tends to radically change the spirit and traditions of a place. A lack of affordable housing is the most powerful negative impact caused by a booming economy that gentrifies a community instead of revitalizing it. Local businesses that can no longer afford rising rents close their doors and are replaced by more expensive shops and services. Finally, environmental racism refers to the historic location of polluting industries in lower-income communities of color which typically have not had the resources to fight for their rights and have suffered the effects of an unhealthy environment as a result. These important issues will be discussed and addressed throughout the *Revitalization Concept Plan*.

THE SEVEN REVITALIZATION STRATEGIES INCLUDE:

1 Promote Local Economic and Employment Development First

Job creation and economic vitality go hand in hand. This community desires and deserves a full range of necessary retail and commercial services, with the additional creation of local jobs that provide a living wage and opportunities for advancement. The cornerstone of this effort is the creation of a vital, convenient Town Center. Revitalization activities will target the development of these businesses and services, in part by defining needs and identifying opportunity sites. The promotion of entrepreneurial activities in the community is included and encouraged.

2 Improve Education, Training and Employment Opportunities for Residents

These issues must be addressed together in order to provide economic benefits to all area residents. Benefits available as a result of the economic vitality in the Bay Area must be assessed to provide connections between residents, merchants and employers. Local business owners can be supported through a well-coordinated network that promotes community-based economic revitalization and growth. Residents' childcare and youth development needs require thoughtful solutions and working parents should be supported with innovative programs. Meaningful job training for employment opportunities and access to employment information are required to support individuals and families. Coordinated access to the necessary academic skill development and resources, accompanied by

required hiring goals, is needed for all Bayview Hunters Point residents to participate fully and equally in the workforce and society at large.

3 Focus Coordinated Investments in High Priority Areas Where They Will Have the Greatest Visibility and Impact

Neighborhood focus areas are created where a variety of opportunities are linked to create a context for the realization of revitalization goals. This will best occur through coordinating investments in concentrated areas of high visibility. Private projects in the community should maximize public benefits, while public investments can provide the basis for positive change and further response by the marketplace—this is referred to as “leveraging” one's investments. In turn, as these focus areas grow, they prompt a chain-reaction of other investments throughout the community. Benefits available from major market-driven projects and public initiatives coordinated by the City of San Francisco will be avidly pursued.

4 Encourage Civic Participation through Interactive Public Processes and Foster Cultural Development through the Arts

Maintaining a civic forum will encourage open communication and active participation among all community members, including the service organizations and City agencies that serve them. This forum will strengthen community identity through cultural arts programs, historical displays, and other forms of activism. New opportunities for expressing the rich cultural identity and diverse her-

itage of Bayview Hunters Point must be created to keep this spirit of the community strong and increase civic pride. Through these combined efforts, new residents have an opportunity to become true neighbors.

5 Conserve Existing Housing and Provide New Housing

Bayview Hunters Point consists of historically stable residential neighborhoods that have the highest home ownership rates in the City of San Francisco. However, the stability of these neighborhoods is threatened by:

- A lack of affordable housing linked to increasing housing costs and high demand, which causes all housing to become increasingly unavailable for many existing residents and creates a fear of gentrification in the community;
- A lack of variety in housing unit types that serve the needs of all age groups and families, tending instead to developments of single focus “one-size-fits-all” housing;
- A lack of maintenance programs to help aging or at-risk homeowners; and,
- The lack of a widely publicized set of programs linking residents who wish to own their homes with lending programs and local opportunities for homeownership.

The negative impacts of gentrification causing the displacement of San Franciscans throughout the City can be proactively addressed and remedied by setting clear mandates for housing conservation and affordability, linking residents to information and resources necessary for home ownership in the community, and helping the most vulnerable residents in Bayview Hunters Point with assistance in maintaining their homes.

