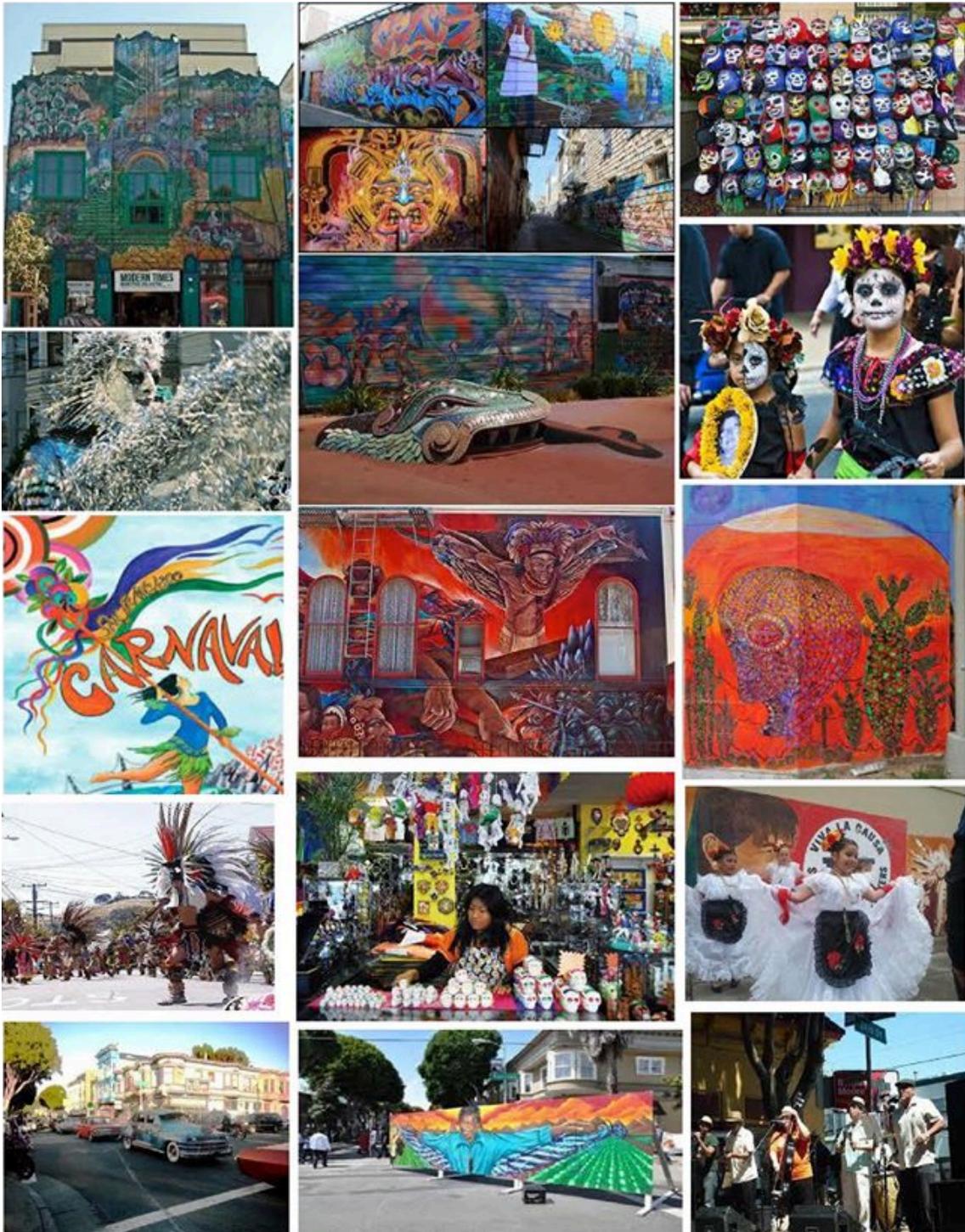




Calle 24 Latino Cultural District Report on the Community Planning Process



Report prepared by Garo Consulting
For the Calle 24 Latino Cultural District Community Council
December 2014



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Report: Garo Consulting
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Contents

EXECUTIVE SUMMARY	5
1. INTRODUCTION	7
2. APPROACH AND METHODOLOGY	9
3. KEY FINDINGS	12
Strengths	12
Challenges	13
Opportunities	14
4. VISION, MISSION, PURPOSES & GOALS.....	18
Mission and Vision Statements	18
Purposes and Goals	18
5. PROPOSED PROGRAMS AND STRATEGIES	20
Key Strategies	20
Program Activities	21
6. ORGANIZATIONAL STRUCTURE & GOVERNANCE	23
Structure	23
Governance	23
7. CONCLUSION	25
APPENDICES	27

EXECUTIVE SUMMARY

In 2014, with support from Supervisor Campos and advocacy by the community, the Calle 24 Latino Cultural District (LCD) was formed by a Board of Supervisors resolution. The planning process was initiated to get the community's input about how the LCD should be governed and how it should serve the community. Through a competitive process, consultants were hired to facilitate the planning process, engage community stakeholders, and gather input through a number of data collection activities including community meetings, one-on-one interviews, focus groups, and a review of other cultural district plans. The objectives of the planning process were: 1) To gather community input about the Latino Cultural District's purposes, strengths, opportunities, challenges, targeted strategies, and governance; 2) To review best practices employed by other designated cultural districts (e.g., Little Tokyo, Fruitvale, Japantown), and 3) To draft a final report with findings and recommendations.

Mission and Vision Statements

The Calle 24 Community Council adopted the following mission and vision statements as one outcome of the community planning process:

Mission: To preserve, enhance and advocate for Latino cultural continuity, vitality, and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

Vision: The Latino Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino heritage and cultures of 24th Street and that celebrate Latino cultural events, foods, businesses, activities, art and music.

Calle24 Latino Cultural District Beneficiaries

Beneficiaries of the Latino Cultural District include individuals (e.g., LCD families, including traditional, non-traditional, and extended; artists; working people; residents; immigrants; youth; and elders), organizations (neighborhood businesses, arts and culture organizations, educational institutions, and community service agencies), and San Francisco and the general public.

Calle24 Latino Cultural District Purposes and Goals

The purposes of the LCD are to:

1. Strengthen, preserve and enhance Latino arts & cultural institutions, enterprises and activities
2. Encourage civic engagement and advocate for social justice
3. Encourage economic vitality and economic justice for district families, working people, and immigrants
4. Promote economic sustainability for neighborhood businesses and nonprofits
5. Promote education about Latino cultures

6. Ensure collaboration and coordination with other local arts, community, social service agencies, schools, and businesses

The goals of the LCD are to:

1. Create a safe, clean, and healthy environment for residents, families, artists, and merchants to work, live, and play.
2. Foster an empowered, activist community and pride in our community.
3. Create a beautiful, clearly designated Latino corridor along Calle 24, and preserve the unique beauty and cultures that identify Calle 24 and the Mission
4. Preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
5. Manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
6. Foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

Key Strategies and Program Areas

Through community input gathered during the planning process, the following key strategies and program activities were developed:

Key Strategies

- Create an organizational entity – a 501(c)(3) – to manage the LCD
- Create and leverage Special Use District designations
- Implement a Cultural Benefits District campaign and assessment
- Develop a community-wide communications infrastructure and promotion of the District through traditional and social media
- Collaborate with, connect, and support existing arts and cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them
- Serve as a safety net for the District's traditional cultural-critical community events, such as Carnaval, Día de los Muertos, and the Cesar E. Chavez Holiday Celebration
- Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
- Pursue social and economic justice fervently, and conduct its work with the Si Se Puede spirit of determination, collective strength, and compassion

Community input also helped define four program areas: land use and housing; economic vitality; cultural assets and arts; and quality of life, with related activities that are further discussed in the report. Finally, the community provided extensive input on the governance structure for the LCD, including the organizational structure, committee structure, member eligibility, and board size, composition, and conditions. The following report shares the results of the planning process.

1. INTRODUCTION

In May 2014, under the leadership of Supervisor Campos, the San Francisco Board of Supervisors approved a resolution (SF Heritage, 2014) to designate 24TH Street a Latino Cultural District (LCD). This unanimous vote was the result of a collaborative effort between Calle 24 SF, a neighborhood coalition of residents, merchants, non-profits in the area, the San Francisco Latino Historical Society, San Francisco Heritage, and the Offices of Mayor Ed Lee and Supervisor David Campos. A cultural district is a region and community linked together by similar cultural or heritage resources, and offering a visitor experiences that showcase those resources. The San Francisco Board of Supervisors resolution eloquently describes the rationale for the designation of this historic neighborhood as a Latino Cultural District:

Whereas, the Calle 24 Latino Cultural District memorializes a place whose richness of culture, history and entrepreneurship is unrivaled in San Francisco; and

Whereas, the Calle 24 (“Veinticuatro”) Latino Cultural District has deep Latino roots that are embedded within the institutions, events and experiences of the Latino community living there; and

Whereas, because of numerous historic, social and economic events, the Mission District has become the center of highly concentrated Latino residential population, as well as a cultural center of Latino businesses... (page 1, SF Heritage)

With the adoption of the Board of Supervisor’s resolution, the City and County recognized the significance of 24th Street to the City’s history and culture, while also acknowledging a number of significant factors impacting the Mission District and, in particular, the 24th Street area. Calle 24 (“Veinticuatro”) is a demographically diverse area, rich in Latino cultural heritage and assets (SF Office of Economic and Workforce Development, SF Planning Department, & LISC, 2014). As noted in the Lower 24th Street Neighborhood Profile, Calle 24 features over 200 small businesses (a majority of which are retail) and a high level of pedestrian traffic. Since 2006, sales tax revenue in the area has grown faster in this area than in the city overall, and the neighborhood is rich in community-based arts, cultural, and social service organizations. Approximately 23,000 people live in the neighborhood, with significant percentages of White, Latino, and other or mixed race individuals. (SF Office of Economic and Workforce Development, SF Planning Department, & LISC, 2014). A strong sense of community and history, many cultural events, the area’s walkability, its low vacancy rate, and destination as a Latino cultural center are among the area’s strengths. However, challenges include the increasing commercial rents, the lack of opportunities for youth, a fear of the “Mission” culture disappearing, an increase in gang violence and crime in general, the deterioration of sidewalks and storefronts, and a lack of lighting and nighttime activity. The pursuit of community-driven strategies to preserve the local history and culture and the development of partnerships between old and new businesses

and the various commercial and non-profit entities in the area were cited as important opportunities to seize.

As a backdrop to Calle 24 organizing the community to preserve the history and culture of the 24th Street corridor was the very recent history of the dot-com boom and the departure of 50,000 from the Bay Area because of the lack of affordable housing (Zito, 2000); approximately 10% of the Latino population left San Francisco in the early 2000s, making San Francisco one of the only U.S. cities to lose Latino/a residents (Census, 2000; Census, 2005). In her project collecting oral histories from Mission district residents about the neighborhood's gentrification, Dr. Mirabal found that many saw the loss of Latino residents, businesses, and culture not only as examples of gentrification but also as acts of cultural exclusion and erasure (Mirabal, 2009). As the technology sector began to boom again and the neighborhood began to quickly change, Calle 24 advocated for the successful designation of Calle 24 as a Latino Cultural District (LCD) to preserve and further develop the area's rich cultural heritage (see Appendix D for news articles describing the recent community transformation and advocacy for the LCD). This report describes the development of a plan for governance and implementation of the LCD.

2. APPROACH AND METHODOLOGY

To develop a plan for the Calle 24 Latino Cultural District, San Francisco’s Mayor’s Office of Economic and Workforce Development provided funding to Calle 24 SF. Calle 24 SF selected the Garo Group as consultants to facilitate a process of involving the community in the development of a plan for the Calle 24 Latino Cultural District (see Appendix B for a description and map of the LCD). This project was guided by a collaborative, participatory and inclusive approach to engage the community in articulating a vision and plan for the LCD. The planning process, coordinated and guided by the Calle 24 Planning Committee¹, began in July, 2014. The methods used in the planning process included the following: 10 in-depth interviews, four focus groups, one study session with experts in the field, 4 community meetings, and 1 Council retreat. The planning committee met regularly throughout the planning process to utilize community input to inform each step of the planning process. The figure below depicts the steps in the 6-month planning process.

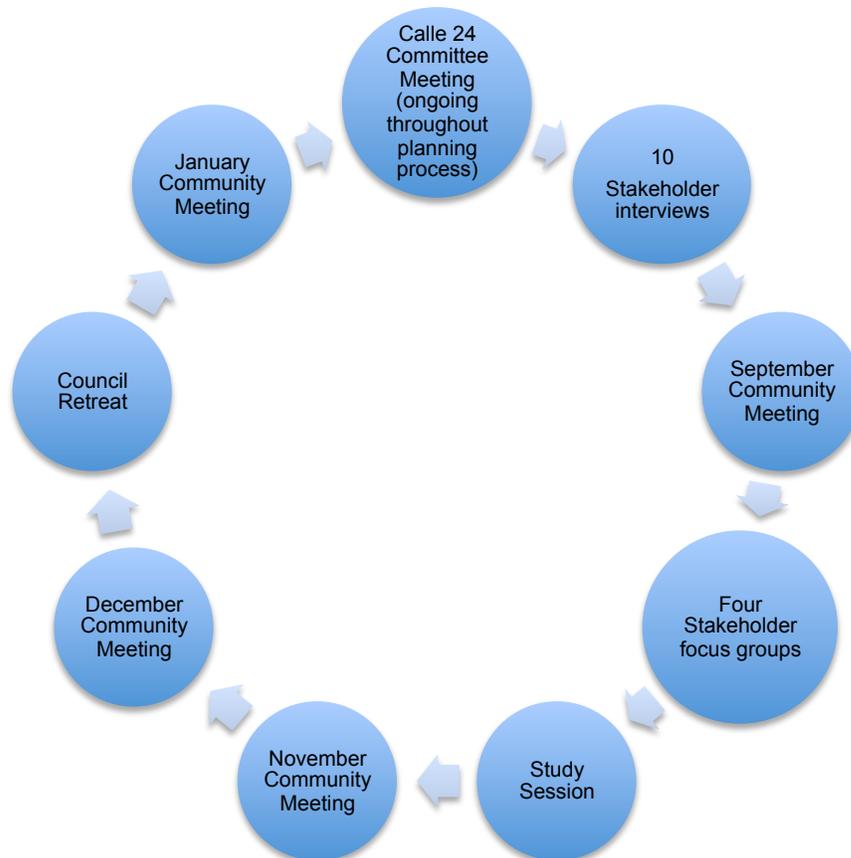


Figure 1: Overview of the Community Planning Process

¹ The Calle 24 Planning Committee includes Erick Argüello, Georgiana Hernández, Anastacia Powers-Cuellar, and Miles Pickering.

Key Stakeholder Outreach and Recruitment for Interviews and Focus Groups

The Calle 24 Planning Committee collaboratively brainstormed a list of key stakeholders (including residents, merchants, artists, non-profit service and arts organizations, etc.) to interview. Interviewees were contacted by phone or by email, and a date and time was agreed upon for them to be interviewed. All but three of the interviews were conducted by phone. Interviews were not audio recorded, but detailed notes were taken by the interviewer and edited immediately after the interview. The planning committee also felt it was important to have focus groups with each of the following stakeholder groups: residents, merchants, youth, and non-profit arts organizations. Recruitment for the focus groups was done through convenience and snowball sampling approaches. Members of the planning committee, who are also well-known and trusted community leaders, identified people from their social networks and these people invited others within their networks. For the youth focus group, two youth who were involved in the planning process contacted friends and neighbors living in the corridor. In addition, youth organizations such as Mission Girls were invited to participate. Erick Argüello of the planning committee, known to most local merchants, personally invited each merchant to attend. Stacie Powers Cuellar of the planning committee provided a list of all the artists and arts organizations in the corridor, and an email invitation was sent to all. Some of these artists invited others to attend. (See Appendix E for a full list of interviewees and focus group attendees.)

The Planning Team developed questions (see Appendix F for the interview and focus group guides) to explore the neighborhood's strengths and assets, challenges, as well as further understand critical opportunities for the LCD. Each of the group discussions was facilitated by members of the consulting team with a long history of experience in community development, community mediation and facilitation, and participatory research. Each group discussion had at least two members of the consulting team present, with 1-2 co-facilitators and a note taker. Notes from the interviews, focus groups, and community meetings were edited and analyzed using standard qualitative procedures. Themes were identified using individual and group responses to questions regarding cultural assets of the area, desired changes, vision for the LCD, and recommendations. Data collection related to vision of the LCD and challenges to be addressed was concluded when no new themes emerged, and the inventory of cultural resources in the Calle 24 corridor appeared to be complete.

