

ATTRACTING
**ENVIRONMENTALLY
BENIGN &
GREEN DEVELOPMENT
TO THE
BAYVIEW/HUNTERS POINT
NEIGHBORHOOD,
SAN FRANCISCO,
CALIFORNIA**



**United States
Environmental Protection Agency
Sustainable Urban Environments
Initiative**

Prepared By:

**Environmental Finance Center,
Region 9**

September 1, 2000

Final Report





**San Francisco Charrette
On
Sustainable Urban Environments**

**ATTRACTING
ENVIRONMENTALLY BENIGN
&
GREEN DEVELOPMENT
TO THE BAYVIEW/HUNTERS POINT NEIGHBORHOOD**

Held at:

**Anna E. Waden Library
5075 Third Street
San Francisco, CA
Bayview/ Hunters Point**

April 4, 2000

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CHARRETTE BACKGROUND

Sustainable Urban Environments Initiative

In 1999, the United States Environmental Protection Agency (EPA) teamed with the Environmental Finance Centers Network to hold a series of charrettes on sustainable urban environments. Each charrette was to focus on a specific environmental management problem. The goals of the charrettes are both to help solve problems in particular cities and programs and increase EPA's understanding of the ways its national policies affect local growth patterns. The twin objectives of the charrettes are to understand:

- How local governments are attempting to restore and retain urban core economic and environmental vitality, and
- How EPA policies are helping or hindering these local efforts towards urban sustainability.

Charrettes held across the country as part of the Sustainable Urban Environments Initiative include Charlotte, North Carolina, Cleveland, Ohio, and San Francisco, California. The charrette in Charlotte, held in July 1999, explored the difficulties in implementing an EPA Brownfields Cleanup Revolving Loan Fund. The Cleveland charrette, held in March 2000 explored the bias that exists in public policy, particularly at the state level, against providing grants for urban redevelopment, while grants in support of greenfield development are considered sensible investments.

The San Francisco Charrette is the subject of this report and is discussed below. In addition, a fourth and final charrette is planned for the Houston, Texas area and will explore how local governments can restore and retain urban core economic and environmental vitality.



SAN FRANCISCO CHARRETTE – OVERVIEW

The draft report was circulated to all charrette participants for comment throughout the Summer of 2000 and the following Final Report reflects both the April charrette and post-charrette conversations and suggestions.

On April 4, 2000, as part of the larger Sustainable Urban Environments Initiatives Program Grant, the Environmental Finance Center, Region IX (EFC9), hosted a charrette to explore opportunities to attract environmentally favorable development to an urban core neighborhood. Held in the Bayview/Hunters Point community of San Francisco, the charrette focused on the following question.

How can we attract sustainable redevelopment and green industries to the brownfield and superfund sites of the Bayview/Hunters Point neighborhood?

At the Bayview charrette, participants explored ways in which to reconnect the economy and the environment – a sustainable economy – to the Bayview neighborhood. A local sustainable economy is one in which:

- hazardous and toxic waste is minimized,
- brownfields¹ are redeveloped (not abandoned) as appropriate to the neighborhood,

¹ Brownfields can be defined as abandoned, idled, or under-used industrial and commercial facilities where expansion or

- natural resource and energy conservation is encouraged,
- residents work where they live, thereby reducing their transportation impact on the local and regional environment, and
- environmentally benign jobs providing a living wage are a priority so residents can afford to make sustainable choices for their neighborhood.

By creating a sustainable economy, resources are channeled back into the community – both financial and environmental – to allow for an improved quality of life.

BAYVIEW/HUNTERS POINT² – YESTERDAY, TODAY AND TOMORROW

Bayview/Hunters Point is located in the southeast corner of San Francisco, bounded by Cesar Chavez Street to the north, the San Francisco Bay to the east, the San Francisco border to the south and US 101 to the west. The area first drew Gold Rush settlers who were seeking land for farms or were pursuing water-related livelihoods. According to historic zoning rules, the 1850's relegated slaughterhouses, meat packing plants, tanneries, fertilizer companies, soap and tallow works to this section of the City. The installation of Hunters Point Naval Shipyard, and the accompanying steel production and other port terminal activities, turned Bayview into a regional industrial center.

redevelopment is complicated by real or perceived environmental contamination.