6 Address Environmental Problems and Identify Opportunities that Increase the Quality of Life

The long industrial history and concentration of polluting facilities in the area has resulted in a variety of environmental problems including contaminated sites, illegal dumping on vacant lots adjacent to industrial areas, and conflicts in land use with residential neighborhoods. The negative impacts of this environmental degradation on residents' health are a matter of grave concern. The revitalization of Bayview Hunters Point

must rectify these environmental problems through the best available health programs and remediation (cleanup) technologies. New industrial processes must be put into place and new industry limited to technologically advanced plants that are ecologically friendly and designed with a team approach that includes community members, scientists, artists, and engineers. As existing businesses evolve, they must be held to high environmental standards. Sites in special areas, such as the Town Center, along the waterfront, and in obsolete industrial areas, should be thoroughly cleaned up and redeveloped to provide safe public access and create new uses that benefit the entire community.

7 Improve the Physical Environment and Transportation Systems

A key strategy for encouraging revitalization is the improvement of physical and environmental systems of the community. Sensitive planning is required in order to make certain that new development and infrastructure alterations complement the existing urban framework and ensure public safety while respecting cultural and historical character.

Infrastructure investment in Bayview Hunters Point by the City and state is a priority for the community. A number of recent initiatives seek to reinvest in the area while rectifying problems of access and conflicts in land use:

- The new Muni Third Street light rail line, projected to begin operations in Bayview by 2004;
- A proposed new Bayshore Caltrain station serving the southeastern City;
- Pedestrian improvement projects in the Town Center and along the Third Street Corridor;
- New truck routes to alleviate noise and traffic conflicts in residential neighborhoods;
- The construction of wetlands and public open space along the waterfront and at Pier 98;
- Extensions of the Bay Trail and improvements to India Basin Shoreline Park.

These efforts represent a commitment by the public sector to improve the quality of life for the residents of Bayview Hunters Point. They will be supplemented by a variety of other projects that enhance the physical environment to provide a safe, clean and attractive setting for community revitalization and well being.

COMMUNITY ISSUES AND NEEDS

Bayview Hunters Point is a community that understands its needs and has articulated them through an extensive series of public workshops and other forms of outreach and discussion. Community needs are addressed throughout this *Revitalization Concept Plan* in the form of suggested programs and projects.

The following is an overview of four major sets of issues identified by the community for discussion:

Community Economic Development

- Reinforcing the Town Center and Third Street Corridor
- Entrepreneurship and Local Business Support
- Employment, Training and Education Programs
- Compatible New Employment Centers Related to Emerging Industries

Community Programs & Service Needs

- Children, Youth, and Senior Programs
- Support for Families
- Community-Based Organizations: Strengthening through Collaboration
- Cultural Awareness Programs and Projects
- Housing Renovation and Maintenance Programs for Existing Homeowners
- Information and Assistance for First-Time Homeowners
- Public Safety Programs
- Public Health and Environmental Concerns

Potential Development Projects

- Community Facilities for Civic Events, Outreach, Recreation, Education and Career Development
- A Full Range of Housing Types: Preservation and New Development
- Industrial Revitalization
- Large Opportunity Sites: PG&E Power Plant, Water Treatment Plant, Candlestick Point and other Publicly-Owned Land

Physical & Environmental Needs

- Area Beautification, Sanitation and Public Space Improvements
- Transportation and Infrastructure Reinvestment
- Pedestrian Improvements and Bicycle Safety
- Measures to Reduce Land Use Conflicts
- Brownfield (Polluted Site) Remediation and Redevelopment
- Accessible Open Space and Waterfront Planning

Community goals, strategies, and program needs were identified through a facilitated community process. The process in itself has served to build a solid foundation for revitalization activities. This process will continue to lead the community through creative problem-solving, thoughtful discussions of implementation plans and development alternatives, and the tough decision-making required to see ambitious plans to realization. The history and context of the community process for this *Revitalization Concept Plan* is described next.



Community members discuss transportation issues and opportunities at the PAC's Third Street Faire booth.

THE COMMUNITY PROCESS— PAST & PRESENT

The Project Area Committee (PAC) is a publicly elected body of citizens representing the interests of Bayview Hunters Point in planning for the future and guiding redevelopment efforts. Since the first meeting in early 1997, the PAC has had two simultaneous concerns: to remember the efforts of community leaders and citizen planning groups who preceded them, and to seek input from the community of today.