The planning process was also informed by a review of other cultural district plans as well as a study session with experts from the Fruitvale and Little Tokyo Cultural Districts (see Appendix G for notes from the study session). Some of the plans reviewed included Creative Place making, Taos Arts and Cultural District Plan and Sustaining San Francisco's Living History Strategies for Conserving Cultural Heritage Assets (see Appendix C).

Three community meetings (open to the general public) and one Calle 24 Council retreat were also critical to the planning process (see Appendix I and J for community meeting agendas and notes and Appendix K for notes from the Council Retreat). These community meetings were designed to gather input from the broader community to inform the planning process and to share findings from the planning process. Outreach for the community meetings was done using Facebook, email, word-of-mouth, and handing out and posting flyers in the neighborhood. A Calle 24 Council retreat was held toward the end of the planning process in order to finalize decisions regarding governance and program activities as outlined in this report.

3. KEY FINDINGS

This section outlines the major findings from the interviews, focus groups, review of cultural district plans, study session and community meetings. Findings are organized according to strengths, challenges and opportunities for the Latino Cultural District. The themes identified here are those that emerged most often during the data gathering phase, and do not necessarily reflect the views of Calle 24.

Strengths

Throughout the planning process, a number of strengths of the Latino Cultural District emerged in two broad categories: **cultural assets and arts and community identity**. The community stakeholders who participated in discussions, interviews, and the community meetings identified a vast array of cultural assets and arts (see appendices K and L for a complete inventory of the cultural assets and art that emerged throughout the planning process). These included the iconic murals and other art, cultural events such as Carnaval and Día de Los Muertos, arts organizations such as Galería de la Raza and Precita Eyes, service non-profits, parks, businesses including incredible restaurants, churches. The other major theme that emerged in stakeholder discussions of the neighborhood strengths was the **community identity** or the spirit of Calle 24, including both tangible and intangible characteristics such as the demographic diversity, the strong community connections, the commitment to social justice, and the neighborhood's walkability, tree canopy and landscaping. A more detailed listing of tangible and intangible cultural assets is below.

Cultural Assets and Art

- Murals and art
- Cultural events
- Artists and arts organizations
- Latino business enclave
- Established community based organizations
- Thriving faith community
- Culinary destinations

Community Identity

- Long-term presence of families and historic or legacy businesses
- Commitment to social justice
- Strong community connections
- Local leadership
- Unique neighborhood character
- Strong sense of community, place and history
- Demographic diversity
- Strong core shopper base

- Cultural events
- Tourism
- Business ownership
- Character
- Walkability

Challenges

There were a few key challenges that emerged from the data gathering during the planning process. These challenges revolved around five key themes: the lack of affordable housing, rapid community transformation, tensions in the community, quality of life, and sustainability of the LCD. There were major concerns among all stakeholders about the **lack of affordable housing** and about the gentrification and recent eviction and displacement of long-time residents. A related theme was the rapid **community transformation** underway, with some saying they wanted to prevent another “Valencia” (referring to the way Valencia lost much of its Latino culture in the 1990s and 2000s). **Community relations**, often discussed as tensions between newcomers and old-timers, was another key challenge that emerged in many interviews, focus groups, and community meetings. Many mentioned that there often appears to be a division between the predominantly Latino, long-time residents, and the newer, predominantly White, residents. One person mentioned feeling an increased police presence to address the fear of “brown boys”. The cultural differences between old and new can be challenging, and many of those who have lived in the neighborhood for years struggle with how to integrate newcomers and “*convince them that Brava, Galería de la Raza, Acción Latina and the fish market are all important*”. Challenges affecting residents’ **quality of life** also emerged frequently; these included things such as gang violence, liquor stores, broken sidewalks, lack of public spaces, lack of police presence, etc. Finally, a few of the often-mentioned challenges revolved around the implementation and **sustainability of the LCD**. The limited resources (lack of funding and staff) to develop and maintain a governance structure and implement all the desired activities of the LCD were discussed by many. These themes are elaborated below.

Lack of Affordable Housing

- Evictions and displacements
- Inadequate rent control
- Rapid gentrification
- Housing/building code violations

Community Transformation

- Rapid transformation of neighborhood without a plan (“not another Valencia”)

- Loss of historical businesses, residents and services
- Unaffordable commercial rents (difficult for long time tenants to pay)
- Increase in health code and building code violations
- Fear of “Mission” culture disappearing
- Loss of historical establishments

Community Relations

- Tension between the old and the new (lack of integration)
- Partnership challenges with City/County
- Lack of opportunities for youth
- Frictions with new residents and businesses

Quality of Life

- Lack of public spaces and seating
- Lack of signage, dilapidated structures, dirty gates drawn during day
- Gang violence and fear of gangs limiting activity
- Insufficient police vigilance (beat cops rarely seen)
- Too many liquor stores
- Dirty, broken sidewalks; public spaces, trees overgrown
- Poor lighting, dark at night, increased perception of unsafe
- Homeless populations

Sustainability

- Limited resources to sustain the LCD
- Building a sustainable governance model
- Lack of resources to hire full time LCD Coordinator

Opportunities

Throughout the data gathering process, many opportunities for the LCD emerged. These are organized according to five key areas: 1) land use design and housing; 2) economic vitality; 3) cultural assets and arts; 4) quality of life; and 5) governance. In the area of **land use design and housing**, recommendations had to do with land use and other policies to help preserve and further develop cultural assets, the preservation and development of affordable housing, and strategies to promote property ownership, particularly for Latino residents and businesses. **Economic vitality** revolved around opportunities and strategies to promote the economic viability and growth of businesses and organizations, particularly those with historic and cultural significance in the District. Stakeholders discussed many opportunities related to the preservation and promotion of **cultural assets and arts**. **Quality of life** opportunities included things that focused on improving the physical appearance and accessibility of the District, particularly things that promote the Latino Cultural District (e.g., way finding, visual

cues, etc.). Finally, a key opportunity that emerged throughout the planning process and ultimately became a priority in community discussions was the development of a **governance** structure to oversee and manage the Latino Cultural District. The opportunities in each of these key areas are listed in more detail below.

1) Land use design and housing

- Work with Building and Planning Developments to create new land use policies to support cultural assets. Integrate SF Heritage frameworks and language for designation and support of Cultural Heritage Assets.
- Explore Special Use District, Business Improvement District, and Community Benefit District creation. Connect with community-based efforts that have successfully adopted these tax increment measures: Castro Community Benefit District and Fruitvale Business Improvement District.
- Pursue community-driven strategies to preserve local history and culture. Continue partnerships with SF Heritage and universities to capture history and preserve it for future generations.
- Protect existing parking.
- Regulate rents for housing and cultural spaces and explore models that preserve historical residents and merchants.
- Programs to provide financial and legal assistance to residents, businesses and organizations/tenants' rights. Enforce HUD Fair Housing laws.
- Advocate for the development of affordable housing (for example, through early identification of sites that may be available for development and small sites development where existing units can be converted to affordable housing).
- Advocate for rent regulation for tenants, businesses, and non-profits. Engage diverse neighborhood stakeholders (residents, businesses, and non-profits) in affordable housing movement.
- Advocate for a moratorium on Ellis evictions.
- Educate community about local, state, federal housing laws and housing assistance programs (e.g., DALP).
- Identify funding sources and strategies to develop and purchase properties (e.g., affordable housing trust fund controlled by Mayor's Office on Housing; foundations; technology industry; land trust models, utilizing cooperative development strategies such as tenants' collective to purchase properties; eminent domain, interim controls (for businesses).
- Seek help from the city and others to help legacy institutions such as the Mission Cultural Center and Galería de la Raza purchase their buildings.
- Promote Latino ownership of businesses.
- Create artist-centered housing (artist-in-residence; work/live space; community service with art work, NPS structure) as well as housing.
- Identify strategies to decrease ability of speculators/developers to come in and sweep up real estate as soon as it becomes available (right of first refusal for locals, long-term residents).

- Develop innovative land use in line with LCD (some possibilities include pedestrian only spaces or zones on certain days/develop walkability; development of open space like a zocalo / picnic areas with grills).

2) Economic Vitality

- Create electronic tools to assist businesses and promote arts.
- Promote branding: logos and plaques to identify CHAs, signage to designate the LCD area, aesthetic, cultural demarcations unique to the LCD, and the development of consistent marketing of cultural activities.
- Increase business engagement: increase the engagement of local businesses in the development of the LCD, improve communication between businesses, schedule meetings at times that are convenient to local businesses, ensure that businesses have reasons to participate and are motivated to participate, and create a community through common activities and interests.
- Promote preservation: ensuring the survival and viability of tangible CHAs, developing protocols for the designation of CHAs, developing strategies to stabilize residential and commercial rents and leases, developing warning system to alert businesses and non-profits about expiring leases, and continuing façade improvement following LCD standards and design. A key priority under preservation is to conduct a SWOT analysis to determine strengths, weaknesses, opportunities and threats facing historic and legacy businesses.
- Increase capacity building: create technical assistance initiatives to help businesses improve their capacity through marketing, social media, market segmentation, strategic planning, and financial management. Strategies to strengthen the capacity of local businesses include: providing assistance to help businesses survive and expand, tailoring assistance to needs of businesses (e.g., individual, traditional, virtual), creating business incubators and accelerators, forming information technology team to support legacy businesses, providing businesses with demographic and market data to help them develop better goods and services, and creating directories and other databases with information that could be of value to local businesses.
- Articulate a legislative agenda: explore and promote designation of parts or the entire LCD as a Business Improvement District (BID), Special Use District or Community Benefit District. Two other ideas include the creation of community debit cards for legacy businesses as well as the creation of community banks or credit unions.
- Identify opportunities to leverage Mission Promise investments to support the Mission's neighborhood.
- Create loan programs targeting historical business and renters.
- Develop partnership opportunities between longtime businesses and new businesses, and between businesses and arts organizations.

3) Cultural Assets and Arts

- Organize advocacy efforts to identify available resources, preservation priorities, and facilities for arts programming.
- Use technology to promote LCD (e.g., create electronic calendar of cultural events that can also be printed and distributed).
- Educate new residents on CHAs (develop social connections; provide opportunities for new residents to volunteer and get involved; integrate an educational component in cultural events; create welcome packet and neighborhood newsletter; bulletin boards at CHAs).
- Learn about models that balance beautification and preservation.
- Regulate rents for housing (to help artists stay in the area) and cultural spaces/facilities.
- Leverage potential of LCD to preserve local businesses & non-profits and protect residents from displacement.
- Recognize San Francisco and LCD as a safe haven for immigrant artists.
- Invite tourism to the LCD, but avoid the commercialization/"Disneyland" effect (develop self-guided tours educating people about cultural history of area, Mayan kiosks, "This is 24th Street" events to reinforce identity and educate new residents, classes).
- Programs to provide financial and legal assistance to residents, businesses, and organizations/tenants' rights.
- Promote architectural features that emphasize the Latin American "feel" (e.g., arches at 24th/Potrero & 24th/Mission, *papel picado*, murals, Mayan kiosks).
- Create arts spaces (i.e. Gum Wall and other spaces for youth) as well as community spaces for dialogue regarding gentrification, hate tagging, historical values, traditions, discrimination in businesses, etc.

4) Quality of Life

- Capital improvements; prune trees, fix broken sidewalks, add pedestrian lighting, landscaping.
- Define off-hour truck loading times to reduce day-time parking problems.
- Promote free shuttle and pedestrian traffic (walkability) for the LCD.
- Facilitate access to LCD from Valencia to 24th Street.
- Create visual, tangible elements (e.g., flags, maps, way finders).
- Storefront façade improvement (e.g., murals on every façade along 24th Street, window art, for example utilizing art created by local artists or schoolchildren; colors, flowers, lights; "Welcome" signs in Spanish/English).
- Prevent chain and high-end restaurants from coming into neighborhood.
- Conduct awareness campaign about health and building codes.

5) Governance

- Create strong governance structure to manage LCD.
- Implement and execute LCD branding.

4. VISION, MISSION, PURPOSES & GOALS

The planning process engaged key stakeholders in defining and articulating a vision, mission, purpose statement, targeted beneficiaries, and goals that could guide the implementation of the Calle 24 Latino Cultural District. These strategic planning elements are outlined below.

Mission and Vision Statements

The mission statement developed through the planning process is: To preserve, enhance and advocate for Latino cultural continuity, vitality, and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

The vision statement developed is: The Latino Cultural District will be an economically vibrant community that is inclusive of diverse income households and businesses that together compassionately embrace the unique Latino heritage and cultures of 24th Street and that celebrate Latino cultural events, foods, businesses, activities, art and music.

Beneficiaries of the Latino Cultural District include individuals (e.g., LCD families, including traditional, non-traditional, and extended; artists; working people; residents; immigrants; youth; and elders), organizations (neighborhood businesses, arts and culture organizations, educational institutions, and community service agencies), and San Francisco and the general public.

Purposes and Goals

The purposes of the LCD are to:

- Strengthen, preserve and enhance Latino arts & cultural institutions, enterprises and activities
- Encourage civic engagement and advocate for social justice
- Encourage economic vitality and economic justice for district families, working people, and immigrants
- Promote economic sustainability for neighborhood businesses and nonprofits
- Promote education about Latino cultures
- Ensure collaboration and coordination with other local arts, community, social service agencies, schools, and businesses

The goals of the LCD are to:

1. Create a safe, clean, and healthy environment for residents, families, artists, and merchants to work, live, and play.
2. Foster an empowered, activist community and pride in our community.

3. Create a beautiful, clearly designated Latino corridor along Calle 24, and preserve the unique beauty and cultures that identify Calle 24 and the Mission
4. Preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
5. Manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
6. Foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

5. PROPOSED PROGRAMS AND STRATEGIES

Findings from the data gathering activities conducted throughout the planning process led to the development of the following key strategies for the LCD to prioritize. In addition, these four program areas (and related activities) will be the focus of the LCD: 1) land use design and housing; 2) economic vitality; 3) cultural assets and arts; 4) quality of life.

Program area 1: Land Use Design

The LCD wishes to utilize land use design as a tool to promote housing and commercial stability of historical assets and demographic diversity. The planning process identified a long list of potential actions within this priority and the recommended next step should be to establish a process to analyze the feasibility of various options.

Program area 2: Economic Vitality

The LCD recognizes the importance of sustaining the business vitality of the District by first acknowledging the challenges affecting the stability of historical businesses. The LCD wants to clearly delineate the differences in priorities of new and historical businesses.

Program area 3: Preservation, Revitalization and Restoration of Cultural Assets

The LCD wishes to recognize, promote and preserve cultural assets unique to the Latino Cultural District. The planning process created an inventory of close to 60 cultural assets. One crucial next step to operationalize this priority is the creation of protocols to clearly identify what constitutes a Cultural Historical Assets (CHAs). San Francisco Heritage suggests the use of this terminology to describe “the practices, representations, expressions, knowledge, skill- as well as the instruments, objects, artifacts and cultural spaces associated therewith- that communities, groups, and in some cases, individuals recognize as part of their cultural heritage. This intangible heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identify and continuity, thus promoting respect for cultural diversity and human creativity.”

Program area 4: Quality of Life

Calle 24 recognizes that preserving positive quality of life indicators is as important as affecting negative quality of life indicators. LCD will foster further dialogue to spell out strategies for preserving and improving quality of life.

Key Strategies

1. Create an organizational entity – a 501(c)(3) – to manage the activities of the Latino Cultural District
2. Create and leverage Special Use District designation

3. Implement a Cultural Benefits District campaign and assessment
4. Develop a community-wide communications infrastructure and promote the District through traditional and social media
5. Collaborate with, connect, and support existing arts and cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them
6. Serve as a safety net for the District's traditional cultural-critical community events, such as Carnaval, Día de los Muertos, and the Cesar E. Chavez Holiday Celebration
7. Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
8. Pursue social and economic justice fervently, and conduct its work with the Si Se Puede spirit of determination, collective strength, and compassion

Program Activities

1) Land Use Design and Housing

- Design Special Use District campaign
- Advocate for genuinely affordable and low-income housing in the District and related infrastructure, including promoting education about financial literacy, home ownership, and tenants' rights
- Advocate for certificates of preference that would allow long-time residents who have been forced out of the District by waves of gentrification to return to new housing opportunities in the District
- Advocate for height limits and design guidelines
- Engage in activism and advocacy to ensure that new development is responsive to and reflective of the Latino Cultural District

2) Economic Vitality

- Provide technical and lease assistance to small businesses
- Create culturally relevant business attraction and retention strategies
- Provide district event support
- Implement neighborhood enhancements (such as arches, tiles, banderas, and/or plaques that identify the District, much as Chinatown's arches and architecture distinguish it from surrounding neighborhoods)
- Help preserve local businesses and attract new ones

3) Cultural Assets and Arts

- Participate in and support traditional culture-critical community events, such as Carnaval, Día de Los Muertos, and the Chavez Holiday Celebration

- Identify and preserve cultural assets
- Create corridor monuments, arts projects, a walk of fame, light pole signs, and the like
- Foster collaboration among the arts organizations

4) Quality of Life

- Ensure the safety of the neighborhood
- Abate graffiti
- Develop a neighborhood-based communications infrastructure, and promote the District through traditional and social media
- Preserve street parking, public transit, and walking options
- Preserve open space, light, air, (trees, vegetation?)