² Unless otherwise stated, the background information for this document was summarized from the *Draft Bayview Hunters Point Revitalization Concept Plan*. Third Draft. San Francisco Redevelopment Agency, March 15, 1999.



However, by the late 1960s and early 70s, shipyard operations began to decline due to diminishing naval repair needs. Citywide, the heavy and light industrial bases were shrinking as businesses relocated plants and blue collar employment to suburban areas in surrounding counties. When Bayview Hunters Point contracted so did its population: from a post-war peak of 50,000 in 1950 to 20,000 in 1970. Today, Bayview Hunters Point continues to be a home to a variety of more than 500 heavy and light industrial uses, retail and commercial establishments and a diverse population of 34,000 or about five percent of the City's total population.

Demographics



Today, the Bayview Hunters Point population is about 34,000 where African Americans comprise about 55 percent of the population (down from 73 percent in 1980) and Asians account for approximately 26 percent of the population (up from eight percent in 1980). The median age of area residents is lower than the City as a whole due to the large number of families with children. In 1996, the estimated household median income was \$31,000 or about

48 percent of the City's median. However, Bayview Hunters Point maintains the highest rate of home ownership in the City - 55 percent - as compared to the citywide average rate of 35 percent.

Local Economy

Recent economic cycles have affected area residents disproportionately: unemployment rates are often more than twice citywide rates and incomes are far below citywide mediums, with 40 percent of households in the Bayview having annual incomes below \$15,000. In addition, Bayview residents hold only five percent of the more than 31,400 jobs located in the Bayview today while 60 percent are held by persons living outside of San Francisco. The greatest concentration of these jobs is clustered in the wholesale trade, manufacturing and services sectors and these jobs are expected to increase by 10,000 or 30 percent by 2015. Commercial property values are depressed to 1980s values and the Bayview experiences an estimated \$74 million annual retail leakage due to lack of available services to area residents and workers.

Traditionally, Bayview Hunters Point has been a place for industry (two-thirds of all San Francisco industrially zoned land is in Hunters Point Bayview) and today, while the economic base of the area is more diversified, most of the neighborhood jobs are still in business sectors which are typically located in industrial buildings. Currently, regional demand for industrial space far exceeds the available supply, industrial rents are rising and suitable space is being absorbed at a rapid pace. The same is true for Bayview Hunters Point where demand for industrial space is strong and availability limited. The majority of industrial lands are concentrated in the Northern Industrial area, Hunters Point Shoreline area, and the South Basin area.

Overall, however, the community contains as many as 634 vacant parcels and 160 vacant buildings. Nearly 25 percent of the area

buildings are in deteriorated or dilapidated condition or show signs of deferred maintenance. Additionally, many of the industrial areas abut residential neighborhoods, creating conflicts between industrial and residential uses. Poor access to the area is a major concern for business and residents. Finally, the negative image of the Third Street corridor, with vacant parcels and buildings, has an impact on the outside perception of the community overall.

Local Environment and Health



Excessive rates of breast cancer, leukemia, childhood cancers, together with respiratory and other diseases in the Bayview Hunters Point area were revealed by a 1995 San Francisco Department of Public Health (DPH) study. According to DPH, the incidence of cervical cancer in all women, and invasive breast cancer among African American women under the age of 50 was nearly twice that for women living in San Francisco. The study also found an increase in other cancers including childhood and bladder cancer rates in males.

Because of the Bayview's history and continued preponderance of industrial uses, environmental pollution is a significant problem in the area, which has as many as 60 documented releases of hazardous materials. According to the 1998 *Bayview Hunters Point Brownfields Pilot Project Reference Report*, the Bayview Hunters Point area contains 13 sites with documented releases of hazardous materials, 91 leaking underground storage tanks and seven state superfund sites. Some of the sites included on the Map of Documented Releases of Hazardous

Materials include the San Francisco Sewer Treatment Plant (35 acres and responsible for 80 percent of the City's waste treatment), Pacific Gas and Electric Power Plant (35 acres and soon to be decommissioned) and the San Francisco Port property (290 acres).