An old adage says, "You can't move forward if you don't know and honor your past." The following is a brief history of the community-based process leading to the creation of this *Revitalization Concept Plan*, so we do not forget this vital past. All of the reports mentioned are available for review in the PAC office library or the SFRA Planning Division office.

The Bayview District Updates the City's Master Plan

Beginning in late 1986, community members engaged in an extensive effort with the San Francisco Planning Department to create the *South Bayshore Area Plan*. This plan currently guides development in Bayview Hunters Point through policies and objectives addressing Land Use, Transportation, Housing, Commerce, Industry, Recreation and Open Space, Urban Design, Community Facilities and Services, and Public Safety. Work on the plan involved three major phases: the development of an Issues Report, preparation of a Proposal for Citizen Review, and finally, the preparation of a Proposal for Adoption. The Issues Report was completed in 1987 and included a market study assessing the potential impacts of rezoning in Bayview Hunters Point. The first Proposal for Citizen Review was completed the following year.

During these first two phases, citizen input was facilitated through the *New Bayview Committee*, an umbrella organization and open community forum. Members included representatives from many of Bayview's community organizations, churches, and schools. Participation and citizen input was gathered through an inclusive outreach process while the committee's meetings served as an open forum for any community individual, group or constituency to air concerns or promote ideas.

In 1995, the City's Planning Commission approved the *South Bayshore Area Plan*. In 1999, the community requested the document be renamed the *Bayview Hunters Point Area Plan*. After the creation of the City's *Area Plan*, community leaders requested the development of a detailed Community Revitalization Plan. This is that plan.



Outlining strategies for revitalization in Bayview's "Town Center" during a public workshop in 1998.

The Tool of Redevelopment

While completing the *Bayview Hunters Point Area Plan* with the City's Planning Department, community members considered how to translate policies and objectives into real plans, programs, and projects. Questions were raised about realistic outcomes for implementation and the possibility of engaging the City's redevelopment arm: the San Francisco Redevelopment Agency (SFRA). Community leaders determined that positive revitalization efforts could utilize the powerful tools of redevelopment if it involved a community-based process.

SFRA has been active in the Bayview Hunters Point community since the late 1960s. In 1969, a collaborative was formed between the San Francisco Redevelopment Agency, the residents of Hunters Point Hill, and the Model Cities Program to utilize funds from Title I of the Housing Act of 1949 to redevelop Hunters Point Hill and the industrial area called Butchertown.

The community participation process was facilitated through the Bayview Hunters Point Joint Housing Committee, an association formed specifically to represent the interests of the Bayview community with respect to redevelopment of the Hunters Point Hill and the India Basin Industrial Park (Butchertown) Project Areas. In May 1970, members of the Joint Housing Committee were part of the famed "Hunters Point Delegation" that successfully lobbied Washington, D.C. for the continuation of federal funding to develop housing on Hunters Point Hill. This marked the beginning of redevelopment efforts in Bayview Hunters Point.



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TOP The India Basin Industrial Park before redevelopment, better known as Butchertown, with Hunters Point Hill in the background. **INSET** The Bayview Hunters Point Joint Housing Committee. **BOTTOM** Shoreview apartments, an example of Agency sponsored housing developed as a result of its collaboration with the Joint Housing Committee.

Today, there are four redevelopment project areas in Bayview. They include:

- Hunters Point Hill Redevelopment Project (adopted January 20, 1969);
- India Basin Industrial Park Redevelopment Project (adopted January 20, 1969);
- Bayview Industrial Triangle Redevelopment Project (adopted January 20, 1969) and finally;
- Hunters Point Shipyard Redevelopment Project (adopted on July 14, 1997).

The Bayview Industrial Triangle Project has been largely dormant since it was adopted. Detailed programs for the Shipyard's recently adopted *Preliminary Development Concept Plan* submitted by the developer group Lennar/BVHP are currently being refined. The following will provide an overview of accomplishments made within the first two redevelopment project areas.

Hunters Point Hill Redevelopment Area

Adopted in 1969, the Hunters Point Hill Project Area encompasses 137 acres of former wartime housing that was blighted by economic and physical obsolescence, vacant and dilapidated buildings, and underutilized street rights-of-way. The plan's original goals included creating a mixed-income neighborhood through construction of single- and multi-family affordable housing for renters and owners; new community facilities, parks and schools; and a new infrastructure of streets and utilities.