6. ORGANIZATIONAL STRUCTURE & GOVERNANCE

Structure

The LCD will be managed by a nonprofit organization 510(c)(3), the Calle 24 Council, which will be incorporated as a membership organization.

The following committee structure of the 501(c)(3) is recommended.

Executive Committee: An executive committee will be comprised of officers of the Calle 24 Council.

Advisory Committees:

Advisory committees will be comprised of at least one board member and other members. All committees will recruit youth in order to cultivate new generations of leaders. Suggested advisory committees include:

- Land Use Design and Housing
- Cultural Assets and Arts
- Quality of Life and Neighborhood Enhancements
- Economic Vitality
- Nominating Committee

Governance

One must meet one or more of the following qualifications to become a member of the Council:

- Live and/or work in the Mission for ten or more years; or
- Born and raised in the Mission; or
- History of activism in support of the Latino Cultural District's mission; and
- Have served reliably on one of the organization's committees for at least one year.



Figure 2: Calle 24 Organizational Structure

Membership Eligibility

There will be no charge for membership on the Council. To be eligible for membership, one must:

- Participate on one of the committees and/or volunteer for one of the endorsed events (e.g., Cesar Chavez Festival; Carnaval) or with one of the neighborhood nonprofits)
- Support the mission and vision of the organization
- Reflect Calle 24 constituencies
- Adhere to a code of good conduct and nonprofit best practices

Board Size/Composition

The Board should be comprised of no fewer than 9 individuals, with a maximum number to be determined. The Board composition should include:

- A majority of Latino/as (% to be determined)
- Long-term residents: 15 (?) or more years (% to be determined)
- At least one youth (ages 24 or under)
- Representation from all the constituencies the Latino Cultural District is designed to benefit

7. CONCLUSION

The resolution that San Francisco's Board of Supervisors unanimously passed in May 2014 to designate the 24th Street corridor as the Latino Cultural District offers community residents and other stakeholders a unique opportunity to preserve and advance the rich legacy of Latino culture within the neighborhood. As stated in the resolution, "[...] the Calle 24 Latino Cultural District memorializes a place whose richness of culture, history and entrepreneurship is unrivaled in San Francisco..." The community planning process undertaken by the Calle 24 Council during the last six months of 2014 sought to solicit and distill a wide range of ideas about the strategies and actions the Council should pursue to achieve its mission to preserve, enhance and advocate for Latino cultural continuity, vitality and community in San Francisco's touchstone Latino Cultural District and the greater Mission community.

The findings from the community planning process reflect a clear consensus on the goals for the LCD, including the desire to create a safe, clean and healthy environment for residents, families, artists and merchants to work, live and play; the desire to create stable and affordable housing for working-class families; the desire to manage and establish guidelines for economic development and land use that preserve the District's Latino community and cultures; the desire to foster a sustainable local economy that provides vital goods and services; and the desire to create a beautiful, clearly designated Latino corridor along Calle 24 that exemplifies the cultural and artistic richness of San Francisco's Latino communities.

Key to achieving these goals will be the creation of an organizational infrastructure that can support the strategies adopted by the Council. Over the next few years, the Council will incorporate as a charitable, nonprofit organization and begin to pursue and leverage Special Use District designation, followed by neighborhood organizing to launch a Cultural Benefits District campaign and assessment that could potentially offer the district a source of long-term financial support. The Council will work to implement community programs that focus on land use design and housing, economic vitality, cultural assets and arts, and quality of life issues.

The community planning process undertaken by the Calle 24 Council represents just the first step in a journey that neighborhood residents and merchants, with support from city officials, are taking to preserve the authenticity and legacy of Latino culture along the 24th Street corridor. The Council looks forward to implementing the strategies outlined in the report. The vigor of our stride, given the fast pace of gentrification, will be key to the success of this endeavor.

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APPENDICES

Appendix A: Calle 24 Council List

Appendix B: Map of LCD

Appendix C: Background Research: Strategic Plans & Document Review

Appendix D: LCD News Articles

Appendix E: List of Interviews, Focus Groups, and Community Meetings

Appendix F: Facilitator Guide: Interviews & Focus Groups

Appendix G: Major Themes from Interviews & Focus Groups

Appendix H: Strengths, Opportunities & Challenges of the LCD

Appendix I: Agendas from Community Meetings 1 – 3

Appendix J: Notes from Community Meetings 1 – 3:

Community Meeting 1 Notes

Community Meeting 2 Notes

Community Meeting 3 Notes

Appendix K: PowerPoint of Calle 24 LCD Final Draft Recommendations

Appendix L: Cultural Historical Assets (CHAs) Identified through Data Gathering Process, 2014-2015:

Summary of CHAs

Cultural Events

Arts & Culture: Installations & Public Art

Arts & Culture: Organizations & Venues

Arts & Culture: Retail

Religion

Services & Non-profits

Food & Culinary Arts

Parks

Appendix A: Calle 24 Council

Erick Argüello, Volunteer Program Coordinator, AGUILAS
Rose Arrieta, Media Director, Causa Justa
Rita Alviar, Executive Director, Mission Education Project Inc.
Wendy Bardsley, Community Media Freelancer
Miguel Bustos, Senior Vice-President, Government Affairs, Wells Fargo Bank
Susan Cervantes, Founder and Executive/Artistic Director, Precita Eyes
Marcia Contreras, Resident Manager, Mission Housing Development Corporation
Annalisa Escobedo, Student, John F Kennedy University
Carlos Gonzales, Probation Officer, SF Juvenile Probation Department
Louie Gutierrez, Owner, La Reyna Bakery
Georgiana Hernández, Executive Director, Acción Latina
Roberto Hernandez, Artist & Community Organizer
Gabby Lozano, Owner, L's Café
Ruth Mahaney, Founding Member, Modern Times Books
Diana Medina, Owner, Diju Jewelry and Gallery
John Mendoza, Independent Contractor
Brooke Oliver, Principal, Oliver/Sabec
Miles Pickering, Owner, Pigs and Pie
Stacie Powers, Executive Director, Brava Theater for Women in the Arts
Eva Royale, Director, Cesar Chavez Parade and Festival
Martha Sanchez, Owner, Casa Sanchez
Marie Sorenson, Retired
Elizabeth Vazquez, Owner, Tio Chilos

Appendix B: Map of the Latino Cultural District (LCD)

The SF Board of Supervisors resolution² (defined the *Calle 24 Latino Cultural District* as the area within the boundaries of Mission Street to the west, Potrero Street to the East, 22nd Street to the North and Cesar Chavez to the South. It also includes the 24th Street commercial corridor from Bartlett Street to Potrero Avenue. This boundary demarcates the greatest concentration of Latino landmarks, businesses, institutions, festivals and history in the Mission District and San Francisco; based on the 2012 census, 49% of residents in this area self-identify as Latinos. Calle 24 is also known as a Latino business enclave of 77 Latino owned businesses, some of which date back to 1922. In addition to its residents, this area is the home to many Latino community based organizations that have served the Latino community for decades.



² The full resolution can be found at http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/committees/materials/LU051914_140421.pdf

Appendix C: Background Research: Strategic Plans & Document Review

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
<p>Lower 24th Street Profile</p> <p>By Invest in Neighborhoods</p>	<p>This document provides a comprehensive view of the Lower 24th Street District with great emphasis on important economic, housing, transportation and demographic information and data points. This document should be used for context in the planning of the LCD.</p>	<ul style="list-style-type: none"> • List of cultural Assets • Commercial vitality indicators • SWOT analysis • Demographics • Land use • Business Mix • Transportation • Other plans and intervention
<p>Taos Arts and Cultural District Plan, January 2012 (89 pp.)</p>	<p>After designation as a state Arts and Cultural District program in 2009, this plan was developed for strategies and projects in Physical Infrastructure, Planning and Urban Design, Financing, Marketing and Promotion, Cultural Programming, and Community Outreach. It is organized according to a 3-5 year time frame beginning in 2012. The plan can be accessed at http://www.gonm.biz/uploads/files/ACDCulturalPlanTaos2012.pdf</p>	<ul style="list-style-type: none"> • The Arts and Cultural District strategy emphasizes creative economic development focusing on the quality of a place (cultural assets, downtown vibrancy, entertainment) and natural environment and things to attract “knowledge workers” or creative entrepreneurs to the area) • Depressed economy is a significant challenge to implementing this strategy, and requires attracting private investment • Metropolitan redevelopment and a Business Improvement District are key to economic development and financial sustainability • Lack of an organizational capacity or entity to leverage resources and do economic development is a challenge • Some ideas with potential for implementation include: small seed grants; improved spaces for cultural events; “virtual” salons for idea exchange; internet art marketing; and signature events
<p>Sustaining San Francisco’s</p>	<p>Purpose of Report: Propose conservation of cultural heritage assets through</p>	<ul style="list-style-type: none"> • Tangible historical resources are eligible for protection under City landmark designation. (i.e.

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
<p>Living History Strategies for Conserving Cultural Heritage Assets by San Francisco Heritage September 2014</p> <p>51 pages</p>	<p>incentive based strategies.</p> <p>Goals:</p> <ol style="list-style-type: none"> 1. Define the problem and identity challenges to conserving local cultural heritage assets; 2. Summarize existing efforts to conserve San Francisco’s cultural heritage assets; 3. Create a common language that will advance citywide public policy and neighborhood level cultural heritage conservation initiatives; and 4. Provide useful examples of strategies and case studies that can be employed by communities, non profits, academic institutions, foundations and City agencies. 	<p>buildings, public art, murals, etc.)</p> <ul style="list-style-type: none"> • Cultural Heritage Assets (CHA) include historic businesses, non profits that contribute to City’s cultural identity. These are not protected by traditional strategies. • CHA = Intangible Cultural Heritage (UNESCO)= The practices, representations, expressions, knowledge, skill- as well as the instruments, objects, artifacts and cultural spaces associated therewith- that communities, groups, and in some cases, individuals recognize as part of their cultural heritage. This intangible heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identify and continuity, thus promoting respect for cultural diversity and human creativity. • SF Planning Department has introduced (2011): Urban design guidelines, economic incentives and zoning program. STATUS? <ul style="list-style-type: none"> ▪ June 2013 SFH Summit recommendations: <ul style="list-style-type: none"> ○ Develop recognition program for CHAs ○ Educate new residents on history ○ Explore Central Business District and Community Land Trust ○ Offer technical assistance to CHAs/ succession planning ○ Incentives to CHA businesses and property owners that rent to CHAs ○ Promote tours <p>Tool box/Ideas:</p>

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<ul style="list-style-type: none"> ▪ Legacy establishment designation ▪ Special Use District ▪ Social Heritage Citizen Advisory ▪ Community Benefit Agreements ▪ Community Benefits District ▪ Community Development Corporations ▪ Main Street concepts ▪ Business Improvement District ▪ Certification of Heritage Compliance- process that allows new development to qualify for a floor area ratio (FAR) exemption for replacement in kind of a traditional retail business or dedicate a portion of project to community arts projects and events. ▪ Urban Design Guidelines ▪ Zoning programs ▪ Property tax exemption from reassessment after sale or improvement – if CHA is preserved ▪ Decrease in permit fees, transfer, recordation and property tax fees for CHAs ▪ Central Business District ▪ Community Land Trust ▪ Add Preservation Element to General Plan (with specific goals on how many CHAs will own businesses and how many units will be acquired by Land Trusts ▪ Community Arts Stabilization Trust (CAST) ▪ Transfer of Development

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<p>Rights</p> <ul style="list-style-type: none"> ▪ Right of First Refusal ▪ Longtime Owner Occupant Program (LOOP) ▪ Association Center (non profit benefit) <p>Recommendations:</p> <ol style="list-style-type: none"> 1. Develop consistent methodology to define and document CHAs. Use SF Planning Social Heritage Inventory Record 2. Support current strategies (LCD) 3. Build capacity of CHAs and youth 4. Develop financial incentives and ownership 5. Promote CHAs through public education and tourism 6. Establish a CHA designation with benefits
<p>City of Lawrence Cultural District Task Force Recommendations for Enhancing the Lawrence Cultural District By Task Force December 10, 2013 83 pages</p>	<p>Purpose of report: to identify best practices for improving cultural districts.</p> <p>Approach: Looked at three models:</p> <ul style="list-style-type: none"> ▪ Columbia MO ▪ Indianapolis, IN ▪ Providence, RI <p>Types of CHAs:</p> <ul style="list-style-type: none"> ▪ History ▪ Historical sites ▪ Geography ▪ Cultural Institutions ▪ Creative Sector Businesses ▪ Natural Sites 	<p>8 month evaluation process</p> <p>Goal of Cultural District (Lawrence):</p> <ul style="list-style-type: none"> • Preserve history and cultural identity • Identify District as destination: Culture and business • Improve community vitality • Encourage public access • Host cultural events <p>Shared Elements (among models):</p> <ul style="list-style-type: none"> ▪ City level leadership ▪ City level financing ▪ Private financing ▪ City Director of Arts and Culture ▪ Coordination among municipal leaders, arts organizations, chamber of commerce and tourism ▪ Strong internet presence ▪ Excellent physical features:

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<p>walkable paths, lighting, way finding, signs and maps</p> <ul style="list-style-type: none"> ▪ Commitment to investing in arts as an economic development approach
<p>4TH Avenue Cultural Corridor Design Implementation and Funding Plan by City of Edmonds, WA October 2009</p> <p>86 pages</p>	<p>Purpose of report: To present a “15% Design Plan”, describing proposed design, implementation, and funding for the 4th Avenue Cultural Corridor in Edmonds, WA.</p> <p>Goal: To guide development along the Cultural Corridor in ways compatible with historic context, current scale, massing and texture of the corridor, resulting in increased cultural tourism, economic vitality, and enjoyment of the corridor.</p>	<ul style="list-style-type: none"> ▪ Small historic district. ▪ Final product: series of improvements to physical environment resulting in increased cultural tourism. ▪ Seeks to integrate concepts of historical preservation, sustainability, economic enhancement, and urban design. ▪ Low impact development (LID) ▪ Leveraged funding (specific to State of WA): <ul style="list-style-type: none"> ▪ State transportation board ▪ Department of Ecology, Water Quality grants and loans ▪ Public Works construction loans ▪ Pedestrian and bicycle safety grants ▪ Community Advisory Group (CAG) formed at beginning of conceptual design process ▪ CAG established guiding principles ▪ Final design proposal was the result of three CAG meetings & two public meetings where alternative design concepts were presented to the community, and strongest elements were integrated into a unified, consensus-based plan. <p>Summary:</p> <ul style="list-style-type: none"> ▪ 4th Avenue Cultural Corridor identified in the City of Edmonds’ 2006 Streetscape Plan, and 2008 Comprehensive Parks Plan & Community Cultural Plan. ▪ Collaboration with Community

