



UNIVERSITY OF SAN FRANCISCO

CHANGE THE WORLD FROM HERE

**The Golden Gate Greenway:
Coalition-Building for Greenspace Equity**

by

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Capstone Research Report Submitted in Partial Fulfillment
of the Requirements for the
Master of Nonprofit Administration Degree
in the School of Management
directed by Dr. Marco Tavanti

San Francisco, California

Spring 2022

To Leif, for helping me climb mountains.

Abstract

This paper describes the conditions that have led to environmental injustice in San Francisco's Tenderloin, and the challenges faced by residents of the neighborhood. San Francisco is spoiled for parks – no resident lives more than a ten-minute walk from one. This paper follows a coalition of nonprofits advocating for the 'Golden Gate Greenway,' a proposed new park in the Tenderloin, leveraging a street closure granted by the city's COVID-19 response. But these parks range in size and quality, from the 1,017 acre, 150-year-old Golden Gate Park, to the blink-and-you'll miss it 0.11-acre Turk & Hyde Mini Park in the Tenderloin. I described the outreach efforts used in this project, advocate for the approval not just of this project, but of multiple community-led neighborhood improvement proposals.

Keywords:

greenspace, equity, coalition building, advocacy, urban regeneration, environmental justice

Acknowledgments

A remarkable number of people have been involved in the Golden Gate Greenway initiative, and I don't doubt that some names have been omitted here – please accept my gratitude and apologies. Thank you to all who have provided expertise, time, knowledge, support for and constructive criticism of this project and of other environmental justices projects in the Tenderloin, including (in no particular order) Nils Behnke, Jeff Pace, Suzie Sheedy, Tere Brown, Brittany Hodge, Amanda Akers, Winnie Lee, Kimberley Leung, Jeff Tumlin, Jamie Parks, Jennifer Molina, Mike Vuong, Theresa Houghton, Anna Lieberman, Scott Rodriguez, Ilaria Salvadori, AnMarie Rogers, Andi Nelson, Adrienne Bechelli, Annie McGuire, JP Soto, Bitá Nazarian, Sherilyn Adams, Scott Rodriguez, Ros Sternberg, Liz Pocock, Simon Bertrang, Christy Schirilla, Hunter Franks, Evan Oravec, Naomi Maisel, Curtis Bradford, David Lewis, Claire Amable, Eric Rozell, Katy Birnbaum, Amy Lin, Fr. Tom West, Esan Looper, Aseel Fara, Aiden Helstrom, Cori Brosnahan, Michael Meadows, Chance Moore, Alethea Brewer, Morgan Myers, and Kasey Asberry. Landscape architect Alec Hawley has volunteered a remarkable amount of time and expertise to the Golden Gate Greenway and other projects in the Tenderloin, and no number of donuts will ever repay my debt.

I am also grateful to the members of my USF MNA cohort for two whole years of remote cheerleading, support, and positive energy – I have learned so much from each of you and expect to keep learning. I am also grateful to USF faculty, in particular Louise Carrol, Sonia Mañjon, David Greco, and Richard Waters – in your courses, I overcame mental blocks, stretched myself, and became a more well-rounded nonprofit leader.

Nat and Cthulhu – thank you for keeping me company while I studied, researched, and wrote. Finally, to Leif: this is all your fault.

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Section 1. Introduction

The COVID-19 pandemic created opportunities for nonprofits to develop innovative ways to provide services, and for local government to cut through barriers to better serve citizens. However, gains were not equally distributed between different neighborhoods, and in many cases, the gap between rich and poor was widened. San Francisco implemented “Slow Streets” to create more space for people to safely gather, but the legislation excluded the city’s most park-poor neighborhood – the Tenderloin – from benefiting from the program. The Golden Gate Greenway is a proposed project to strengthen and invest a neighborhood suffering from underinvestment and urban decay. In this introduction, I explain the disparities between the Tenderloin and other neighborhoods and describe its demographics.

Figure 1: Artist rendering of the Golden Gate Greenway



Credit: Alec Hawley, Fauvescraper Studio

What is the Tenderloin?