According to David Farley, Ph.D. in "Distribution of Toxic Air Contaminant Emissions in San Francisco", "Bayview Hunters Point has the highest concentration of air polluting industries compared to other San Francisco zip codes." Other industrial nuisances cited by the community include recycling facilities (due to noise, odors and unsightliness) and illegal dumping of hazardous waste materials.

Looking Toward the Future

Many issues and concerns have been brought forth from numerous planning and economic studies of the Bayview Hunters Point area over the past ten years. According to the *Draft Bayview Hunters Point Revitalization Concept Plan*, the primary issues can be summarized into the following list of topic areas:

1. Employment, Training and Education,
2. Area Beautification and Infrastructure Improvements,
3. Personal and Community Services/Facilities/Public Safety,
4. Housing (Preservation and adding to existing stock),
5. Children, Youth and Senior Needs,
6. Business Opportunities/ Entrepreneurship and Economic Development,
7. Community Based Organization (CBO) Strengthening and Collaboration,
8. Industrial Revitalization,
9. Environmental Issues,
10. Cultural Awareness, and
11. Transportation

In addition, the following three goals have been established.

- Future revitalization and redevelopment of Bayview Hunters Point must benefit the local residents, many of whom have worked and raised families in the area for years.
- The fabric of the community - its institutions, character and spirit - must be preserved and strengthened through the revitalization process.
- The physical environment of Bayview Hunters Point must be improved - cleaned up, made more accessible, landscaped and provided with amenities - to the level and degree of investment comparable with other San Francisco neighborhoods.

In order to accomplish the issues and goals discussed above, the following areas have been identified as crucial to the redevelopment of Hunters Point Bayview.

Third Street Core



Third Street is the most visible portion of the community and is the area that defines the image of Bayview Hunters Point to the visitor. It is also the commercial/retail spine of the community and it is essential that it be fully revitalized. However, while retail streets in other parts of San Francisco are thriving, businesses on Third Street are operating in a weak retail environment. Retail uses are scattered and vacant storefronts are all too common. In addition, truck traffic, uneven topography, the wide street width, and the narrow width of sidewalks discourage shopping on Third Street. Thus, Third Street today does not provide the majority of the goods and

services needed by area residents. Some of the revitalization projects being considered or planned for Third Street include the following:

- Town Center,
- Farmer's Market/Grocery Store,
- Light Rail Stations,
- Bus Transfer Station,
- Caltrain Station Relocation,
- Truck Diverter Improvements,
- Streetscape Improvements, and
- Residential/Mixed Use Projects.

Candlestick Point

Candlestick Point is the current home of Candlestick Park/3Com Stadium and Candlestick Point recreation area. Current revitalization efforts include the proposed stadium/mall project that could accommodate new jobs and job training, regional shopping, improved circulation, and public open space.

Hunters Point Shoreline



The Shoreline area includes the PG&E site, public and co-op housing, small-scale light industrial businesses, vacant parcels, the Shoreline Park and Pier 98. The area includes two major potential development parcels, the 35-acre PG&E site and the 13.5-acre Ferrari site. However, like other industrial sites, these will require cleanup of past contamination prior to redevelopment. Planned and proposed revitalization efforts include: water recreation and public waterfront access, restored public housing and new housing development, retail

businesses, institutional, office and/or light industrial uses.

South Basin East and West

South Basin is comprised of 242 acres combining two areas on either side of Third Street. There are a variety of land uses but the emphasis is on industrial. The westerly portion contains some larger parcels and vacant or underutilized buildings or sites including the former Coca-Cola and Macy's facilities. The easterly portion includes a variety of industrial uses and vacant properties.

While it includes an extensive waterfront edge, the shoreline consists of both abandoned and ongoing industrial sites and uses, making public waterfront access nearly impossible. Surveys have indicated that considerable remediation is required in this area to correct past polluting activities. Planned and proposed projects for the South Basin include wetland restoration, public parks and trails, Bay Trail improvements, large-scale development on Third Street and an environmental business incubator.

Northern Industrial

The Northern Industrial area includes the 35-acre Central Sewer Treatment Plant, the India Basin Industrial Park, and the San Francisco Produce Market. While the area is predominantly industrial, other uses include major retail, fast food and auto-oriented businesses. East of Third Street, a largely vacant 200-acre Port of San Francisco property has been designated in the Port Master Plan for future industrial uses.