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
		<p>Advisory Group (CAG), community members, City of Edmonds staff, and design team.</p> <ul style="list-style-type: none"> ▪ Urban and Historic context ▪ Photo inventory of historic buildings/properties ▪ Site analysis ▪ Community design guidance ▪ Cultural Corridor conceptual design ▪ Art installation and integration ▪ Urban design ▪ Funding and Implementation ▪ Leveraged funding
<p>Creative Placemaking by Ann Markusen and Anne Gadwa (69 pp.)</p>	<p>This is a White Paper for the Mayor’s Institute on City Design, a leadership initiative of the National Endowment for the Arts in partnership with the United States Conference of Mayors and American Architectural Foundation. It reviews and summarizes case studies and economic research representing creative American placemaking across the diverse cities in the United States. There is an emphasis in this white paper on developing partnerships across sectors to improve the likelihood of success of creative placemaking and also integrating evaluation and metrics in order to determine the outcomes of creative placemaking.</p> <p>(Full report accessible at:</p>	<ul style="list-style-type: none"> • Creative placemaking refers to strategic initiatives to influence the physical and social character of a town, city, or region around arts and cultural activities. This includes developing programming to revitalize public and private spaces, regenerating structures and streetscapes to improve local businesses & economic viability and to improve public safety and bringing together diverse people to celebrate the arts and culture of their neighborhoods. • Challenges for creative placemaking noted include: 1) forging partnerships; 2) countering community skepticism; 3) getting funding; 4) overcoming regulatory barriers; 5) ensuring ongoing maintenance and sustainability; 6) avoiding displacement and gentrification; 7) developing measures to evaluate outcomes related to creative placemaking. • Successful creative placemaking was characterized by the following: 1) leadership who innovates and creates vision and motivation; 2) an approach tailored to the uniqueness of each

DOCUMENT TITLE	DOCUMENT DESCRIPTION	KEY POINTS
	http://arts.gov/sites/default/files/CreativePlacemaking-Paper.pdf	<p>place; 3) organizing and galvanizing the will of the public; 4) getting support from the private sector; 5) supported by local arts and cultural leaders; 6) partnerships across sectors, missions and levels of government</p> <ul style="list-style-type: none"> Public policy has been slow to recognize the substantial contributions of arts and culture to local economic development and livability; the best examples of creative placemaking indicate that different levels of government and public/non-profit/private sector organizations should collaborate in developing policy platforms (informed by evidence on what works and where)

Additional Documents For Future Review
Plans
Alice Carey Preservation Fund
San Francisco Historic Preservation Program
Latino Historic Context Statement
American Latino Theme Study
Central Market Citizens Advisory Committee- Framework for Community Benefit Agreements
Laws
San Francisco Historic Preservation Commission Resolution No. 0698
San Francisco Executive Directive 13-01
Mills Act
CEQA
Documents/Reports/Guidance
SF Planning Department – Japantown Cultural Heritage and Economic Sustainability Strategy July 10, 2013
Central Market Citizen Advisory Committee 21 June 2012
Alliance for California Traditional Arts
Community Arts Stabilization Trust
SF Community Land Trust

Appendix D: LCD News Articles

Source	Date of Publication	Title	Link
The Huffington Post	January 3, 2014	Latino 'Cultural Corridor' Planned To Push Back Against Gentrification	http://www.huffingtonpost.com/2014/01/03/latino-cultural-corridor-n_4535891.html
CBS Local - SF Bay Area	April 22, 2014	San Francisco Looks At Preserving Character Of Mission District	http://sanfrancisco.cbslocal.com/2014/04/22/san-francisco-looks-at-preserving-character-of-mission-district/
KQED	April 22, 2014	Group Proposes 'Calle 24' Cultural District in the Mission	http://ww2.kqed.org/news/2014/04/22/group-proposes-calle-24-in-the-mission
SF Gate	April 22, 2014	A mission for the Mission: Preserve Latino legacy for future	http://www.sfgate.com/politics/article/A-mission-for-the-Mission-Preserve-Latino-legacy-5419370.php
The Usual Suspects	April 22, 2014	Calle 24 Latino Cultural District	http://www.sfusualsuspects.com/landing/detail/3552
Fox News Latino	April 23, 2014	Latinos Fight To Preserve San Francisco Mission District's Cultural Heritage	http://latino.foxnews.com/latino/lifestyle/2014/04/23/latinos-fight-to-preserve-san-francisco-mission-district-cultural-heritage/
The Bold Italic	April 24, 2014	Calle 24 is Real Solution to Fight Gentrification	http://www.thebolditalic.com/articles/4878-calle-24-is-a-real-solution-to-fight-gentrification
Southern California Public Radio	April 24, 2014	In immigration news: DHS watchdog under fire, 'modest' deportation changes, preserving 'The Mission'	http://www.scpr.org/blogs/multiamerican/2014/04/24/16453/in-immigration-news-dhs-watchdog-deportation/
KGO – San Francisco	April 25, 2014	Mission residents celebrate Calle 24 designation	https://screen.yahoo.com/mission-residents-celebrate-calle-24-032901898.html
ABC 7 News	May 5, 2014	Cinco de Mayo Celebrations Raise Gentrification Awareness	http://abc7news.com/archive/9528545/

El Tecolote	May 6, 2014	Latino Cultural Corridor District designation is just the first step	http://eltecolote.org/content/en/commentary/latino-cultural-corridor-district-designation-is-just-the-first-step/
Curbed SF	May 20, 2014	Calle 24 Latino Cultural District	http://sf.curbed.com/archives/2014/05/20/calle_24_latino_cultural_district.php
San Francisco Examiner	May 20, 2014	Calle 24 resolution to be voted on at Board of Supervisors meeting this afternoon	http://www.sfexaminer.com/PoliticsBlog/archives/2014/05/20/calle-24-resolution-to-be-voted-on-at-board-of-supervisors-meeting-this-afternoon
Socket Site	May 20, 2014	<u>Calle 24: San Francisco's Latino Cultural District</u>	http://www.socketsite.com/archives/2014/05/hola-calle-24-san-franciscos-proposed-latino-cultural-district.html
Mission Economic Development Agency	May 21, 2014	Calle 24 Latino Cultural District to Preserve Mission Community for Future Generations	http://medasf.org/calle-24-latino-cultural-district-preserve-mission-future-generations/
ABC 7 News	May 23, 2014	Community Celebrates Latino Cultural Preservation in Mission	http://abc7news.com/news/community-celebrates-latino-cultural-preservation-in-mission/75987/
Latin Life	May 23, 2014	Grand Opening! Calle 24 SF Latino Cultural District	http://www.latinlife.com/article/130/grand-opening-calle-24-sf-latino-cultural-district
Mission Local	May 23, 2014	It's Official! 24th Street District is Calle 24	http://missionlocal.org/2014/05/its-official-24th-street-district-is-calle-24/
El Tecolote	May 29, 2014	Latino Cultural Corridor officially designated by the city	http://eltecolote.org/content/news/latino-cultural-corridor/
SF Bay	May 29, 2014	'Calle 24' aims to preserve Latino heritage	http://sfbay.ca/2014/05/29/calle-24-aims-to-preserve-latino-heritage/
Mission Bernal Alliance of Californians for Community Empowerment (ACCE)	September 13, 2014	Town Hall About Mission Cultural District – Saturday Sept. 13	http://honorjourney.org/missionbernalacce/events/town-hall-about-mission-cultural-district-saturday-sept-13/

Mission Local	September 14, 2014	A Year Later, Less Shock Over Gentrification	http://missionlocal.org/2014/09/a-year-later-less-shock-over-gentrification/
SF Environment	September 30, 2014	Resolution Support Calle 24 Cultural Latino District: Environmental policy and legislation in San Francisco	http://www.sfenvironment.org/policy/resolution-support-calle-24-cultural-latino-district
The Sacramento Bee	October 4, 2014	Battling for the Mission's soul	http://www.sacbee.com/news/politics-government/article2620697.html
Greenwich Village Society for Historic Preservation	October 10, 2014	<u>Ideas for Preserving Our Small Businesses and Creative Spaces</u>	http://gvshp.org/blog/2014/10/10/ideas-for-preserving-our-small-businesses-and-creative-spaces/
KALW Local Public Radio	November 17, 2014	Calle 24 - The official Latino Cultural District of San Francisco	http://kalw.org/post/calle-24-official-latino-cultural-district-san-francisco
El Tecolote	December 20, 2014	El Tecolote 2014 Year in review: Arts & Culture	http://eltecolote.org/content/features/el-tecolote-2014-year-in-review-arts-culture/
San Francisco Chronicle	December 2014	A Changing Mission	http://www.sfchronicle.com/the-mission/
California Office of Historic Preservation	N/A	Challenges of Heritage Tourism: A San Francisco Perspective	http://ohp.parks.ca.gov/pages/1054/files/2014_volume7_issue2_final.pdf

Appendix E: List of Interviews, Focus Groups, and Community Meetings

Event	Date	# of Participants	Participants
Interview 1	August 2014	1	Rita Alviar
Interview 2	August 22, 2014	1	Ben Feldman
Interview 3	August 25, 2014	2	Esther Hernandez & René Yañez
Interview 4	August 26, 2014	1	Jaime Maldonado
Interview 5	August 26, 2014	1	Maria X. Martinez
Focus group: Calle 24 Council	August 27, 2014	10	Miles Pickering, Susan Cervantes, Marie Sorenson, Ruth Mahaney, AnnaLisa Escobedo, Marcia Contreras, Eva Royale, Wendy Bardsley, Erick Arguello, John R. Mendoza
Interview 6	August 28, 2014	1	Sarah Guerra
Focus group: Youth	August 28, 2014	10	Lakayla Shelton, Tiamane Haney, Jasmine Tirrez, Liset Gutierrez, Nancy "Mitzi" Magdaleno, Chris Vargas, Dan Vargas, Luis DeGuzman, Cecilia Peña-Govea, Nina Potepan
Focus group: Merchants	September 4, 2014	13	Louie Gutierrez, Juana Mayhben Huerta, Patricia Helmer, Denise Gonzales, Patricia Torres, Sofia Elias, Angeles Lopez, Connie R., Jose Marengo, Blanca Equinoccio, Ron Mullick, Cesar O., Mia Gonzalez
Community Meeting 1	September 13, 2014	50	Mia Gonzalez, Paul Monye-Rodriguez, Miguel de Ocampo, Ben Feldman, Buck Bagot, Lulula Lee, Lucho Ramirez, Carlos Gonzalez, Leo Beckerman, Carlos Valdiviezo, Maria de la Mora, Christie Hakim, Andra Cernavskis, Eric Dimond, Patricia Reischl Crahan, Juan Carlos Ibarra, Steve Wertham, Blake Kutner, Laura Lane, Eva Royale, Gustavo Vazquez, Ann Golden, Noemi Sohn, Susan Cervantes, Anabelle Bolanos, Brian Baker, Sergio Lainez, Rob Thomson, Martha Arguello, Melissa Lareau, Mary C Magee, Mayra Madriz, Brooke Oliver, Luis Granados, Gabriel Medina, Reuben David Goodman, Joshua Arce, Roberto Y. Hernandez, Rosa Nazario, Sergio Espino, Gabriela Peña, Adriana Cruz, Gladys Soto, Michael Crahan, Thomas Ray, Julien Ball,

			Gregory Liggons, Derek Raskin, Kathy & Dewey
Focus group: Arts	September 24, 2014	24	Stella Adelman, Adriana Cruz, Melody Wang, Maggie Wilson, Todd T Brown, Indira Urrutia, Sofia Elias, Arezoo Islami, Katherine Paulson, Michael Warr, Annie Jupiter-Jones, Georgiana Hernandez, Susan Cervantes, Ani Rivera, Lou Dematteis, Anastacia Powers, Sarah Guerra, Cecilia Peña-Govea, Ashton DiVito, Carolina Dutton, Emily Klian, Roberto Y. Hernandez, Alma Robinson, Mauricio Avilés
Community Meeting 2	November 1, 2014	36	Jim Burnett, Martin Steinman, Carolyn Burnett, Anabelle Bolanos, Marsha Murrington, Thomas Ray, Sam Moss, Marie Sorenson, John R Mendoza, Maria De La Mora, Ani Rivera, Stella Adelman, Pete Gallegos, Todd Brown, Martin Esteban Farfan, Kelly Haro, Paul Monge-Rodriguez, Oscar Grande, Carlos Gutierrez, Edwin Lindo, Miles Pickering, Gustavo Vazquez, Aaron Starr, Patti Cuadra-Eng, Kate Rosenberger, Jorge Sanchez, Desiree Smith, Sylvia Lynch, Wendy Bardsley, Ben Feldman, Erick Arguello, Marcia Contreras, Susan Cervantes, Ann Golden, Georgiana Hernandez, Joaquin Torres
Community Meeting 3	December 20, 2014		Joshua Arce, Paula Fleisher, Edwin Lindo, Anabelle Bolaños, Miles Pickering, Eva Royale, Gene Royale, Wendy Bardsley, Miguel Bustos, Chris Norman, Martin Farfan, Stacie Powers, Erick Arguello, Georgiana Hernandez, Ani Rivera, Ruth Mahaney, Susan Cervantes, Martin Steinman, Brooke Oliver, Abby Stopper, Maricela Leon-Barrera, Malo Hutson, Anne Romero, Pete Gallegos, Diego Sanchez, Emilio Victorio, John Mendoza, Ben Feldman, Matthew Rogers Consultants & OEWD (4): Ana Cortez, Ori Reyes, Perla, Diana Ponce de Leon

Appendix F: Facilitator Guide for Interviews & Focus Groups

Interviewer Script:

Thank you very much for agreeing to meet/talk to me today. I am working with Calle 24, a neighborhood coalition of Mission residents, merchants, non-profits, and artists, to develop a plan for a Latino Cultural District (LCD) on 24th Street from Mission to Potrero, 22nd to Cesar Chavez.

Community input is critical to developing a plan that reflects the values, spirit, and culture of the Mission and its residents. The purpose of this interview is to hear your vision for a cultural district on Calle 24, including any concerns you may have or opportunities you would like to see developed. We are happy to share our final report and recommendations for the Latino Cultural District with you, if you would like to leave your name and email with us at the end of the interview. We also promise to keep your identity confidential in the final report, referring simply to different stakeholder groups, rather than to individuals.

Vision for LCD

- 1) When you walk around the neighborhood, particularly along 24th street, how would you describe it?
 - a. What do you like about it? (What do you do when you come out to 24th Street?)
- 2) What do you think makes the 24th Street cultural corridor unique?
- 3) What challenges or problems do you see along 24th Street?
 - a. When you come to the 24th Street corridor, what, if anything, bothers you?
- 4) What changes would you like to see along 24th Street?
 - a. Can you tell me more?
- 5) Five years from now, what would you like to see along the corridor?
 - a. What's your long-term vision for the corridor??
 - b. What particular activities you would like to see happening?
 - c. What particular opportunities you would like to see developed?
- 6) Thinking about all the things you've mentioned, what are the 1 or 2 most important changes you would like to see implemented as part of the 24th Street Latino Cultural District?
- 7) What, to you, might be signs that the Latino Cultural District is successful?
- 8) (for Council only?): What should be the guiding principles for the Latino Cultural corridor?

(Probe): What are some of the values or beliefs that are important to you that should guide the development of a Latino Cultural corridor?

Implementation of LCD Plan

Fast forward 6 months and assume that we have developed a comprehensive plan for the Latino Cultural District. The following questions focus on the implementation of that plan.

- 1) What organizational structure is needed for governance and staffing to sustain the LCD?
- 2) How do you think the community could best be engaged in the **(planning & implementation)** of the Latino Cultural District?
- 3) Who are some of the stakeholders that should be engaged in developing and implementing the LCD?
 - a. What are the best ways to communicate regularly with these stakeholders?
- 4) What ideas do you have that could help ensure affordable housing for residents?
- 5) What ideas do you have that could help ensure that merchants can continue to afford to lease their properties?
- 6) Thinking about all the ideas you have suggested for a Latino Cultural District, what kind of budget do you think is needed to implement this plan for years 1-5?

Interviewer: Thank you very much for taking the time to answer these questions. Your input is critical to the development of a LCD that reflects the values and beliefs of Mission residents. If you'd like to write your name/email on this card, we will ensure that you receive a copy of the final report, anticipated in January, 2015.