The Tenderloin is a small wedge-shaped neighborhood in downtown San Francisco consisting of about 30 square blocks. It is best known for its less-than-savory reputation and is sometimes referred to as a ‘containment zone’ for social issues (like homelessness and drug abuse) that the rest of San Francisco does not want to face. In his book *Cool Grey City of Love*, writer Gary Kamiya describes the Tenderloin as “the black hole... where the city’s urban matter is most intensely concentrated. ...[A] radioactive core of junkies, drunks, transvestites, dealers, thugs, madmen, hustlers, derelicts, prostitutes and lowlifes” (Kamiya, 2013, p. 14).

But the neighborhood is much more complex than its oversimplified ‘bad’ reputation would have you believe – it is a neighborhood rich in culture, famed for its long history of music, activism, and inclusion. It is home to the world’s first Transgender Cultural District and has long been a neighborhood where LGBTQIA+ people feel at home (Graves, Buckley, & Dubrow, 2018). A quarter of its 16,000 households include children, and 25% of all residents are 55 or older. 54% of residents speak at least one language other than English, and the neighborhood is much more diverse than the city as a whole (Planning Department, 2017) (Mayor's Office of Housing and Community Development, 2022). It is a neighborhood filled with passionate and committed activists and advocates, and one of the few remaining neighborhoods where housing is truly affordable. It is the most densely populated neighborhood in San Francisco (despite its embargo on any building over 13 stories), with 120.5 people per acre, compared to the city average of 24.2 (SF Planning Department, 2007).

Who lives in the Tenderloin?

The Tenderloin is a diverse neighborhood, with a higher percentage of people of color than San Francisco as a whole. It is also a neighborhood with a large number of immigrants - 45.8% of residents are non-citizens or naturalized citizens, compared to 34.9% of all San Franciscans. ¹

¹ Demographic data is drawn from Statistical Atlas, which uses US Census data. I have used percentages rather than counts of individuals to allow comparison between the Tenderloin and San Francisco as a whole.

Table 1: Tenderloin race and age demographics compared to San Francisco

	Tenderloin	San Francisco
Asian	32.3%	33.9%
Black	10.2%	5.4%
Hispanic	24.0%	14.7%
Mixed	2.6%	3.9%
White	29.1%	41.2%
Other	1.8%	1.0%
Seniors (aged 65+)	17.03%	14.38%
Aging adults (aged 55-64)	13.44%	12.00%
Adults (aged 18-54)	60.8%	60.14%
Minors (aged 0-17)	8.73%	13.48%

Source: Statistical Atlas San Francisco and Tenderloin.

The Tenderloin has the city's lowest median income, at \$24,400 per household – just over a quarter of the citywide median of \$87,700 per household. In San Francisco, 45% of households earn at least a six-figure income, but in the Tenderloin the number is just 8%. This economic disparity partially stems from the disproportionate number of adults who are not in the labor force (including people with disabilities, and stay-at-home parents) as well as the high number of seniors. There are 17.8 seniors per acre, compared to the city average of 3.6 (SF Planning Department, 2007).

Table 2: Tenderloin socio-economic indicators compared to San Francisco

	Tenderloin	San Francisco
Median household income	\$24,400	\$87,700
Population employed	50.4%	65.4%
Population unemployed	4.4%	4.3%

Not in the labor force ²	45.2%	30.2%
Receiving <i>Supplemental Nutrition Assistance Program</i> Benefits	16.1%	5.2%

Source: *Statistical Atlas San Francisco and Tenderloin.*

Table 3: Tenderloin educational attainment compared to San Francisco

	Tenderloin	San Francisco
Higher degree (people aged 25 years and older)	35.3%	60.2%
High school diploma (people aged 25 years and older)	38.3%	27.2%
No high school diploma (people aged 25 years and older)	26.4%	12.6%

Source: *Statistical Atlas San Francisco and Tenderloin.*

A high proportion of residential buildings are operated by nonprofits such as the Tenderloin Housing Clinic, Tenderloin Community Benefit District, Mercy Housing, Community Housing Partnership, and Chinatown Community Development Center. Much of the housing in the neighborhood is permanently affordable, or it is subsidized (O'Mara, 2018). Many of the Tenderloin's residential buildings are formerly hotels that have been converted into Single Room Occupancies (SROs) – 65.8% of residents live alone (compared to 37.1% in San Francisco). SROs are less desirable for wealthy families because they frequently have no kitchen facilities and offer only shared bathrooms. The vast majority of rental units in the neighborhood are also rent controlled. The combination of these factors mean the Tenderloin is remarkably fortified against gentrification.