It is likely that the Northern Industrial area will be protected and retained as an important industrial district. Potential revitalization projects in the Northern Industrial area include sewer plant improvements, transportation and circulation improvements and open space improvements along Islais Creek.

Hunters Point Shipyards

A quarter century after the Hunters Point shipyard closed, the San Francisco Redevelopment Agency has released preliminary plans for the future development of its 550 acres. Where 17,000 people once worked at the height of World War II, current uses consist mostly of artists' colony, a police station and a ship repair shop scheduled to be phased out.



In the first draft concept of the proposed nearly \$1 billion, 20-year plan to remake the shipyard, Hunters Point shipyards would be renamed Lockwood Landing and would include the following proposed developments.

- On its north shore would be an outdoor African American marketplace and a public plaza. On the south side the concept proposes a restaurant row. Ferry slips would also be built.
- Artists' studios and galleries would occupy blocks between Galvez Avenue and Lockwood Street; apartments and office would be located east of Lockwood Street.
- Some locations would most likely provide alternative space for uses being displaced

from South of Market and Potrero industrial areas by the boom in live-work housing. These uses may include job training, film and multimedia sound studios.

- Large tracts south of Spear Street are envisioned for plants for printing, research and development and manufacture of computers and clothes.
- Finally, as many as 1,800 homes and an entirely new infrastructure of roads, sewers, water and electrical connections are envisioned.

WHAT IS A CHARRETTE?

A charrette is a gathering of various groups of people in a community to resolve common problems with the assistance of outside experts within a specified time limit. It has also been called a problem-solving focus group.

It can be used to achieve different results including: the discovery of problems and issues of concern that need to be addressed, public feedback on a current or proposed regulation; intensive and individualized education and training; and brainstorming or creative thinking to solve problems.

In this case, the charrette problem statement starter question was:

How can we attract sustainable redevelopment and green industries to the brownfield and superfund sites in the Bayview/Hunters Point neighborhood?

Charrette participants include: clients (those who have the problems), experts (those who have helped solve similar problems in the past), a moderator/facilitator and a recorder. The objective is to keep attendance numbers small so that an effective dialogue can take place.

Charrettes can last from 4 to 5 hours to several days. During the charrette, the recorder writes

the salient issues on paper posted on the walls all around the room so that participants can refer back to these at any time. These "wall notes" are subsequently used to document the charrette process.

The charrette agenda is simple. It begins with a welcome, background information including what caused the charrette to be organized, and the charrette ground rules. Next the participants introduce themselves. This is followed by Phase I-Discussion of Issues, which lasts about 2 hours. Often charrettes break at this time for lunch, which allows participants an opportunity for informal interaction. The charrette resumes with Phase II-Solutions and Recommendations and concludes after Phase III- Next Steps.

The ability of panelists and clients to question each other in an informal manner is crucial and usually results in a clearer understanding of the real issues and in viable solutions. A relaxed atmosphere is encouraged during the charrette, which promotes give and take among participants. The moderator encourages everyone to participate in the discussion. The charrette is an interactive process and benefits from full participation from all attendees.

Asides from offering creative solutions, charrettes serve to initiative dialogue and build relationships, offer intensive and individualized education and training, provide momentum for projects and build consensus among participants.



ATTRACTING ENVIRONMENTALLY BENIGN AND GREEN DEVELOPMENT TO THE BAYVIEW/HUNTERS POINT NEIGHBORHOOD

The Environmental Finance Center, Region IX (EFC9) held the Sustainable Urban Environments Charrette on April 4, 2000, from 10:00am - 3:00pm in the Bayview Hunters Point District of San Francisco.

Participants were a diverse group including representatives from local, state and national government, neighborhood and other area community based organizations, local, regional and national non-profit organizations, private foundations, businesses and the financial sector. A list of the Bayview Charrette attendees can be found in Appendix I.

Phase I - Exploring the Issues

The initial segment of the charrette focused, in part, on the issue of credibility—why the attendees would want to participate in a charrette initiated by outside concerns. There was anger over the fact that not enough residents were involved in the charrette planning process and there was not enough diversity at the table (i.e., Bayview Latino and Asian communities were not represented). Some participants expressed concern that they did not know EFC9's agenda and that too many organizations come to the neighborhood hoping to get grant money. As a result, they wanted to know who would be the recipient of any funding derived from the charrette. In response, EFC9 assured participants that the charrette was only the first step in the process and that Finance Center grant money had already been committed to lay the groundwork to pursue any feasible recommendations from the charrette.