Appendix G: Major Themes from Interviews & Focus Groups

Interviews & Focus Groups Referenced

- 8.27.14 Council focus group (CFG)
- 8.28.14 Youth focus group (YFG)
- 9.04.14 Merchant focus group (MFG)
- 9.13.14 Community Meeting #1 (CM1)
- 9.24.14 Arts focus group (AFG)
- Interview: resident Rita Alviar (RA)
- Interview: resident Maria X (MX)
- Interview: resident Ben Feldman (BF)
- Interview: residents Esther Hernandez & Rene Yañez (EHRN)
- Interview: merchant Jaime Maldonado (JM)
- Interview: arts Sarah Guerra (SG)

Summary of Major Themes

Topic	Major Themes
Cultural Resources / Assets	<ul style="list-style-type: none"> • Uniqueness (EHRN, BF, MX) • History (MX) <ul style="list-style-type: none"> - History of Latinos in the Mission / modern history of the Mission (MFG) - Oral history projects (CFG) - Historical archives (CFG) - Archives of art history (AFG) • Cultural atmosphere <ul style="list-style-type: none"> - The feel; community feel (JM, RA, BF) - Culture (MX, RA) - Vitality (MX) - Cultural institutions (CM1) • Affordable Housing <ul style="list-style-type: none"> - Rent control (YFG) • Events <ul style="list-style-type: none"> - Celebrations: dance, cars, murals, language (BF) - Cultural events, spaces, and discussion (BF, CM1) - Street festivals (CFG) • Built Environment <ul style="list-style-type: none"> - Walkability (MFG, BF, MX, RA) - Tree canopy and landscaping (BF, MX) - Transportation (RA) - Schools (RA) - Community gardens (CFG) - Ability to transform negative spaces into positives, i.e. Garfield park (JM) • Diversity <ul style="list-style-type: none"> - In real estate and services (JM)

- Diverse community (BF, RA)
- **Community**
 - Community feel (JM, RA)
 - Those that are still here (JM)
 - Working families (JM)
 - The community that arrived here, many left and keep coming back (JM)
 - Continue to welcome residents that left and keep coming (MX)
 - Families with children and old folks (BF)
 - Residents who are involved in community events (BF)
 - Friendly people (SG)
 - Long-term residents take care of each other, despite history of struggle (SG)
 - Community fundraising (AFG)
 - Activism (AFG)
- **Services**
 - After-school programs (BF)
 - STEM-related activities for youth (BF)
 - Effectiveness of community-based organizations (RA)
- **Businesses** (CFG)
 - Customer Loyalty (JM)
 - Affordable wages (JM)
 - Independent businesses (BH)
 - Small stores (MX)
 - Merchants (RA)
 - Business owners who have been here a long time (SG)
 - Legacy businesses, family-owned, possible for successive generations (AFG)
 - New businesses with new visions (AFG)
- **Arts**
 - Others' appreciation of our art (EHRN)
 - Murals (EHRN, BF, YFG, CFG)
 - Graffiti & street art (EHRN, YFG)
 - Dance studios (BF)
 - Old cars, lowriders (BF, AFG, CM1)
 - Arts organizations that support each other, collaborate and share resources (SG)
 - Music and musicians (AFG)
 - Artists (AFG)
 - Free access to art (AFG)
 - Bookstores (AFG)
 - Arts Inventory, digital (AFG)
- **Food** (CFG)
 - Spicy food (BF)
 - Restaurants (MX, RA)
 - Panaderias (MX)
- **Weather** (RA)

Inventory of Resources	<ul style="list-style-type: none"> • Events <ul style="list-style-type: none"> - Sunday Streets (MFG) - Día de los Muertos (CFG, AFG) - Cesar Chavez festival (CFG, AFG) - Carnaval (CFG, AFG) • Arts & Culture <ul style="list-style-type: none"> - Brava (EHRN, MX, CFG, AFG, CM1) - Murals (EHRN, BF, YFG) - Alley Cat books (EHRN) - Modern Times books (CFG, AFG) - Galería de la Raza (EHRN, MX, AFG, CM1) - El Tecolote / Acción Latina (EHRN, MX, CFG, AFG) - Precita Eyes (EHRN, YFG, AFG) - Puppet shows (23rd & Bryant) - Red Poppy Art House (EHRN, CFG, AFG) - Mission Cultural Center (EHRN, MX, AFG) - Cars / Lowriders (BF, CFG AFG, CM1) - Balmy Alley (YFG, CFG) - Lilac Alley (YFG, CFG) - Cypress Alley (CFG) - Pirate Radio (YFG) - Southern Exposure Gallery (YFG) - Flags of the Americas (CFG) - BART plaza (CFG) - Dance Mission (AFG, CM1) - Carnaval Mural Restoration Committee (CRC) - SF Mime Troupe (AFG) - Loco Bloco (AFG, CM1) - SF Found (AFG) - Public Library (AFG) • Religion <ul style="list-style-type: none"> - St. Peter's (MX, CFG) • Services & Non profits <ul style="list-style-type: none"> - Mission Girls (YFG) - MEPI (CFG) - MNC (CFG) - Good Samaritan (CFG) - Jamestown (CFG) - Instituto de la Raza (CFG) - MAPP (CFG) - Musing (CFG) - Will Brown Gallery (CFG) - La Latina (CFG) - Mixcoatl (CFG) • Businesses <ul style="list-style-type: none"> - Goodwill (YFG) - Luz y Luna (CFG) • Food

	<ul style="list-style-type: none"> - Taqueria Vallarta (YFG) - El Farolito (YFG) - Quickly's (YFG) - Happy Donuts (YFG) - L's Café (YFG) - La Cocina (CFG) - Frutilandia (CFG) - El Metate (CFG) - La Michoacana (CFG) - La Victoria (CFG) - La Reina (CFG) - Las Palmas (CFG) - Café La Boheme (CFG) - Casa Sanchez (CFG) - El Mercadito (CFG) • Parks & Recreation <ul style="list-style-type: none"> - Garfield Park and mini-parks (BF, YFG) - Precita Park (YFG) - Skatepark (YFG) - Potrero (YFG) - Garfield swimming pool (YFG)
<p>Concerns / Deficits</p>	<ul style="list-style-type: none"> • Displacement <ul style="list-style-type: none"> - Displacement of historical residents (JM) - Lack of communal space; used to have such space (EHRN) - Challenges preserving the organizations that serve traditional residents (MX) - Families leaving (RA) - Latino families with children leaving (RA, AFG) - As households leave, community-based organizations may also have to leave (RA, AFG) - Evictions (YFG) - Fewer youth and children (YFG, AFG) - City is not willing to buy housing for specific groups / interests (AFG) • Affordability <ul style="list-style-type: none"> - Dying culture due to unaffordable housing (JM) - High rents for businesses and households (MX, RA, YFG) - Expensive food & coffee (YFG) - Expense creates too much pressure on organizations to fundraise (SG) - Lots of residents, businesses and organizations do not own property (AFG) - Lack of housing initiatives for non-profits (AFG) • Preservation <ul style="list-style-type: none"> - Preserving murals on properties that change hands (AFG) - Lack of funding for preservation and restoration (AFG) - Preserving history and culture (AFG)

- **Crime & Safety Concerns**
 - Need to transform magnets for criminal activity (JM)
 - Gang activity (RA, YFG)
 - Drivers' disregard for bikers (YFG)
 - Violence (AFG)
- **Homelessness**
 - St. Peter's magnet for homeless activity (JM)
 - Homelessness around SF General & BART (EHRN)
 - Transients (YFG)
- **Discrimination**
 - Hate towards "other":
red/blue, saggy pants/youth, language other than English and Spanish, groups of tourists, people with maps, homeless/transients, those who look from outside, white or perceived as hipsters (YFG)
Police presence to address fear of "brown boys" (SG)
Hard to bring communities together, ignorance at one end and anger on the other (SG)
Police targeting residents, injunctions. Fear of brown people, assumptions that teenage boys are always in gangs (SG)
- **Gentrification**
 - Gentrification driven by money (JM)
 - Community members not capable of capitalizing on changes (EHRN)
 - Fear of becoming 16th St, the new party district (EHRN)
 - Avoid becoming a circus (MX)
 - New businesses (MX)
 - Repeat of 1991 revitalization efforts (MX)
 - Sense of "other" (YFG)
 - Blocks have lost traditions like neighborhood water fights (YFG)
 - Regret that this work is only happening now, should have happened when Valencia went down the drain (SG)
 - We're forced to adapt to bicycles and techies (SG)
- **New residents**
 - New residents moving in (MX)
 - Influx of new residents that may or may not want to be part of the community (RA)
 - New businesses/newcomers less friendly; "unfriendliness to the unfamiliar" (SG)
 - Cultural differences are challenging (SG)
 - How to convince newcomers that Galería, Acción Latina, the fish market are all important (SG)
 - A lot of tension with new residents. Resident upstairs from Galería complained about noise during event (SG)
 - Us vs. them mentality (AFG)
- **Lack of engagement**
 - Lack of engagement by SF Arts Commission. Used to

	<ul style="list-style-type: none"> - be a partner; they have checked out (EHRN) - Not blending or folding into established community (MX) - Neighbors are strangers (YFG) - People coming in take, but don't give. Culture vultures (SG, AFG) • Built environment <ul style="list-style-type: none"> - Lack of bike lanes (YFG) • Parking (JM, CFG)
<p>Vision & Desired Change</p>	<ul style="list-style-type: none"> • Housing, Affordability & Ownership <ul style="list-style-type: none"> - Need more middle income housing (JM) - Combine uses – housing and industrial (JM) - Ways for Latino artists to stay in the Mission (EHRN, CFG) - Create artist-centered housing: artists in residence, work/live space, combine community service with artwork (CFG) - Housing for artists is imperative. Create live/work spaces for (EHRN) - Help negotiate better leases for key organizations (EHRN) - Affordable venues for culture (MX) - Stabilization for households, businesses, and nonprofits (RA, CFG) - Housing for historical residents (YFG) - Help long-time non-profits and businesses buy their buildings (CFG) - Ownership of historical cultural assets: Galería, MCC (CFG, CM1) - Galería should own its own building (SG, CM1) - Housing collective/nonprofit. Need to purchase buildings (AFG) - Advocate for housing (AFG) - Ask City Hall to offer tax breaks if landlords sell to nonprofits (AFG) - Reach out personally to landlords and negotiate sales directly with nonprofits and small businesses, possible a housing collective (AFG) - Co-op and shared housing (CM1) - Housing first approaches (CM1) - Establish housing zones for low income housing (CM1) • Arts & Entertainment <ul style="list-style-type: none"> - Rehearsal spaces for performing arts (EHRN) - Spaces for arts, theater and comedy (EHRN, CFG) - Entertainment district, connect with major venues in SF (JM) - High-standard entertainment district, cultural events & new venues (MX) - Creation of curator standards (MX)

	<ul style="list-style-type: none"> - Identifying target population for various arts elements (MX) - Movie theater (YFG) - Gum wall (i.e. Seattle) or paint wall (YFG) - Music and dance venues for youth, under 21 with no alcohol (YFG) - Youth programming and art space (YFG, CFG) - Create a 24th St. flag design, logo, branding (YFG, CM1) - Window art: school projects (CFG) - Arches on 24th St x Mission & 24th St x Potrero (CFG) - Murals on every façade (CFG) - Map, way finders (CFG) - New arts exhibits and cultural performances (CFG) - Mayan kiosks (CFG) • Preservation <ul style="list-style-type: none"> - Preservation of present culture as illustrated by business mix, household income and activities (JM) - Preservation of identity (BF) - Slow change without rejecting others (BF) - Preserve cultural resources (YFG, CFG, CM1) - Self-guided tours (CFG) - Keep bookstores healthy (CFG) - Preserve political and alternative history (AFG) • Suggestions for Built Environment & Development <ul style="list-style-type: none"> - Culturally based beautification (CM1) - Flowers, lights, colors. Must be authentic. (MFG) - Clean and welcoming public environment (EHRN) - Balanced: housing, businesses, parking, bikes, pedestrian (JM) - Open space (MX) - Free bus that runs through a defined area (YFG) - Visual effect: You should feel like you're in Latino America. Architectural features, land uses, businesses and establishments, street décor like papel picado, arches murals (YFG) - Develop city-owned land (JM) - School district could become developer (JM) - A place of gathering: zocalo (MX, AFG) - A chill space like a zocalo with picnic areas and grills (YFG) - Bus stops with swings (YFG) - Lighting (CFG) - Improved pedestrian uses (CFG) - Parking considerations (CFG) - Pedestrian only spaces (CFG) - Develop available land, like Cala (CM1) - Consider land use. No parklets (CM1) - Define the district using cultural context (CM1) - Prevent chain and high-end restaurants (CM1) • Signage
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	<ul style="list-style-type: none"> - Welcome signs in English / Spanish (MFG) - Signs, mapping way finding (EHRN) - Signs with information (BF) • Increased communication & coordination <ul style="list-style-type: none"> - Among merchants (MFG) - Need to better communicate between established and new residents (JM) - Greater coordination amongst cultural venues, and with businesses (EHRN) - Greater coordination of cultural events (EHRN) - Strong coalition among Brava, Calle 24, Causa Justa, Galería de la Raza, Precita Eyes, City government (EHRN) - Need to better engage Interception for the Arts, Mexican Museum, other ethnic museums - Organize the community to preserve the identity and protect it against speculators, crime, gangs , prostitution (BF) - Greater education of tenants rights (RA, YFG, CM1) - Space for dialogue: gentrification, hate tagging, historical values, traditions, discrimination in businesses, etc. (YFG) - Invite tourists to cultural district, avoid Disneyland effect (CFG) - Better communication infrastructure (AFG) • Increased engagement <ul style="list-style-type: none"> - More engagement by tech companies (EHRN) - Better engagement of General Hospital employees – understanding their needs and desires (EHRN) - SF Arts Commission, SF General, City College (EHRN) - Co-exhibits DeYoung, MOMA, LAVA (MX) - Greater interaction among neighbors, especially new ones (YFG) - Community involvement and ownership (YFG) - Educate new residents on historical cultural assets. Welcome packet, neighborhood newsletter, bulletin boards in businesses, opportunities to volunteer and get involved (CFG, AFG) - How to engage those with deep pockets to invest in organizations (SG) - Support schools (AFG) - Through art, promote participation, not just consumption (AFG) - Lots of outreach needed to educate new neighbors about the existing community, help them integrate (AFG) - Engage the often invisible undocumented population (CM1) - Engage those living in illegal units (CM1) - Engage residents, old and new (CM1) - Engage philanthropy (CM1)
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- Resident advisory committee (CM1)
- **Economic & Funding Strategies**
 - Need to better connect arts community into the economic and physical life of the community (EHRN)
 - Economic opportunities for historical businesses and long-term residents (CFG)
 - Focus on business and economic development: loan program, marketing, façade/storefront (CFG)
 - Culinary schools invited into, and working with restaurants (CFG)
 - Find and re-direct funding streams into target housing (CFG)
 - Develop an artists collective and become a non-profit, fundraise together (AFG)
 - Pressure developers to invest in existing nonprofits (AFG)
 - Pressure City Hall to allocate AirB&B tax revenues proportionally. Since the Mission hosts the most AirB&B rentals, the Mission should receive their share of revenues (AFG, CM1)
 - Develop production, distribution, repair jobs for people with limited education (CM1)
- **Cultural Events**
 - Closing off streets on certain days, pedestrian-only zones (MFG)
 - Street closure for special events (RA)
 - “This is 24th St” events to reinforce our identity while educating new residents (MFG)
 - Día de los Muertos, Carnaval, Cesar Chavez parade as cultural experience vs. business opportunity (EHRN)
 - Celebration of cultures, all not just Mexican. Las Posadas, Día de los Niños, Día de la Madre, La Pena (EHRN)
 - Celebration of all cultures – a number of Yemenese families live here now (RA)
 - Celebration of food, arts and culture – no beer (EHRN)
 - Latina Day, Mariachi Festival, Salsa in the Street (MX)
 - Street fair that celebrates many cultures (RA)
 - Block parties (YFG)
 - More street fairs (YFG)
 - Free events (YFG)
 - Neighborhood water fight (YFG)
 - Re-instate 24th Street Festival (CFG, AFG)
 - Calendar of cultural events: print and electronic (CFG)
 - More intimate conversations with large event corporate sponsors (AFG)
- **Services**
 - Activities designed and targeted for teens, parents, young professionals, older folks
 - Incorporate supportive services, mental health (CM1)