Though there is a lower percentage of children than other neighborhoods (8.73% versus 13.48%), the density of children is greater because the Tenderloin has more multi-unit buildings (and no single-family houses). Because of the large number of immigrants who don't speak English in the neighborhood it is likely that children are undercounted in the census. One nonprofit (the Bay Area Women's and Children's Center) conducts regular building-by-building surveys and estimates that as many as 3,500 children live in the neighborhood. Conservatively,

² [Not in the labor force](#) includes people who are not working or looking for work because they have retired before the age of 65, are ill or disabled, are attending school, or have home responsibilities that inhibit work (e.g., child or elder care). This number does not include people over 65.

there were 4.9 children per acre, three times higher than the city average of 1.3 (SF Planning Department, 2007)³.

The Tenderloin today

In December 2021, San Francisco Mayor London Breed declared a state of emergency in San Francisco's Tenderloin neighborhood, following a sharp increase in deaths from drug overdoses (Office of the Mayor, 2021) (Breed, 2021). On December 23, 2021, the city's Board of Supervisors convened to consider the declaration, listening to more than ten hours of public comment before ultimately voting to approve the order (Office of the Mayor, 2021) (Board of Supervisors, 2021). It is worth noting that much of the public comment was staunchly opposed to the declaration, fearing that it would primarily rely on policing and criminalization of people struggling with addiction – this has not turned out to be the case.

The vision from the TL emergency initiative is “A safer and healthier Tenderloin neighborhood with more effective connections to services for housed and unhoused residents, reduced crime and sidewalk hazards, and increased investments in long-term neighborhood coordination between City and non-City agencies” (Department of Emergency Management, 2021). In this paper, I make the case that the Golden Gate Greenway (a city block converted into a greenspace for residents) would be a powerful, essential investment in the City of San Francisco's neighborhood with greatest need. I also argue that the high level of community engagement for this project provides evidence and support for similar environmental justice projects led by other community groups.

Looking at the Tenderloin only through the lens of increased overdose deaths misses the bigger picture:

- Though the neighborhood is disproportionately impacted by street dealing, it is not the only neighborhood in which overdoses are occurring.
- Redlining, underinvestment, and the treatment of the Tenderloin as a ‘containment zone’ have led to health inequities in the neighborhood, compared to San Francisco as a whole.

³ The 2010 Census counted 2,500 children in the Tenderloin, while local nonprofits who have conducted detailed studies estimate the true number is closer to 3,500. The Tenderloin has a high proportion of people who are undercounted in Census methods.

Section 2: Literature Review

At the time of writing, the Department of Emergency Management is in phase three of operations, where it will:

“CONFIRM long-term City resource allocations

- *Assign long-term City management and investment in neighborhood programs and infrastructure.*
- *Establish agreements and/or minimum levels of service for ongoing work with community organizations, neighborhood stakeholder groups, and residents*

INVEST in ongoing resources and programs

- *Secure long-term scope and funding for ambassador programs*
- *Approve permits and project plans for community-focused open space*
- *Prioritize safe passage investments such as Yellow Brick Road and school crossing guards” (Department of Emergency Management, 2021)*