The remainder of the morning was spent discussing other pressing issues in the Bayview. Home ownership and gentrification is a major concern as aging homeowners are moving out of the neighborhood and the ethnic make-up of the community is shifting over time. Deterioration

and redlining of old homes, commercial buildings and storefronts were also discussed as was the issue of empty lots and abandoned buildings due to absentee landowners. Residents felt that landowners who did not live in the community are unresponsive to neighborhood needs and are simply waiting for the value of their properties to increase in the booming Bay Area market.

Residents also expressed their frustration with a State government that has been slow in identifying and cleaning up community Superfund sites. In addition, they stressed a lack of clarity on the location and level of pollution on existing contaminated sites. The Southeast Alliance for Environmental Justice is presently updating a list and map of every contaminated site in the community.

Finally, one of the most pressing issues facing the community was youth. According to residents, Bayview is in a state of emergency and should make youth the priority. There are 9,000-11,000 young people in the neighborhood facing the highest rates of unemployment in the City. In addition, the local schools have significant environmental and health problems. At one school, 1/3 of the children use asthma medication yet there is concern that health problems facing children in the community are ignored by the both the City and State. Bayview schools have contaminated air and drinking water, and in some cases – asbestos – yet local school bonds have never been used to remedy or even address the problem. As a result, residents who can, take their children out of the school district.

After a sometimes-heated morning discussion, the participants broke for lunch. Following lunch the participants returned energized and ready to discuss Phase II of the charrette – Solutions and Recommendations.

Phase II – Solutions and Recommendations

Fundamental Issues

From the outset, the charrette participants identified the following issues considered fundamental to successful economic development in the community:

- Trust and communication,
- Racism,
- Injustice,
- Health and human environmental issues,
- Youth (i.e., education, unemployment), and
- Community ownership and control.

Fundamental Objectives



They also agreed on the following Fundamental Objectives:

1. Social responsibility is key to the future,
2. Sustainable development means good economic development that benefits the community, and
3. Local ownership of and equity participation in businesses with neighborhood priorities kept in mind is essential to the long-term stability of the community.

With these issues and objectives in mind, the participants made the following recommendations presented in greater detail below.

- Build Alliances
- Conduct a Neighborhood Inventory
- Prepare a SWOT Analysis
- Determine Funding Resources
- Establish a Brownfield Pilot Project
- Learn From Other Projects
- Protect Local Assets
- Provide Educational Opportunity

The following is a synthesis and blending of the charrette discussion. It should be noted that recommendations are not listed in order of importance.

Build Alliances

Some of the panelists stressed that they seldom heard a single voice coming from the Bayview. They felt that there were too many organizations and too many diverse proposals emanating from the neighborhood that ultimately blurred a singular purpose for the community. As a result, it was too easy for City and State agencies to turn down funding requests on the basis that there was no community consensus. In response to this concern, various formulas for building new alliances for action were proposed including:

- Selecting a visible unity project that the majority of the neighborhood can rally around, and then creating a project-specific alliance to "jump-start" the effort,
- Using the Bayview charrette to recommend an appropriate organizational structure,
- Establishing a new entity, or empowering or renewing an existing entity through the Board of Supervisors or setting up a legally incorporated 501(c)3 non-profit,
- Empowering an umbrella organization of multiple alliances with a specific strategy in mind.

The goal of a new or renewed alliance would be to empower a community-based organization that can speak with one voice and garner

support from business and political leadership. This new organization would:

1. Make Bayview a funding priority for the City and State,
2. Develop a consistent vision and an accountable project with participatory decision-making,
3. Hold the San Francisco Redevelopment Department, Mayor's Office, State of California, local developers, etc. feet to the fire to get action and accountability for the agenda.

While the concept of a new and strong alliance was generally applauded, residents remained cautious and concerned about 1) who would be at the table, 2) who would be in control, 3) where would the legal, political and financial support come from, 4) how would it be used, and 5) what would be its impact on existing organizations and resources. In addition, participants would want accountability from any new alliance as well as clearly defined methods for communication among the alliance participants and for building trust in the community. Participants also questioned the viability of a new alliance over the long-term.