	<ul style="list-style-type: none"> • Businesses <ul style="list-style-type: none"> - Restaurants that serve all residents and workers (RA) - Served by Latino workforce (YFG) - Owned by Latino owners whenever possible (YFG) - Preserve Latino flavor of the district, even if simply by leaving a sign unchanged (YFG) • Policy & Assistance <ul style="list-style-type: none"> - Programs to increase ownership of Latino businesses (MFG) - Legal assistance to help negotiate better leases (MFG) - Controls of commercial rents (MFG) - Monitoring of fraudulent business assistance (MFG) - Reclaim 24th St through planning codes and architecture (MX) - Better regulation of illegal bed and breakfasts like AirB&B (YFG, AFG) - Zoning or designation for historic businesses and residents (YFG) - Legislative priorities: set controls (CFG) - Re-defining affordability (CFG, CM1) - City should purchase buildings for centers. Galería should own its own building (SG) - Need policies and advocacy to fund arts (AFG) - Insert into planning code that requires developers to contribute to arts fund (AFG) - Incentivize landlords to sell to community (AFG) - City needs to focus more resources to the Mission. Give the Mission its fair share of Air B&B tax revenues (AFG) - Use of eminent domain (CM1) - Right of first refusal (CM1) - Ellis Act eviction moratorium (CM1) - Insurance structure to diminish cost (CM1) • Improved Safety / Crime Reduction <ul style="list-style-type: none"> - Benefit from elimination of gangs (EHRN) - Gang injunction was positive (BF) - Diagonal pedestrian crosswalk (MX) • Attitudes <ul style="list-style-type: none"> - Better understanding by merchants that new clients have new tastes (MFG) - Welcoming attitude towards tourists so they spend money (MFG) - A community that greets (RA) - Zero tolerance for haters (YFG) - Address new resident fears with education (CFG) - Recognize cultural capital in neighborhood (SG)
Planning and Implementation	<ul style="list-style-type: none"> • Values & Guiding Principles <ul style="list-style-type: none"> - Data-driven (CFG) - Collaborative (CFG) - Latino-centric (CFG) - Inclusive (CFG, SG, CM1)

	<ul style="list-style-type: none"> - Innovative, outside-the-box thinking (CM1) - Consider sustainability (CM1) • Tools <ul style="list-style-type: none"> - Look at models in London and Paris (JM) - Logic model that shows how activities, goals, strategies are connected: who, what, what, where , when, why, money (CFG) - Guided by work plan: steps to implement. Based on model BIC + CDC + DBD + CBDO (CFG). - Tenants collectives to purchase buildings (CFG) - Special-use district tied to code and architectural design (CFG) - Land trust models (CM1) • Funding & Resources <ul style="list-style-type: none"> - Investigate resources through National Association of Latino Arts and Culture (EHRN) - Subsidize arts (MX) - Driven by Fund Development Plan: tech money, philanthropy, City Arts, City of SF (CFG) - CAST (Community Arts Stabilization Trust), trust bought buildings on Market St., and organizations have 7 years to buy back property. The city is invested in mid-Market, but convincing them to invest in Calle 24 is a challenge. CAST is tricky, complicated real estate transaction that requires organizations to have a lot of resources, strong board, business plan, business person to keep the deal in order. (AFG) - MEDA? (AFG) • Outreach & Coordination <ul style="list-style-type: none"> - Receive information, hard to attend meetings as these are during hours of operation (JM) - One on one outreach to merchants (JM) - Receive information from Calle 24 and similar associations (JM) - Coordination of cultural assets to maximize their cultural and community binding value (EHRN) - Inclusive of city government, philanthropy, technology, community-based organizations (CFG) • Structure <ul style="list-style-type: none"> - Create Calle 24 governance structure to sustain effort (CFG) - Organization/entity whose responsibility it is to run the LCD (AFG)
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Appendix H: Strengths, Opportunities & Challenges of LCD

▪ Strengths	✓ Opportunities	• Challenges
<ul style="list-style-type: none"> ▪ Long term residents/stability ▪ Strong community connections ▪ Local leadership ▪ Unique neighborhood character ▪ Artists and arts organizations ▪ Strong sense of community, place and history. ▪ Demographic diversity ▪ Latino business enclave ▪ Established community based organizations ▪ Thriving faith community ▪ Numerous cultural events (i.e. Carnaval, mural tours, Cesar Chavez Parade). ▪ Neighborhood-oriented, variety of restaurants, convenient goods & services. ▪ Low retail vacancy rate. ▪ Strong core shopper-base: locals shop daily, specialty shoppers from Bay Area, ▪ international tourists. ▪ High percentage of business owners that also own their 	<ul style="list-style-type: none"> ✓ Work with Building and Planning Departments to develop new land use policies to support cultural assets ✓ Protect existing parking ✓ Develop more pedestrian friendly options ✓ Create Special Use District ✓ Create Cultural Benefits District or Community Benefits District ✓ Create loan programs targeting historical business and renters ✓ Create strong governance structure to manage LCD ✓ Implement and execute LCD branding opportunities ✓ Leverage legacy business ✓ Pursue community-driven strategies to preserve local history and culture. ✓ Capital improvements; prune trees, fix broken sidewalks, add pedestrian lighting, landscaping. ✓ Define off-hour truck loading times 	<ul style="list-style-type: none"> • Lack of affordable housing (evictions and displacements) • Tension between the old and the new (lack of integration) • Rapid transformation of neighborhood without a plan (not another Valencia) • Losing historical businesses, residents and services • Partnership challenges with City/County • Limited resources to sustain LCD • Building a sustainable governance model • Increasing commercial rents (difficult for long time tenants to pay). • Increase in health code and building code violations. • Lack of opportunities for youth. • Fear of “Mission” culture disappearing.

<p>property.</p> <ul style="list-style-type: none"> ▪ Destination for Latino specialty food stores and restaurants, bars. ▪ Street trees and sidewalk plantings bring character. ▪ Murals and art institutions are destinations /attractions. ▪ Walkable, access to public transportation (bus, BART). 	<p>to reduce day time parking problems.</p> <ul style="list-style-type: none"> ✓ Develop partnership opportunities between longtime businesses and new businesses, and between businesses and arts organizations. ✓ Conduct campaign to increase merchants' awareness of health and building code issues. ✓ Identify opportunities to leverage Mission Promise investments to support the Mission's neighborhood 	<ul style="list-style-type: none"> • 2009-2012 crime data shows slight upswing in most categories: Assaults decreased by 67% from 09-11, slight increase 2012. • Gang violence and fear of gangs limiting activity. • Insufficient police vigilance (beat cops rarely seen). • Too many liquor stores. • Dirty, broken sidewalks; public spaces, trees overgrown. • Poor lighting, dark at night, increased perception of unsafe. • Lack of public spaces and seating. • Signage dilapidated, dirty, gates drawn during day.
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Appendix I: Agendas for Community Meetings 1, 2 & 3

Agenda for Community Meeting 1



**Calle 24 Community Meeting 1:
Planning the Latino Cultural District**

September 13, 2014 at Brava Theater

11:30 am – 12:00 pm		Registration
12:00 pm – 12:50 pm	Exhibits Open	Welcome/ Bienvenida Qué es un Distrito Cultural- What is a Cultural District. Datos/Data Presentaciones/Presentations
12:50 pm – 1:00 pm		Break
1:00 pm – 2:30 pm		Group Discussion What is your vision for the Latino Cultural District? What would the LCD look like in five years?
2:30 pm – 2:45 pm		Next Steps and Closing Remarks
2:45 pm – 3:30 pm		Post-meeting Q&A (optional)

Agenda for Community Meeting 2



Calle 24 Community Meeting 2: Planning the Latino Cultural District

November 1, 2014 at Brava Theater

12:30 pm – 1:00 pm	Registration			
1:00 pm – 1:30 pm	Exhibits Open	What is the Latino Cultural District (LCD)? What is the process for developing a plan for the LCD? What have we learned from the community so far?		
1:30 pm – 2:00 pm		What is a useful model for governance of the LCD? Presentation of Little Tokyo (Los Angeles) Reactions from and discussion with community members		
2:00 pm – 2:15 pm		Break		
2:15 pm – 3:15 pm		Cultural Heritage Assets/Urban Form Working Group	Business and Economic Vitality Working Group	Housing Working Group
3:15 pm – 3:45 pm		Wrap-up and Next Steps		

Agenda for Community Meeting 3



Calle 24 Community Meeting 3: Planning the Latino Cultural District

December 20, 2014 at Brava Theater

12:30 pm – 1:00 pm		Registration
1:00 pm – 1:30 pm	Exhibits Open	Welcome/Intro Remarks/Retreat Objectives
		Update on Planning Process/Progress
1:30 pm – 2:00 pm		Findings regarding LCD Strengths, Weaknesses, Opportunities, & Challenges
2:00 pm – 2:30 pm		Latino Cultural District Mission, Vision and Guiding Principles
2:30 pm – 2:35 pm		Break
2:35 pm – 3:15 pm		Proposed Governance and Structure
3:15 pm – 3:50 pm		Strategic Priorities for the Latino Cultural District
3:50 pm – 4:00 pm		Wrap Up and Overview of Next Steps

Appendix J: Notes for Community Meetings 1, 2 & 3

Community Meeting 1 Notes Saturday, September 13, 2014

Attendance (50):

Mia Gonzalez, Paul Monye-Rodriguez, Miguel de Ocampo, Ben Feldman, Buck Bagot, Lulula Lee, Lucho Ramirez, Carlos Gonzalez, Leo Beckerman, Carlos Valdiviezo, Maria de la Mora, Christie Hakim, Andra Cernavskis, Eric Dimond, Patricia Reischl Crahan, Juan Carlos Ibarra, Steve Wertham, Blake Kutner, Laura Lane, Eva Royale, Gustavo Vazquez, Ann Golden, Noemi Sohn, Susan Cervantes, Anabelle Bolanos, Brian Baker, Sergio Lainez, Rob Thomson, Martha Arguello, Melissa Lareau, Mary C Magee, Mayra Madriz, Brooke Oliver, Luis Granados, Gabriel Medina, Reuben David Goodman, Joshua Arce, Roberto Y. Hernandez, Rosa Nazario, Sergio Espino, Gabriela Peña, Adriana Cruz, Gladys Soto, Michael Crahan, Thomas Ray, Julien Ball, Gregory Liggons, Derek Raskin, Kathy & Dewey

This process has to be:

- ❖ Innovative, outside the box and aware of housing/real estate conflicts, solutions, issues and legislation
 - Decrease of housing footprint- microhomes
 - Understand housing impacts on services, schools, etc.
 - Land trust models
 - Coop and shared housing
 - Use of eminent domain
 - First right of refusal
 - Interim controls
 - Develop available land- CalaFoods
 - Redefine affordable

- ❖ Comprehensive and inclusive to involve as many stakeholders as possible
 - Engage the often invisible undocumented population
 - Engage those living in illegal units
 - Engage new and historical residents

- ❖ Community Education
 - Must educate community on tenant rights
 - Address housing needs of historical populations:
 - Immigrant
 - Artist
 - Elderly
 - Housing first approaches

- Incorporate supportive services: mental health,
 - Understand business issues, challenges and solutions
 - Interim controls
 - Develop PDR (Production Distribution Repair) jobs for people with limited education
- ❖ Preserve historical community based organizations:
 - Culture
 - Social Services
 - Purchase buildings to gain control: Galeria de la Raza
 - Assists with operational costs
- ❖ Consider land use
 - No parklets
 - Define the district using historical context
 - Airbnb tax revenue/ tax increment
 - Prevent chain and high scale restaurants

 - Ellis eviction moratorium
 - Increase culturally based beautification strategies
 - Establish housing zones/sites for low income residents
- ❖ Set outreach strategies
 - Philanthropy
 - Resident advisory committee to evaluate cultural resources
 - Set out logo to identify cultural assets
- ❖ Consider governance
 - Sustainability
 - Resident involvement
 - Structure
 - Insurance structure to diminish cost
- ❖ Evaluate innovative financial strategies
 - Set up loans for historical organizations and individuals
 - Set up tax pool to support artist related housing and craft expenses
- ❖ Asset Inventory
 - Brava
 - Galeria de la Raza
 - Dance Mission
 - Loco Bloco
 - Cultural Events
 - Cultural Institutions
 - Low riders

Saturday, November 1, 2014

Community Meeting 2 Notes

Attendance (36):

Jim Burnett, Martin Steinman, Carolyn Burnett, Anabelle Bolanos, Marsha Murrington, Thomas Ray, Sam Moss, Marie Sorenson, John R Mendoza, Maria De La Mora, Ani Rivera, Stella Adelman, Pete Gallegos, Todd Brown, Martin Esteban Farfan, Kelly Haro, Paul Monge-Rodriguez, Oscar Grande, Carlos Gutierrez, Edwin Lindo, Miles Pickering, Gustavo Vazquez, Aaron Starr, Patti Cuadra-Eng, Kate Rosenberger, Jorge Sanchez, Desiree Smith, Sylvia Lynch, Wendy Bardsley, Ben Feldman, Erick Arguello, Marcia Contreras, Susan Cervantes, Ann Golden, Georgiana Hernandez, Joaquin Torres

Juliana gives an overview

- Priority 1: Preserve and help grow Latino historical and cultural resources
 - Cultural Heritage Assets (from SF Heritage), CHA's for short
 - Tangible and intangible (spirit of solidarity, orientation towards human rights, Latino "feel" of the neighborhood)
 - This is the discussion that will be held by the CHAs work group.
- Priority 2: What can we do to protect businesses, organizations, and residents as tenants?
 - Affordable rents and housing, for both businesses and residents
 - This is the discussion that will be held by the Housing work group and Business work groups.

Introduce Ana, who will go over the Little Tokyo model and other cultural district models

- Must create a plan that is sustainable, and for that we look at sustainability strategies of other cultural districts.
- Potential model is Little Tokyo in LA. Notion of creating a membership organization, consisting
 - Membership gives you the opportunity to vote
 - Council votes in board members and chairs
 - Created committees, selected according to the priorities of Little Tokyo. Committees can change along with changing priorities
- Pro - provides people many ways to participate, connection to the person she voted for. Allows membership to make decisions. Con – not everyone has an equal say. Someone needs to manage the bylaws, so you need someone to keep track of these things and it can get complicated.
- LT model, they are a CDC who is managing the whole process, an entity that is involved in managing the cultural district and is able to apply for grants that allows them to sustain the whole effort.

- Governance will be discussed in future meetings with Calle 24 Council & community

Break into working groups: Economic vitality, Housing, & Cultural Historical Assets (CHAs)

Working Group Facilitators:

Ana Cortez (Economic vitality), Juliana van Olphen (Housing), Jorge Sanchez (CHAs).

Notes: Economic Vitality working group

Date: November 1, 2014

Purpose: Identify important business vitality priorities for incorporation in the Latino Cultural District Plan

Themes/Action Items:

- ❖ Branding
 - Creation of logos and plaques to identify Cultural Heritage Assets (CHAs) including businesses, homes, non profits, structures
 - Development of culturally appropriate signage of LCD areas
 - Design of aesthetic, cultural demarcations unique to LCD
 - Development of consistent marketing of cultural activities

- ❖ Business Engagement
 - Hold meetings at times that are convenient to local businesses
 - Give businesses reasons to participate
 - Create a community through common activities and interests

- ❖ Preservation
 - Reinforce current tangible CHAs
 - Develop strategies to stabilize residential and commercial rents and leases
 - Continue Façade improvement program following LCD standards and design

- ❖ Capacity Building
 - Create technical assistance initiatives to help businesses improve capacity: marketing, social media, market segmentation, strategic planning, financial management.
 - Provide assistance tailored to sustain and to expand businesses
 - Develop diverse methods for delivery of technical assistance: group, individualized, traditional, virtual
 - Create business incubators and accelerators
 - Form IT team and floating staff to support historical businesses
 - Provide demographic data and metrics to develop better goods and services

- Create directories and other data bases/information
- ❖ Process
 - Conduct needs analysis to determine Assets, Weaknesses, Opportunities and Threats of historical businesses
 - Elaborate and adopt protocols to evaluate and designate CHAs
 - Develop warning system to alert commercial renters of expiring leases
- ❖ Legislative
 - Explore Business Improvement District designation for specific parts/entire LCD
 - Create community debit cards for historical businesses
 - Create community banks/credit unions

Notes: Housing working group

Date: November 1, 2014

Purpose: Identify important housing understandings, questions, challenges and suggestions to be addressed in the Latino Cultural District Plan.