Completed housing developments provide a total of 1,530 affordable units and 269 market-rate units. Low-income housing units include 835 units in six housing complexes, 395 units in two cooperative housing complexes, 256 affordable-ownership units in five projects, and the 269 market-rate housing units in fifteen different projects. Completed public improvements include seven schools and youth centers, eleven public parks and plazas, and new streets with landscaping. During the next five years, another 45 affordable units within three sites are proposed, in collaboration with renovation efforts on neighboring housing areas by the San Francisco Housing Authority.

India Basin Redevelopment Area

Also adopted in 1969, the India Basin Project Area encompasses 126 acres of former industrial land blighted by economically and physically obsolete industrial uses, such as meat packing businesses operating in generally dilapidated buildings, a plethora of automobile wrecking yards, and unimproved streets throughout.

The original goals included creating a vibrant modern industrial park anchored by a commercial/service center, new building construction and rehabilitation of existing facilities, new utilities and streets with landscaped boulevards. Completed developments include eleven industrial manufacturing projects totaling 227,000 square feet, five retail/office projects totaling 316,000 square feet, ten warehouse/distribution projects totaling almost 1,000,000 square feet, three food production facilities totaling 69,000 square feet and upgrading of facilities such as the establishment of a common area maintenance program. Major landmarks of these efforts include the United States Post Office distribution center, the City College facility, and Bayview Plaza. During the next five years, efforts to reinforce the area as an employment center will focus on land use plan amendments to capitalize upon emerging markets such as biotechnology and multimedia.

In 1991, the Mayor's Office of Business and Economic Development, San Francisco Planning Department, and SFRA investigated ways to increase their involvement in community revitalization. Funding was provided by SFRA and Muni for a *Third Street Corridor Study, Economic Development and Market Analysis*, completed in 1993. In this report, the Third Street Corridor was studied to assess existing conditions, define needs, identify opportunities for real estate and business development, and describe potential funding mechanisms for an economic development program.

The report concluded that despite a trend of declining business activity due to the economic recession gravely affecting the Bay Area and the rest of the country at that time, there were strong pockets of business vitality and growth to build upon. Recommendations focused on the healthiest portions of corridor and suggested strengthening them through providing building renovation loans, a visual improvement program, improved public services, and improved sanitation services. Finally, the report discussed how "disadvantaged businesses, including those that are minority-owned, women-owned and locally owned," would greatly benefit from public intervention in market forces that have limited their access to traditional business resources. Such interventions included financial and business management assistance.¹

Existing redevelopment projects have been successful in supporting affordable housing and reinvigorating industrial areas. Today, the incorporation of a new philosophy of community-based revitalization that emerged from these past efforts engages the community in guiding SFRA's current work through the PAC.

During the 1950s and 1960s, federally funded Urban Renewal programs were created and implemented by cities throughout the United States to address urban decline. In hindsight, these programs were often destructive and insensitive to poor and minority communities throughout the country, tending to use a “bulldozer” approach that erased communities and displaced people from their neighborhoods. Some older residents of the community came to live in Bayview Hunters Point as a result of Urban Renewal programs in San Francisco.

The Urban Renewal Program and its fund are no longer in existence. Yet because of its history, the first action taken in the redevelopment initiative was to build a strong relationship of trust through a respectful public process using principles of community-based planning. The community and SFRA staff have worked hard to create a spirit of open collaboration that has generated excitement about the future.

Laying the Groundwork for Revitalization: The South Bayshore Community Development Corporation (SBCDC)

In the mid-1990s, a group of community leaders formed a non-profit corporation, called the South Bayshore Community Development Corporation, to synthesize and guide revitalization efforts while the *Bayview Hunters Point Area Plan* was being completed and the *Third Street Corridor Study* was examined by interested individuals. Founding members of the SBCDC worked proactively with the City and SFRA to understand development tools and financing powers associated with the new forms of redevelopment.