Conduct a Neighborhood Inventory



In their effort to understand the extent of the brownfield problem in the Bayview, it became clear to the panelists that most of the abandoned and/or vacant sites in the neighborhood had not yet been fully assessed. As a result, it was determined that one of the keys to successful

and sustainable development in the community would be an extensive inventory of all brownfield sites in the neighborhood. This inventory would include:

- Brownfield site locations,
- Contaminated site locations,
- Superfund site locations,
- Vacant lot locations and
- Abandoned building locations.

In addition, the inventory would determine occupants and ownership of all sites as well as the site use history to assess the likelihood of contaminants. Other valuable information would include whether or not existing buildings are structurally sound or require earthquake retrofitting and/or asbestos removal. Also, each site would be assessed for its regulatory and fiscal compliance.

Finally, as a result of the inventory, all sites would be rank-ordered based on development potential and opportunity.

Prepare a SWOT Analysis

While many of the Charrette participants are already working to promote the Bayview, there was general agreement that most of the information was often disjointed and not easy to assemble in one place. In response, one of the panelists suggested that a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis be prepared. A SWOT analysis would involve an assessment of neighborhood assets (i.e. waterfront access, local culture, neighborhood wisdom, etc.).

Determine Funding Resources

Another need identified by the participants was information on funding sources to address and clean up environmental problems - including Water Quality Bond money, State and federal funds. The goal is to assemble information that would help clarify what the community needs and the ongoing resources for meeting those needs.

Other funding needs included financing for local business development and local housing purchase and rehabilitation. Funding suggestions included:

- Empowering a Bayview Community Development Corporation,
- Researching low-interest loans that target long-term residents,
- Establishing a local credit union,
- Working with foundations to generate individual development accounts in which every dollar in the bank is matched 2:1 by foundations.

Establish a Brownfield Pilot Project

In order to narrow the focus of the charrette a panelist suggested that the community identify one brownfield site and develop it as a brownfield demonstration pilot project.



Learn From Other Projects

Collecting information on urban core development projects in San Francisco, the Bay Area and beyond in order to learn from others' experiences was also proposed. Some of the community project areas that were discussed include:

- San Francisco - South of Market,
- San Francisco - Mission District,
- San Francisco - South Bayshore Community Development Corporation,
- San Francisco - India Basin Renaissance,
- East Palo Alto,
- Silicon Valley,

- South Central LA,
- New Orleans,
- Dudley Street in Boston, and
- Various Model Cities Programs.

Focus on Youth

Another suggestion was to address the problem of contaminated school sites. This would include addressing issues of lead pipes, asbestos, and other sources of contamination in the schools.



Protect Local Assets

Protecting local assets and local ownership was a recurring theme and some of the proposed mechanisms to meet these goals included:

- Establishing a community land trust,
- Creating a local business incubator, and
- Holding a citywide summit on racism with active agency involvement.

Provide Educational Opportunities and Entrepreneur Training

Finally, providing residents, young and old, with access to appropriate educational opportunities, was continually stressed. There was strong agreement that local growth industries should be identified and convenient training opportunities should be provided. To support the growth of locally owned businesses, entrepreneurship training include business plan preparation, and financial planning should be offered in the Bayview.

Phase III – Next Steps

The Bayview Charrette and the accompanying report are only the first steps in the process of attracting sustainable development to Bayview Hunters Point. EFC9 is committed to helping the community define a strategy under which the charrette ideas and suggestions can be turned into projects. In addition, EFC9 will continue to work with charrette participants to help identify the best organizational structure and funding opportunities to pursue the identified charrette next steps.

Based on the initial charrette results, the following projects are a possible response.

- Establish a program to inventory brownfield sites for development opportunities, costs and readiness.
- Establish a program to help make Bayview schools toxic-free. Assess, EPA's and other state and federal agency's legal authority to enforce clean up of local schools.
- Work to establish pollution prevention audit training, environmental remediation worker training, hazardous waste, asbestos and lead abatement training as well as apprenticeship programs and mentoring for local residents, particularly at-risk youth.
- Provide a workshop series in which residents would 1) learn about the environmental health problems present in their neighborhood, 2) understand the causes and potential sources of these problems, and 3) establish a plan of action to work with those local industries responsible for toxic releases in their community.
- Work with residents and local community groups to develop a Bayview small business incubator that would support both for-profit and non-profit organizations.

