

City and County of San Francisco

Construction Mitigation Program Update

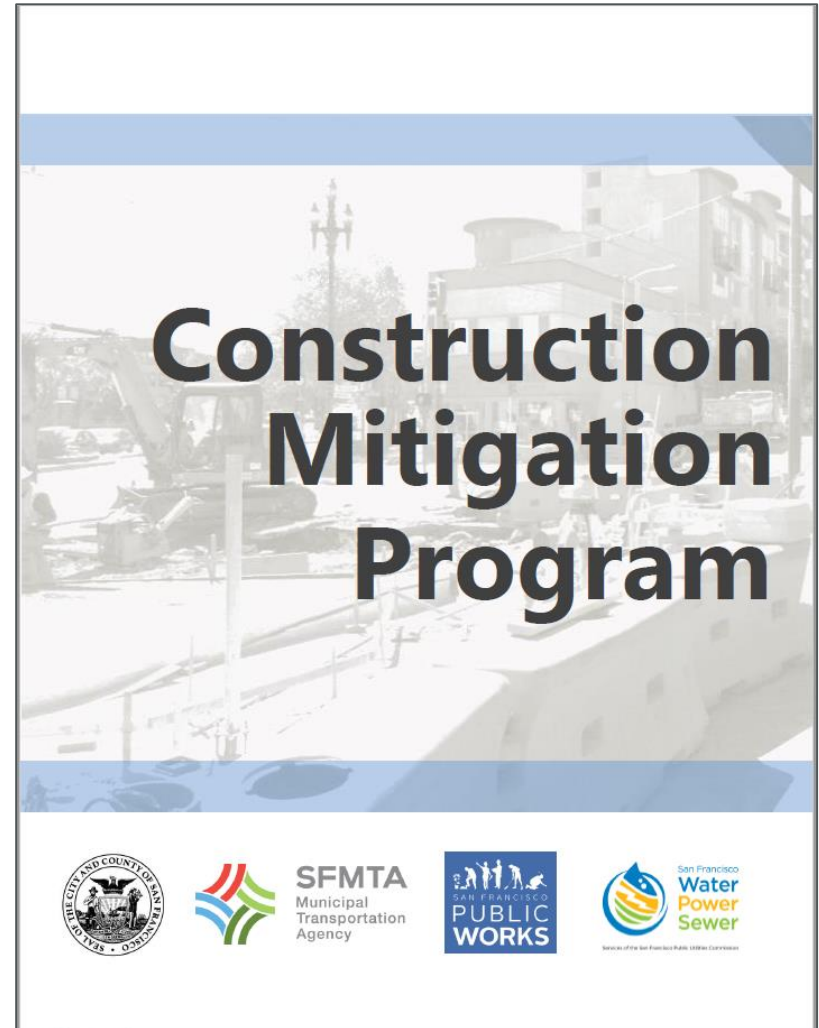
Transportation Authority Board
July 23, 2019



Construction Mitigation Program **Program Development**

In November 2017 the City and County of San Francisco developed a Construction Mitigation Program.

The program provides departments with a suite of actions to limit or negate the negative impact construction projects have on surrounding businesses on commercial corridors.



Background

City construction projects have the potential to *stimulate long-term* economic benefits for the surrounding area.

But in the *short-term*, these projects might have negative impacts on area businesses.

- **Reduced sidewalk access**
- **Street closures longer than a month**
- **Loss of on-street and off-street parking**
- **Excess noise, dust and disruption**
- **Difficulty navigating to business**
- **Fewer customers (knowing access difficulty)**
- **Less traffic in-front of business**
- **Fewer pedestrians in-front of business**

Construction Mitigation Program

Program Core Elements

Project Website
Project **Point of Contact** (PM or PIO)
Notification of Business Impacts/Timing

Commercial Corridor/Invest In Neighborhoods
Low Impact Project
Less than 12-months duration

Corridor Signage
Corridor **Marketing** Campaign
Ambassadors Deployed
Business Liaison (PIO with OEWD)
Business **Education**