Themes/Action Items:

- ❖ Understandings
 - Housing, property ownership is a complex issue
 - No “one size fits all” approach
 - Need short- and long-term goals (first preserve what we have, then expand what we have)
 - Movements builds through small steps and small wins
- ❖ Overarching questions
 - How can we increase affordable housing?
 - How can we increase property ownership?
 - How can we increase protections for cultural heritage assets such as legacy businesses, non-profits, etc.?
 - What can we do locally?
 - What kind of powers can the LCD leverage?
- ❖ Challenges
 - Takes a long time to build new affordable housing – time from site acquisition to new available units can be ~ 5 years
 - In SF, very costly to build -- \$500,000 per unit to build; no building discounts for affordable housing

- Some housing policy (e.g., small sites development) very hard to understand for a lay person or even for someone familiar with housing policy
 - Community members may not know about available programs that could help
- ❖ Suggestions for early steps
- Educate residents, businesses, and non-profits about definition of affordable housing, types of affordable housing, and how to qualify for affordable housing in SF;
 - Educate community about housing assistance programs (e.g., Down Payment Loan Program or DALP that provides subsidies for down payments – funding varies over time; also “teacher next door” that provides \$ to teachers to purchase property; money for First Responders)
 - Encourage more transparency in how policies/local programs are developed (e.g., how is it determined who gets money for down payments);
 - Advocate for more funding to programs like DALP through Mayor’s Office; provide funding to other groups, not only First Responders and teachers
 - Be more aggressive regarding new sites or buildings that are coming on market; make sure that someone from Calle 24 advocates for the development of affordable housing or rent regulation for tenants and businesses/non-profits
 - Forge alliances between Calle 24 and housing advocates; ensure that housing advocates/organizers are part of Calle 24 and that Calle 24 is part of housing movement
 - Organizing & empowerment
 - education (of community about local, state, federal housing laws and programs, e.g., DALP)
 - engagement of residents, businesses, and non-profits
- ❖ Long-term strategies to explore
- Identify early what sites may be available for development; Calle 24 can be advocates for how the sites are developed (recent sites being developed: 26th/Folsom; 1950 Mission; 17th and Folsom)
 - Move toward decolonizing – self-governance
 - Small sites development – existing units can be converted to affordable housing; city will allow organization to purchase existing property; stabilize property
 - Affordable housing trust fund controlled by Mayor’s Office on Housing (MOH); non-profit developers can apply for this money
 - Land trust strategy (22nd/Florida – co-operative development as model)

- Right of first refusal for locals, long-term residents – they should have first choice to purchase units or buildings– put brakes on ability of speculators to come in and sweep up real estate as soon as it comes on the market
 - Get units out of speculators’ market
 - Raise money to purchase property (challenge is market)
 - Solicit funding from technology industry, foundations
 - Reduce reliance on city government; think about developing more self-governance
 - Legacy business – should give you some status that affords you some protections (Campos introduced)
 - benefits for landlord to sell to legacy business/tax breaks
 - should also be mechanisms for community entrepreneurs to step in to preserve a legacy business
 - develop cooperative business model – worker-owned cooperatives
 - No person should pay more than 30% of income for housing; qualification for affordable housing determined by percent of Area Median Income (71,000 for 1 person or 105,000 for 4 people) – usually 55-60% of AMI but can be up to 80%
-

Notes: Cultural Historical Assets (CHAs) working group

Date: November 1, 2014

Purpose: Identify challenges, priorities and suggestions for the preservation of cultural historical assets (CHAs) within the Latino Cultural District.

Themes/Action Items:

- ❖ Cultural Historical Assets (CHAs)
 - Dance Mission
 - Red Poppy: Intersection between different communities, unique organizationally, small staff
 - SF Heritage: Working on SF Latino Historic Context Statement, involved in the writing of the historical narrative, created self-guided tours, etc.
 - Precita Eyes: Murals
 - Accion Latina: AL produces El Tecolote 45 yrs old, extensive archive, was also given North Mission News Archive, Encuentro del Canto Popular
 - Galeria De La Raza
 - Chicano Latino Filmmakers Society
 - Alley Cat Books and Gallery
 - Brava Theater
- ❖ Cultural significance of LCD

- Culture is a way of life: Language, Food, Music, Casa Lucas is different than Safeway. Culture of indigenous resistance of colonization, power in culture of resistance.
 - Culture is engaged in what is happening now
 - Culture as a point of reference for the importance of having an LCD.
 - Retaining our place in history. All these things that aren't in mainstream media, honoring that, how do we share it among all of us. It's important to us to not just work nostalgically but engage on what's happening now.
 - Beautiful overlapping/ of communities in Balmy Alley event.
 - We slow people's time down. Art has a healing role.
 - Often the first wave of gentrification comes through artists. Reflect on how culture has responsibility for preceding gentrification. Dia de los Muertos: Nobody knew about it until Galeria de la Raza.
 - Artistic sanctuary city. First generation of working class artists, "We couldn't make art in our home countries because it was too political".
- ❖ Strategic Questions
 - How do we organize ourselves and figure out an advocacy agenda, advocate for resources or whatever that is.
 - How do we leverage the LCD to ensure real cultural preservation?
 - Anything that works to make a neighborhood more attractive will gentrify it, so how can we create those checks and balances to preserve affordable housing or arts orgs?
 - As institutions, how do we provide space to bring artists back to our neighborhoods? Artists are families and community?
 - What are the values of the LCD? How do we articulate those?
- ❖ Challenges facing CHAs & LCD
 - OEWD didn't consider arts and culture orgs as businesses, so they didn't get to benefit.
 - Demonstrations don't have the same impact that they used to have, people in power aren't embarrassed by that anymore.
 - Original Precita Eyes space getting harassed about eviction
 - Affordable youth platform, youth population has shrunk dramatically. Do we move, or do we find a place to bring those kids to us?
 - We've become a bedroom community, like the suburbs of old
- ❖ Priorities & Suggestions for Next Steps
 - Maintaining these arts spaces that are getting evicted
 - Advocate as arts orgs and create specific tools.

- Preservation is a social justice, living issue. Preserve the right to make art.
- Create a cultural inventory of everything that has happened, and make it through this point in time when everything is shifting, and become more organized and make some commitment for the next five years. The next five years are incredibly important for our kids.
- Cultural inventory is important. Look at the body of work that has come out of this district and document it.
- Latinos are increasing in the city as a whole, while they're decreasing in the Mission. We do represent inclusivity, and we do need to come out with programs that attract and include those populations.
- Preserving cultural assets, partnering with youth orgs and other cultural arts orgs.
- LCD benefited Mayor's office and economic development. This is our opportunity in pushing them to making sure that they support our economic reality.

Legacy business. Make sure that Latino businesses have some incentive to stay here.

Saturday, December 20, 2014

Community Meeting 3 Notes

Attendance (29)

- Joshua Arce, Paula Fleisher, Edwin Lindo, Anabelle Bolaños, Miles Pickering, Eva Royale, Gene Royale, Wendy Bardsley, Miguel Bustos, Chris Norman, Martin Farfan, Stacie Powers, Erick Arguello, Georgiana Hernandez, Ani Rivera, Ruth Mahaney, Susan Cervantes, Martin Steinman, Brooke Oliver, Abby Stopper, Maricela Leon-Barrera, Malo Hutson, Anne Romero, Pete Gallegos, Diego Sanchez, Emilio Victorio, John Mendoza, Ben Feldman, Matthew Rogers
- Consultants & OEWD (4): Ana Cortez, Ori Reyes, Perla, Diana Ponce de Leon

Meeting Objectives

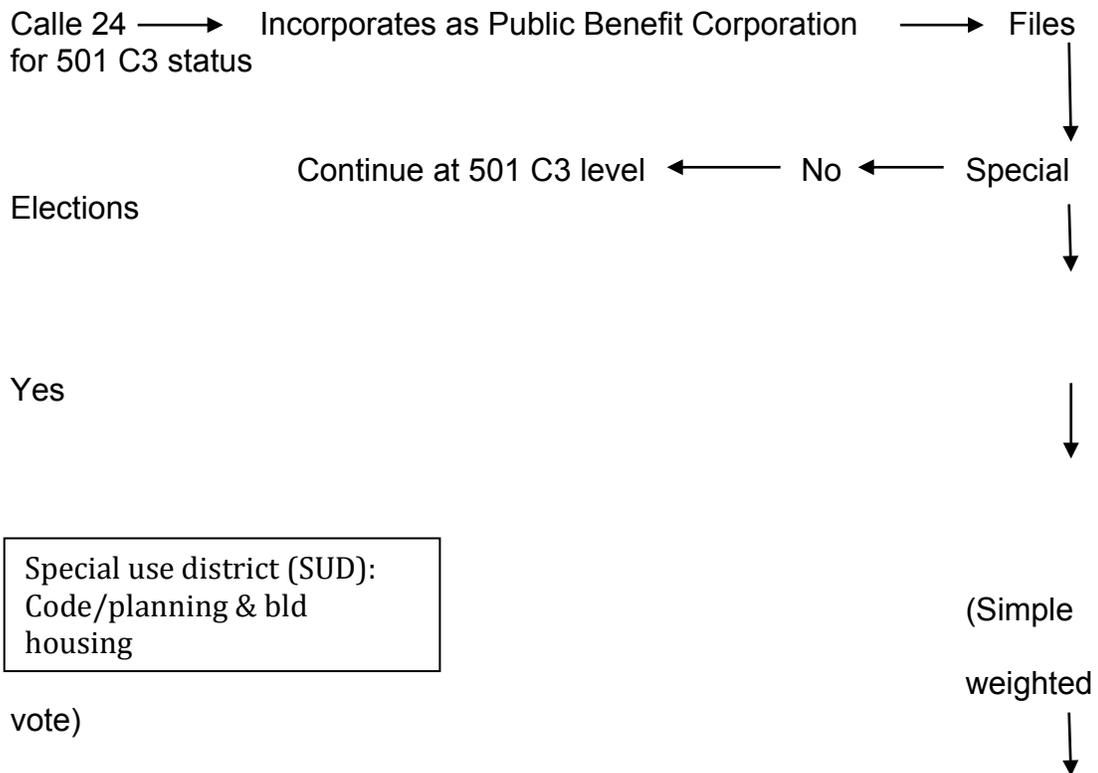
- To update community about the planning activities undertaken and findings to date.
- To receive input regarding LCD's organizational mission, vision and guiding principles
- To receive input regarding LCD's governance model
- To receive input about strategic priorities LCD should pursue in the next 3 years

Findings Discussion

- Housing
 - For whom?
 - Certificates of preference for Mission District
 - Immigrants in general, not just artists
 - What are the categories for deeply affordable housing? To be changed and inclusive
 - Affordable family housing
- Look at land use policies
 - Preserving open spaces
 - Make sure that policies and their histories are looked to, to learn why they took place
 - Look at the history of the neighborhood when future planning takes place
- Youth Involvement
 - In all aspects, including governance
 - Outreach to schools, jail systems
- Residents, Non-Profits, CBO's
 - Incorporate thinking of long-term effects for the population who will continue living in the area (20 years)
 - Rent control for businesses & CBO's or non-profits.
 - Including services for elders

- Board & staff
- Limits liability
- How do we relate to other non-profits? Support, collaboration, communication, safety net
- Association ensures sustainability (avoid Carnival)
- Voting members or not? Should not be insular
- Little Tokyo = 100+ members, elected board who manage staff
- Who could be a member? (slide)
- Who would be on the board? (slide) → majority Latino
- Questions & Comments
 - By-laws should be firm yet flexible; changes by members challenged by quorum
 - Manage LCD to reflect Latino traditions
 - Yes, membership!
 - Board diversity (sectors, age, gender)
 - Activities: cultural, land use, events, street-scaping, design standards, advocacy, clean up, management

Calle 24 Roadmap



Projects
crosswalk)

(arts,

Priorities

- ✓ #1 is having a structure to incorporate governance model
- ✓ Program priority (immediate): land use advocacy, development of housing
 - Land use issues – look at it closely
 - Housing opportunities
 - Real affordable housing
 - Pro-family and pro-youth
 - Community education
 - Moratorium of housing developments
 - To be more family friendly
 - Sustain 24th St. cultural assets

Important Dates

- Governance meeting – January 10th
- Community meeting – January 17th
 - Strategic Plan presentation

Wrap-up

- Next steps:
 - Presentation on Jan 17.th
 - Policy intervention → City of SF, WFD
 - Programming
 - Funding
 - Tech. assistance
 - Advisory on leases
 - David Campos staff
 - Environmental justice commission
 - Resolution to support the district

Appendix K: Calle 24 LCD Final Draft Recommendations



CALLE 24 LATINO CULTURAL DISTRICT FINAL DRAFT RECOMMENDATIONS

Community
Council Meeting
1/27/15

**UPDATED
1/28/15
TO INCLUDE
ADDITIONS FROM
COMMUNITY
COUNCIL
MEETING**

**UPDATES
SHOWN IN
ORANGE**



6-MONTH PLANNING OBJECTIVES

- To **gather community input** about the Latino Cultural District's purposes, strengths, opportunities, challenges, targeted strategies and governance
- To **review best practices** employed by other designated cultural districts (e.g. Little Tokyo, Fruitvale, Japantown)
- To **draft a final report** with the findings and recommendations

Calle 24 Latino Cultural District Final Draft
Recommendations

2



OUR MISSION STATEMENT

To preserve, enhance **and advocate for**
Latino cultural continuity, vitality, **and community**
in San Francisco's **touchstone** Latino Cultural District
and the greater Mission community



VISION STATEMENT

The Latino Cultural District will be
an economically vibrant community
that is inclusive of
diverse income households and businesses
that together **compassionately** embrace
the unique Latino heritages and cultures of 24th street
and that celebrate Latino cultural
events, **foods, businesses**, activities, art, **and music**.



CALLE 24 LCD BENEFICIARIES

WHO DOES LATINO CULTURAL DISTRICT BENEFIT?

- **Individuals:**
 - District families (traditional, non-traditional, and extended), **artists**, working people, residents, immigrants, youth, and elders
- **Organizations:**
 - Neighborhood businesses, arts and cultures organizations, **educational institutions**, and community **service agencies**
- **San Francisco and the Public.**

Calle 24 Latino Cultural District
Final Draft Recommendations

5



NONPROFIT PURPOSES

1. Strengthening, preserving and enhancing Latino arts & cultures institutions, enterprises and activities
2. Encouraging civic engagement and **advocating for** social justice
3. Encouraging economic vitality and economic justice for district families, working people, and immigrants
4. Promoting economic sustainability for neighborhood businesses and nonprofits
5. Promoting education about Latino cultures
6. Collaboration and coordination with other local arts, community, social service agencies, **schools**, and businesses

Calle 24 Latino Cultural District
Final Draft Recommendations

6



GOALS

- To create a safe, clean, and healthy environment for residents, families, **artists**, and merchants to work, live, and play.
- To foster **an empowered, activist** community and **pride in** our diversity.
- To create a beautiful, clearly designated Latino corridor along Calle 24, and to preserve the unique beauty and cultures that **identify** Calle 24 and the Mission.
- To preserve and create stable, genuinely affordable and low-income housing in the District and related infrastructure.
- To manage and establish guidelines for development and economic change in the District in ways that preserve the District's Latino community and cultures.
- To foster a sustainable local economy that provides vital goods and services to the District and supports living Latino cultures.

Calle 24 Latino Cultural District
Final Draft Recommendations

7



LCD KEY STRATEGIES

- 1) Create an organizational entity -- a 501(c)(3) -- to manage the activities of the Latino Cultural District
- 2) Create and leverage Special Use District designation
- 3) Implement a Cultural Benefits District campaign & assessment
- 4) Develop a community-wide communications infrastructure **and promotion of the District through traditional and social media.**
- 5) **Collaborate with, connect, and support existing arts & cultures and other nonprofit service organizations in implementing the Latino Cultural District's mission, rather than replacing or competing with them.**
- 6) **Serve as a safety net for the District's traditional, culture-critical community events, such as Carnaval, Dia de Los Muertos, and the Cesar E. Chavez Holiday Celebration.**
- 7) Generate sufficient resources to support creation and sustainability of the Latino Cultural District programs and activities
- 8) Pursue social and economic justice fervently, and conduct its work with the Si Se Puede® spirit of determination, collective strength, and compassion.

Calle 24 Latino Cultural District Final Draft
Recommendations

8



PROGRAM ACTIVITIES

FOUR PROGRAM AREAS:

1. Land Use Design and Housing

- Special Use District campaign
- advocating for affordable **genuinely affordable and low-income housing in the District and related infrastructure, including promoting education about financial literacy, home ownership, and tenants' rights**
- advocating for certificates of preference **that would allow long-time residents who have been forced out of the District by waves of gentrification to return to new housing opportunities in the District.**
- advocacy for height limits & design guidelines
- activism and advocacy **to ensure that new development is responsive to and reflective of the Latino Cultural District.**



PROGRAM ACTIVITIES, CONT.

2. Economic Vitality

- Technical and lease assistance for small businesses
- Culturally relevant business attraction and retention
- Traditional district event support
- Neighborhood enhancements (such as arches, tiles, banderas, **and/or plaques that identify the District, much as Chinatown's arches and architecture distinguish it from surrounding neighborhoods**)



PROGRAM ACTIVITIES, CONT.