- Research the land trust option as a way to protect local ownership of economic and housing opportunities.
- Work with residents to assemble SWOT analysis information and create appropriate marketing and outreach materials for the Bayview.
- Prepare an analysis of potential funding resources for the Bayview.
- Lay the groundwork for a brownfield pilot project.
- Hold a follow-up charrette to rank and pursue the opportunities presented in this report.

CONCLUSION

Nobody wanted to come to the Bayview in the past. Now that there's an opportunity, everyone is coming to be part of the process. Outsiders don't know what's going on.

Bayview Charrette Participant

There is an enormous divide between the residents of Bayview Hunters Point and the remainder of San Francisco. A schism of distrust and wariness exists that has both maintained the cultural and ethnic identity of the neighborhood while at the same time supported their physical and perceptual isolation. The district has been ignored for decades as the City focused on other neighborhoods closer to San Francisco's commercial center. Public transportation access is extremely poor, unemployment is high and for many outside the community, the Bayview is considered one of the most dangerous neighborhoods in the City.

As a result, many San Franciscans have never been to the neighborhood while many Bayview residents do not trust those who do not live

there. Indeed, throughout the charrette, members of the panel were frequently referred to as outsiders even though many of them lived in other neighborhoods in San Francisco. Additionally, even those who currently lived in the Bayview were not truly accepted by some of the residents if they were not born and raised in the neighborhood.

Maintaining the cultural and ethnic identity is crucial to the African American community in the Bayview yet their numbers are dwindling as economic pressures and high housing prices have pushed new residents into the neighborhood. Only 20 years ago the Bayview was 73 percent African American. Today, they comprise about 55 percent of the population. Like it or not, the winds of growth and change are blowing south in San Francisco and the Bayview is next in line sandwiched between Mission Bay and the Hunters Point shipyards. Development in the Bayview *will* happen with or without community support.

Fortunately, the time has never been better for the Bayview to move forward and create a community that is both economically and environmentally sustainable. The Bay Area economy is exceptionally strong. The community is action-oriented and well politicized. And, for the most part, Bayview residents understand what needs to be done and through many plans and reports have laid the groundwork for a prosperous future.

Undoubtedly, there are ample opportunities for community revitalization, but as discussed above, there are also many barriers. The goal of the Bayview charrette was to understand and address those barriers in order to determine the best way to help the neighborhood resolve their environmental and health problems. This charrette and the next steps proposed in this document are only a starting point for future action that will promote a green and sustainable economy in Bayview Hunters Point.

SPECIAL NOTE



Jewell Young (415-822-7240) catered an excellent lunch of homemade soul food. Leftover food was donated to: School of Wisdom & Knowledge, East Palo Alto, 8 local children at the library, and the Bayview Hunter's Point Adult Day Health Center.

APPENDIX I CHARRETTE ATTENDEES

BAYVIEW CHARRETTE PARTICIPANTS			
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In addition to the charrette attendees, the following invitees have asked to remain "in the loop" as charrette recommendations are pursued.

Elizabeth Tan	San Francisco Foundation
Camilla Nelson	Hewlett-Packard Laboratories

Other invitees who will receive the charrette results and will be apprised of any new developments include the following.

Elliott Hoffman	Just Desserts
Hong Liu	Wells Fargo Bank
Sophie Maxwell	Political Action Committee
Muhammad Nuru	SLUG
Shelly Bradford Bell	Bayview Opera House/SF Environmental Commission
Mary Lindsey	Bank of America
Maggie Bohlman	Opportunities for Technology Information Careers
Heather McCulloch	PolicyLink
Maureen O'Malley	Bay Area Video Coalition
Carl Anthony	Urban Institute
Dean Bernice Brown	Evans Campus, SF City College
Kevin Williams	SF Human Rights Commission
Kym Pittman	Special Assistant to Mayor Brown - SF
Anna Yee	SF Mayor's Office for Community Development
Lynette Sweet	SF Redevelopment Agency