In August 1994, the SBCDC and SFRA entered into a partnership to reach out to the community to discuss and document ideas for plans, programs and projects using a community-based process. The SBCDC worked to create a *Preliminary Plan for Redevelopment* in conjunction with community members and SFRA staff through four committees: 1) Economic Development, Environmental, Transportation and Infrastructure; 2) Housing and Personal Services; 3) Industrial Revitalization and Planning; and 4) the Third Street Task Force. The work these committees performed was an important step in identifying community revitalization concepts.

Another milestone was establishing an important ground rule that spoke directly to some community members’ fears: SFRA would not allow the use of eminent domain on residential properties during the course of any future redevelopment projects in Bayview Hunters Point.²

The SBCDC can be credited with four major accomplishments:

- 1 Extensive community education and outreach concerning the redevelopment process;
- 2 Development of an Amended Preliminary Plan;
- 3 Creation of a civic forum that led to the formation of the Bayview Hunters Point Project Area Committee (PAC), the required community-elected representative body whose charge is to advise SFRA staff during redevelopment planning; and,
- 4 Creation of a Preliminary Community Revitalization Plan to help guide the PAC.

The SBCDC also worked with students from UC Berkeley’s Department of City and Regional Planning, who completed a study entitled *Connecting South Bayshore*. This project explored ideas and programs for housing rehabilitation, the revitalization of Third Street and Innes Avenue, redevelopment of the Northern Industrial area, and creation of a community activity and resource center.

The Formation of the Bayview Hunters Point Project Area Committee (PAC)

As required by California Community Redevelopment law, the next step in redevelopment planning for Bayview Hunters Point was the formation of an inclusive Project Area Committee (PAC). It is important to note that redevelopment laws have undergone great reform including strict requirements for citizen oversight and participation, open meetings, and community outreach through the creation and support of the PAC as an integral part of redevelopment activities.

The law requires representatives be elected from four major categories of local citizens: residential tenants, homeowners, business or property owners, and representatives of community. The 21 seats for Bayview Hunters Point include four (4) tenant residents, seven (7) owner residents, four (4) business and property owners, and six (6) community organizations. Two of the tenant seats are reserved for students. The six community organization seats focus on those working in health care, senior services, religious institutions and the environment.

SFRA’s outreach efforts prior to the election of PAC members were jointly coordinated by citizens and staff with area-wide mailings, advertisements in City, local, Spanish and Chinese language newspapers, billboards and posters, informational meetings, and flyers posted on the days leading up to the election. Candidates also ran their own campaigns and participated in a “Candidates Night” event for the public to hear their views on relevant issues. In

all, 69 candidates ran for the 21 seats: 19 community organization workers, 13 local business representatives, 23 tenant owners, four college student tenants, and 10 other residential tenants. On January 16, 1997, over 750 community members came out to elect their community representatives. The Board of Supervisors approved and certified the election of the Bayview Hunters Point PAC on February 10, 1997.

The Project Area Committee Organizes to Define a Community Vision

The PAC election turnout was high due to extensive outreach efforts and growing community concern about high-profile projects proposed for development in the area. Some of these projects included the Muni Third Street Light Rail Project, environmental hazards associated with the PG&E substation, potential relocation of the City’s wastewater facility, and the proposed 49ers Stadium Mall. As members took office, they were immediately challenged by the need to learn about past planning processes, parliamentary requirements for holding meetings, economics, legal understandings, future redevelopment projects, and the many needs and concerns of the community. Relationships also had to be built with other active community organizations.

Since their establishment, the PAC meets once monthly as a full body and is organized with five officers and five standing committees. Officer positions include a chairperson, vice-chairperson, secretary, treasurer, and parliamentarian. An Executive Committee providing leadership and direction for the entire PAC includes PAC officers and a Chairperson from each of four issue committees. The four issue committees include: 1) Housing; 2) Land Use, Planning, and Transportation; 3) Health and Environment; and 4) Education, Training and Employment. As required by law, all PAC meetings and activities are open and advertised to the public. Recognizing the feelings of powerlessness many residents have felt in the past, the PAC has provided ways for the community to become more involved and take leadership positions in proposed development instead of a reactionary stance.