Commercial Corridor/Invest In Neighborhoods
Medium Impact
12-months duration +

Construction Impact Mitigation Plan

Community **Advisory Committee**
Contractor Incentives
Parking Mitigation Plan
Transit Passes
Directed Business Support

Commercial Corridor/Invest In Neighborhoods
High Impact
24-months duration +



Construction Mitigation Program Examples



Central Subway

Project Cost: \$1.578 billion

- Business Liaison Hired/PIO
- Regular Merchant Meetings
- Ambassadors Deployed
- Additional Ambassadors Deployed
- Public Office/Office Hours
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign
- Directed Business Support



Twin Peaks Tunnel

Project Cost: \$51.8 million

- Business Liaison Assigned/PIO
- Upfront planning with Merchants
- Public Office/Office Hours
- Ambassadors Deployed
- Staff On-Site During Construction
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign



Van Ness Improvement

Project Cost: \$309.4 million

- Business Liaison Hired/PIO
- Business Advisory Committee
- Upfront planning with Merchants
- Ambassadors Deployed
- Public Office/Office Hours
- Staff On-Site During Construction
- Enhanced Street/Site Cleaning
- Corridor Marketing Campaign
- Buy Local Campaign

Construction Mitigation Program

Lessons Learned Since 2017

After nearly a year of implementation on various projects and listening to local businesses some lessons learned include:

Start earlier and be more proactive

- **During project planning** on a commercial or IIN corridors, catalog the existing businesses and their general economic health
- **Start conversations and impact planning** with specific mitigation measures during detail design, with specific construction mitigation plans developed at approximately 65% design
- **Educate businesses** during planning and in development of the construction mitigation plan of all the services and programs provided by the Office of Economic and Workforce Development

Have staff on-site during construction who can immediately resolve concerns RE: cleanliness, access to parking, signage condition, marketing tactics has proven valuable



Construction Mitigation Program **Updates – Since April 2019**

- **Hiring/posted full time 1314 Public Relations Officer** to further develop the resources, tools, templates and tracking mechanism to assist staff with the development of construction mitigation plans for all of the SFMTA's transportation projects.
- Establish a **scope and agreement of services with the Office of Economic and Workforce Development** to be provided and deliverables for upcoming projects.
- Prepare for upcoming **L-Taraval Project**
 - Establish a working group of merchants.
 - Conduct meetings with the group and keep them informed throughout the construction phase.
 - An informational piece provided on services available to merchants on corridor.
 - Complete a pre-construction survey to identify business concerns prior to construction phase so we can better plan ahead and inform contractor.
 - A summary of economic impacts from small business development center.



Use of Business Impact Fund - \$5 million

Based on the feedback from the Transportation Authority Board in April recommended next steps.

- **Program funds for directed business support**; with the program to be managed by the Office of Economic and Workforce Development.
- Funds to be focused on **SFMTA led projects on commercial corridors that have high impact (typically 24+ months of construction)**.
- Funds split between **short-term project needs** and sustainable **long-term revolving loan program**.
 - Recommending that funds be set aside for *immediate major planned SFMTA projects*.
 - Recommending that funds be set aside in a revolving loan program to ensure sustainability of the program in the long-term for *future planned projects*.
- **Formalize program** through SFMTA Board Action in September 2019.

Use of Business Impact Fund - \$5 million

Criteria for the program was based on the directed business support program for the Central Subway Project (\$400,000):

- **Storefront:** Ground floor street facing store.
- **Directly impacted:** Construction that impacts and/or impedes visual or physical access to business including structures and large scale equipment for a period of six months or longer.
- **Indirectly impacted:** No physical or visual impediment in front of the storefront, but construction is within a one block radius of construction site that indirectly impacts the business corridor for a period of 12 months or longer.
- **\$5,000 to \$10,000 per business** based on the level of construction impact.
- **Includes:** rent, utilities, and wages and to help a business complete physical improvements to their storefronts such as fixtures, furnishings and equipment painting, compliance with accessibility, and technology upgrades or to develop a Business Action Plan.
- **Future revolving loan program** is planned to be no interest, to support businesses manage cashflow through construction period, and to offer support earlier in the project process.