3. Cultural Assets and Arts

- **Participate in and support traditional culture-critical community events, such as Carnaval, Dia de Los Muertos, and the Chavez Holiday Celebration**
Identification and preservation of cultural assets
- Pursuing corridor monuments, arts projects, **a walk of fame, light pole signs, and the like.**
- Foster collaboration amongst the arts organizations



PROGRAM ACTIVITIES, CONT.

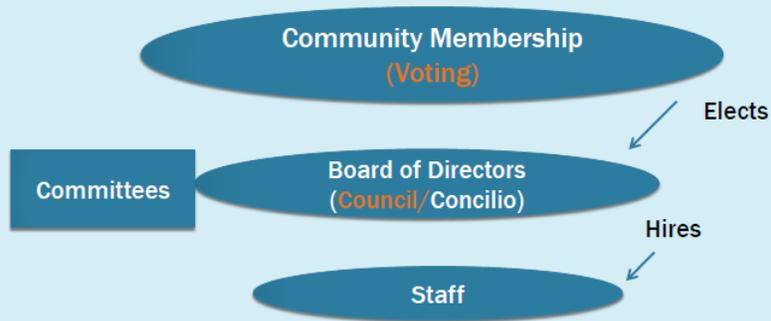
4. Quality of Life

- Safety
- Graffiti abatement
- Developing a neighborhood based communications infrastructure, **and promotion of the District through traditional and social media**
- Preserving street parking, **public transit**, and walking options
- **Preserve open space, light, air, (trees?) (vegetation?).**



ORGANIZATIONAL STRUCTURE

Nonprofit organization 510(c)(3), incorporated as a membership organization.



Calle 24 Latino Cultural District
Final Draft Recommendations

13



PRELIMINARY COMMITTEES

Executive Committee: Officers of the Concilio/Council

Advisory Committees: At least one board member as well and members; **recruit youth participation in all committees to cultivate new generations of leaders.**

Suggested Advisory Committees:

- Land Use Design and Housing
- Cultural Assets and Arts
- Quality of Life and Neighborhood Enhancements
- Economic Vitality
- Nominating Committee

Calle 24 Latino Cultural District
Final Draft Recommendations

14



GOVERNANCE

Qualifications of all Council members:

- Lived and/or worked in the Mission for ten or more years; or
- Born and raised in the Mission, or
- History of activism in support of the Latino Cultural District's mission; and
- Have served reliably on one of the organization's committees for at least one year.



MEMBERSHIP ELIGIBILITY

Calle 24 Membership Eligibility (no charge for membership):

- Participate on one of the committees, and/or volunteer on one of the endorsed events (e.g. Cesar Chavez Festival; Carnaval) or with one of the neighborhood nonprofits
- Support the mission and vision of the organization
- Reflect Calle 24 constituencies
- Adhere to code of good conduct **and nonprofit best practices**.



BOARD SIZE/COMPOSITION

Size:

No fewer than 9, maximum number TBD?

Composition:

- Majority Latino (% TBD);
- Long-term residents: 15 (?) or more years (% TBD);
- At least one youth (24 and under)
- Representation from all the constituencies the LCD is designed to benefit.



BOARD CONDITIONS

1. No director will be compensated
2. No director will be hired in any capacity
3. No interested directors
4. If board members' affiliated organizations or businesses provide goods or services to our organization, those goods or services should be provided at less than market rate and the rates must be disclosed to the board prior to procurement of goods or services

Appendix L: Cultural Historical Assets (CHAs) Identified through Data Gathering Process, 2014

Summary of CHAs

CHA Category	# of CHAs	List of CHAs
Cultural Events	6	Carnaval Grand Parade & Festival, Cesar E. Chavez Parade & Festival, Día de los Muertos Procession & Festival of Altars, Encuentro del Canto Popular Music Festival,
Arts & Culture: Installations & Public Art	7	24 th Street BART Station Plaza, Balmy Alley murals, Cypress Street (Alley) murals, Flags of the Americas lamp post posters, Lilac Street (Alley) murals, Lowriders, Other murals along 24 th Street
Arts & Culture: Organizations and Venues	12	Acción Latina, Brava Theater Center / Brava for Women in the Arts, Calle 24 Art for BART Committee, Carnaval Mural Restoration Committee (CMRC), Dance Mission Theater, Galería de la Raza, Loco Bloco, Mission Arts Performance Project (MAPP), Precita Eyes Mural Arts, Public Library Mission Branch, Red Poppy Art House, Will Brown Gallery
Arts & Culture: Retail	3	Alley Cat Books, Mixcoatl Arts & Crafts, Modern Times Bookstore Collective
Religion	2	Mission Presbyterian Church, St. Peter's Catholic Church & School

Services & Non-profits	8	Acción Latina, Central American Resource Center (CARECEN), Good Samaritan Family Resource Center, Instituto Familiar de la Raza, Jamestown Community Center, Mission Educational Projects, Inc. (MEPI), Mission Neighborhood Centers, Inc. (MNC), Mission Girls
Food & Culinary Arts	16	Café La Boheme, Casa Lucas Market, El Chico Market #4, El Farolito Taquerias, El Metate, El Nuevo Frutilandia, The Jelly Donut, L's Caffé, La Cocina, La Reina Bakery & Coffee Shop, La Victoria Bakery, La Palma Mexicatessen, Pan Lido Salvadoreño, Panaderia La Mexicana, Roosevelt Tamale Parlor, Taqueria Vallarta
Parks	5	24 th & York Mini Park, Garfield Square (Garfield Park), James Rolph Jr. Playground, Parques Niños Unidos, Potrero del Sol (La Raza Park)

Cultural Events

Event Name	Description
Carnaval Grand Parade & Festival	Founded in 1979 and held annually in May, Carnaval San Francisco is a 3–day event featuring a Grand Parade and 2–day Festival, celebrating music and cultural elements from Latin American and Caribbean traditions.
Cesar E. Chavez Parade & Festival	Founded in 2001 and held annually in mid-April. Parade, music, entertainment, arts & crafts booths celebrate the life of Cesar E. Chavez.
Día de los Muertos Procession & Festival of Altars	In San Francisco, Day of the Dead has been celebrated since the early 1970s with altar installations, music, performances and a walking procession. Held annually on November 2.
Encuentro del Canto Popular Music Festival	Founded in 1982 and held annually in early December. Acción Latina hosts this yearly concert and cultural festival. Encuentro celebrates the Latin American <i>nueva cancion</i> movement and follows the evolution of that musical style from its roots as a protest movement against Latin American dictatorships, to the current iterations of new Latin American song.

Arts & Culture: Installations & Public Art

Name	Location	Description
24th Street BART Station Plaza	24 th Street at Mission Street	Plaza Sandino is a prominent public space where artwork is featured, including the 1975 <i>BART Station Mural</i> painted by Michael Rios with Anthony Machado and Richard Montez.
Balmy Alley murals	Balmy Alley between 24 th Street & 25 th Streets	The block long alley boasts the most concentrated collection of murals in San Francisco. The murals began in the mid-80's as an expression of artists' outrage over human rights and political abuses in Central America. Today the alley contains murals on a myriad of styles and subjects from human rights to local gentrification and Hurricane Katrina.
Cypress Street (Alley) murals	Cypress Street between 24 th Street & 26 th Street	Cypress Street features numerous murals and street art.
Flags of the Americas	24 th Street from Mission Street to Potrero Street	Flags from Central & South American countries.
Lilac Street (Alley) murals	Lilac Street between 24 th Street & 26 th Street	The Lilac Mural Project was founded in 2007 by MISSIONART415, and features murals and street art by Bay Area artists.
Lowriders	N/A	Popularized in the 1970s and 1980s, lowriders are a cultural symbol of the Mission and are prominently featured in many cultural events, such as parades, festivals, and art shows.
Murals	N/A	In the 1970s, Mission artists began painting the sides of buildings and doors, reflecting social, political and community themes. Precita Eyes offers walking tours of the hundreds of murals in the LCD.

Arts & Culture: Organizations and Venues

Name	Location	Description
Acción Latina	2958 24th Street	Acción Latina is a non-profit organization dedicated to the promotion of cultural arts, community media, and civic engagement as a way of building healthy and empowered Latino communities. Home of El Tecolote newspaper and Encuentro del Canto Popular.
Brava Theater Center / Brava for Women in the Arts	2781 24th Street	Founded in 1986, Brava for Women in the Arts is a professional arts organization that owns and operates the Brava Theater Center. Brava produces, presents, and cultivates the artistic expression of women, people of color, youth, LGBTQ and other unheard voices. Brava Theater Center also provides a venue for community art & music events.
Dance Mission Theater	3316 24th Street	Dance Mission Theater is a non-profit, multicultural dance center offering adult and children's classes from hip hop to Salsa to Afro-Caribbean to taiko to modern dance.
Galería de la Raza	2857 24th Street	Founded in 1970, Galería de la Raza is a non-profit art gallery and artist collective that serves the heavily Latino population of San Francisco's Mission District.
Loco Bloco	2781 24th Street	Founded in 1994, Loco Bloco provides low-income, minority and immigrant families access to professional level arts education for youth ages 3-25. After school classes, summer camps, international exchanges/tours, and annual self-produced events and community performances feature multicultural drumming, dance and community-based performance art.
Precita Eyes Mural Arts	2981 24th Street	Founded in 1977, Precita Eyes is an inner city, community-based mural arts organization, Precita Eyes Muralists Association seeks to enrich and beautify urban environments and educate communities locally and internationally about the process and

Public Library Mission Branch	300 Bartlett Street	<p>the history of public community mural art.</p> <p>Opened in 1888, the Mission Branch of the San Francisco Public Library system serves Mission residents and offers English and Spanish-language resources and materials.</p>
Red Poppy Art House	2698 Folsom Street	<p>Founded in 2003, Red Poppy Art House is a creative space which hosts a varied performance program, artist residencies, a socially-engaged professional development track, weekly family art activities, and assistance in curating space for MAPP. MAPP is a community arts event that takes place in the Mission the first Saturday every two months. MAPP events are hosted in venues , public spaces, street corners, BART, cafes, bars, taquerias, and homes all over La Mission & 24th Street. Events include live music, spoken word, performance art, film screenings, BBQ's, etc.</p>

Arts & Culture: Retail

Name	Location	Description
Alley Cat Books	3036 24th Street	Alley Cat Books opened on 24th Street in 2011, and offers new, used, and remaindered books in English and Spanish. Alley Cat also hosts workshops and events.
Mixcoatl Arts & Crafts	3201 24th Street	Mixcoatl offers a wide range of traditional and contemporary Mexican fine jewelry, art, and accessories. Mixcoatl reflects the Arts and Crafts of the Huichol people, descendants of the Aztecs.
Modern Times Bookstore Collective	2919 24th Street	Founded in 1971, Modern times opened on 24 th Street in 2011. Collectively owned and operated, this progressive bookstore offers a wide selection of genres in addition to hosting workshops, community forums, and literary events.

Religion

Name	Location	Description
Mission Presbyterian Church	3261 23rd Street	Built in 1891 and added to the National Register of Historic Places in 1982.
St. Peter's Catholic Church & School	1200 Florida Street	Built in 1867, St. Peter's is a Parish of The Roman Catholic Archdiocese of San Francisco.

Services & Non-profits

Name	Location	Description
Acción Latina	See "Arts & Culture: Organizations and Venues"	
Central American Resource Center (CARECEN)	3101 Mission Street, Suite 101	CARECEN provides health and social services to the Latino and immigrant community. The Immigration Legal Services Program serves more than 5,000 low-income immigrants each year through direct legal services, community education, and advocacy. CARECEN provides vital direct services and advocacy to help create a vibrant and thriving Latino immigrant community in San Francisco and the Bay Area.
Good Samaritan Family Resource Center	1294 Potrero Avenue	Good Samaritan delivers comprehensive educational, health and social services tailored to the needs of the Latino immigrant community.
Instituto Familiar de la Raza	2919 Mission Street	For over 30 years, IFR has established a leadership role in community violence prevention, school-based mental health consultations, family programming, culturally-based integrated HIV services, and indigenous/Maya wellness programs.
Jamestown Community Center	3382 26th Street	Founded in 1971, Jamestown serves over 600 youth and their families with a full array of high-quality programs.
Mission Educational Projects, Inc. (MEPI)	3049 24th Street	For over 30 years, MEPI is a non-profit and public benefit entity. MEPI's mission is to provide at-risk youth and their families an equal opportunity to access quality, culturally sensitive and holistic educational and quality of life experiences through tutoring, homework assistance, parenting workshops, and employment workshops.
Mission Neighborhood Centers, Inc. (MNC)	362 Capp Street	Founded in 1959, MNC is a 501 (c) (3) non-profit organization with 11

community centers. MNC promotes self-sufficiency and community growth for San Francisco's children, youth, families and seniors through Child Development, Youth and Senior Services Programs.

Mission Girls

3007 24th street

A youth program run by Mission Neighborhood Centers, Inc. (MNC), Mission Girls serves 300 girls annually, 9-25 years of age who come from communities experiencing significant barriers. Clients are predominately Latina youth and girls of color. Programming consists of after school and summer programming, in-school violence prevention girls' circles, evening services, health education, cultural enrichment, career exploration, college awareness, youth leadership, and LGBTQ services.

Food & Culinary Arts

Name	Location	Description
Café La Boheme	3318 24th Street	Established in 1973. Café serves coffee drinks, beer, pastries, sandwiches, soups, and more.
Casa Lucas Market	2934 24th Street	Established approx. 1980. Neighborhood market for fruits, vegetables, dairy items & basic groceries, specializing in Latino products.
El Chico Market #4	2965 24th Street	Latino grocer with sidewalk fruit & veggie displays, plus pantry staples, meat & seafood.
El Farolito Taquerias	2779 Mission Street & 2950 24 th Street	Established in 1982. Serving tacos, burritos, tortas, and more.
El Metate	2406 Bryant Street	Established in 2003. Restaurant serving traditional Mexican cuisine with vegetarian options.
El Nuevo Frutilandia	3077 24th Street	Established in 1974. Restaurant serving traditional Puerto Rican & Cuban dishes plus fresh-fruit drinks.
The Jelly Donut	3198 24th Street	Established in 1987. Family- owned donut shop.
L's Caffé	2871 24th Street	Established in 2005. Family owned and operated, L's Caffé serves a variety of coffee drinks, pastries, salads, sandwiches, and more. L's also provides a forum for community meetings or events.
La Cocina	2948 Folsom Street	Established in 2005. La Cocina is a business incubator providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. We focus primarily on women from communities of color and immigrant communities.
La Reina Bakery & Coffee Shop	3114 24th Street	Established in 1965. Family-owned and operated Mexican panaderia.
La Victoria Bakery	2937 24th Street	Established in 1951. Family-owned and operated Mexican panaderia.
La Palma Mexicatessen	2884 24th Street	Established in 1953. Tortilleria, restaurant, and market serving Mexican cuisine, tamales, etc. and in-house handmade and machine made tortillas.
Pan Lido Salvadoreño	3147 22nd Street	Established in 1981. Traditional panaderia Salvadoreño.

Panaderia La Mexicana	2804 24th Street	Established approx. 1972. Traditional Mexican panaderia.
Roosevelt Tamale Parlor	2817 24th Street	Established in 1922. Under current ownership since 2006. Restaurant serving Mexican cuisine, notably tamales.
Taqueria Vallarta	3033 24th Street	Serving tacos, burritos, tortas, and more. Known for tacos al vapor.

Parks

Name	Location	Description
24th & York Mini Park	24th Street between Bryant Street & York Street	The .12-acre mini park features a children's play area, with an interesting serpent play structure, a small picnic area, and park benches
Garfield Square (Garfield Park)	26th Street & Harrison Street	The 3.5-acre park features a new, artificial turf soccer field for league play or pickup games. The playground, athletic field, clubhouse and swimming pool have all been remodeled, along with the basketball court, picnic and BBQ areas. Garfield Square is the traditional gathering spot for annual Day of the Dead ceremonies.
James Rolph Jr. Playground	Potrero Ave & Cesar Chavez Street	The 2.93-acre park features a community center, clubhouse, play structures, athletic field, baseball field, basketball & tennis courts.
Parques Niños Unidos	23rd & Treat Street	The .53-acre park is built especially for kids under 12. Parque Niños Unidos features a clubhouse, two play areas, a gazebo and a community garden. The courtyard provides outdoor gathering space, and the entire park is fenced and gated.
Potrero del Sol (La Raza Park)	Potrero Ave & 25 th Street	The 4.36-acre park features San Francisco's largest skatepark, grassy lawns for picnicking and ball-playing, a playground, a performance space, and a nearby community garden