One immediate opportunity for citizen involvement after the PAC election was Muni’s planning for the Third Street Light Rail project. Muni, in collaboration with its consultants, sponsored a series of public workshops during the last two and a half years to explore the impacts of light rail on the Third Street Corridor. Two Bayview Hunters Point PAC members served on the Muni Citizen’s Advisory Committee.



The PAC solicits community input at the Second Annual Third Street Faire.

The outreach process was successful in bringing the community into larger discussions about costs and potential benefits of economic and neighborhood development.

While working to consolidate the vision, goals, and strategies for this *Revitalization Concept Plan*, the PAC has assumed an activist role in several collateral efforts, especially with environmental health concerns. Notable non-profit associations and community groups that are an intrinsic part of the PAC’s activism include the Southeast Alliance for Environmental Justice (SAEJ), San Francisco League of Urban Gardeners (SLUG), and San Francisco Educational Services (SFES), among others.

Implementation of the Concept Plan—From Vision to Action

The *Bayview Hunters Point Revitalization Concept Plan* is the result of a collaborative community effort to develop a unified and comprehensive vision that guides the implementation of plans, programs, and projects. This collective vision empowers the people of Bayview Hunters Point to map their destiny and share in the realization of goals that improve the quality of life for all residents.

Implementation of the community vision will be guided by a *Blueprint for Action in Bayview Hunters Point*. The *Blueprint for Action* is designed to match the goals, strategies, and guidelines of this *Revitalization Concept Plan* and will serve to guide the implementation of public projects and programs over five-year time intervals. It will identify possible funding sources for projects,



PAC members meet with San Francisco's Redevelopment Agency and Planning Department staff to review neighborhood issues and advocate for desired projects and necessary programs.

For the people of Bayview—the most important aspect of bringing these plans to action is your involvement! Attend every meeting you can, make your voice heard, push for the highest quality standards of development possible. With your support and continued efforts, this *Revitalization Concept Plan* will serve as the strong foundation for the healthy future you are working so hard to create. ■ ■ ■

CHAPTERNOTES

¹ *Third Street Corridor Study, Economic Development and Market Analysis*, Sedway & Associates, 1993 (Page 56).

² Eminent domain is a power that the state gives to all cities: the right to take private property for public improvements such as parks, streets, and other improvements. Redevelopment Agencies have an additional power to develop or resell the properties to private developers. In all cases, the property owner must be paid a fair and reasonable market value for the property taken. In the past, this power has been abused by the taking of properties without clear proof of a civic purpose.

recommend the use existing program resources, and chart City activities. As revitalization projects are completed, it will be amended to include new activities in the next five-year cycle.

The *Blueprint* will help coordinate actions by multiple City and state agencies, non-profit and community-based organizations. City agency coordination will involve the activities of its many departments, including the Mayor's Office, SFRA, Planning Department, Department of Public Works, Department of Public Health, Recreation and Park Department, Police Department, Department of Parking and Traffic, Muni, and others. While concurrently creating a redevelopment plan for those portions of Bayview Hunters Point that meet necessary qualifications, SFRA will assist with coordinating the creation of the *Blueprint* through an inter-agency team composed of individuals from each of the City's offices and departments in conjunction with the PAC.

One chapter of the *Blueprint for Action* will involve redevelopment plans and affordable housing projects by SFRA

with guidance from the PAC. Redevelopment activities will provide funds for building economic development projects, create affordable and market rate housing, and assist with the creation of programs to enhance the livability of Bayview Hunters Point. Projects could include streetscape improvements, façade improvements in the business district, parks and pathways, and other public investments. A set of community design guidelines will provide direction for the development of both buildings and landscapes. In forming its recommendations, the PAC will obtain technical assistance and support by SFRA and other City staff.

Lastly, there will be necessary amendments that should be made to the City's *General Plan* and *Planning Code* so that City policies and development standards for Bayview Hunters Point are consistent with the community's *Revitalization Concept Plan*. The *Planning Code* is especially important in that it will oversee current development and set forth land use ordinances, development guidelines and standards that apply to property throughout the Bayview Hunters Point community.