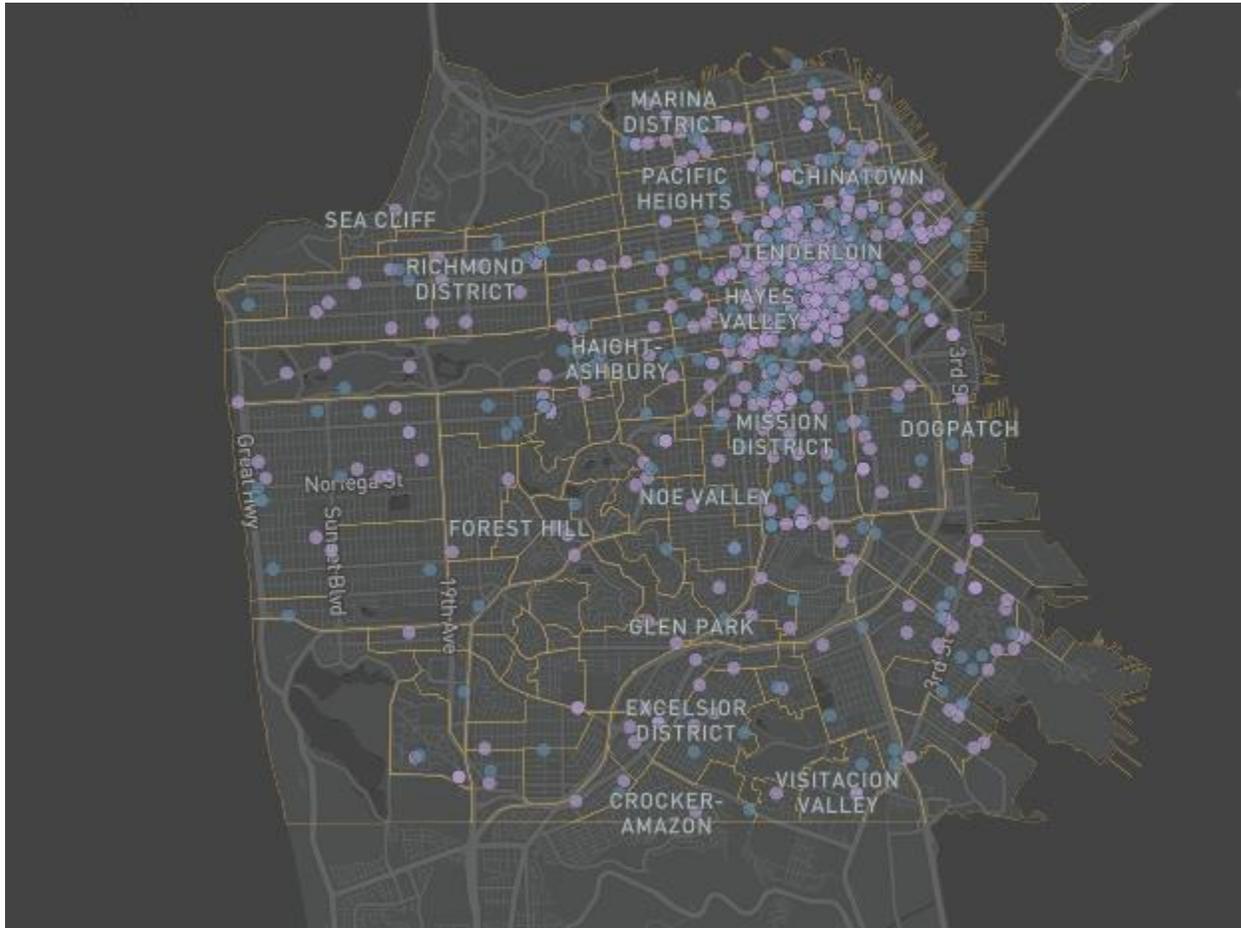
My literature review explores the complexity of the Tenderloin’s health emergency beyond just the recent spike in overdose deaths, and I look at academic support for holistic community-based solutions to a challenged neighborhood. I examine existing literature on the health inequities of the neighborhood, inequity in infrastructure, existing research on what the community desires, and the literature on the benefits of green space for dense low-income neighborhoods. I provide data on the impact of traffic on a neighborhood filled with car-less seniors, children, and people with disabilities, and I ask why such a large proportion of the total area is given over to cars, with streets an average of 69 feet wide (Sumida, 2021). I make the case that in the city’s densest neighborhood – one where 65% of housed people live alone in a single room, and thousands of people experience homelessness – it is urgent and critical to invest in safe, pleasant public spaces that allow for connection and healing.

The health of the Tenderloin

In their paper, *Drug Overdose Deaths Before and After Shelter-in-Place Orders During the COVID-19 Pandemic in San Francisco*, Appa; et al show that San Francisco saw a 50% increase in deaths from overdose in the eight months following the city’s COVID-19 shelter in place

order (as compared to the eight months prior) (Appa, Rodda, Cawley, & al, 2021), and this data corroborated a report released by the Office of the Chief Medical Officer (Rodda, 2021).

Figure 2: Report shows concentration of overdose deaths in the Tenderloin & SoMa



The Chronicle reports that “In 2020 and 2021, about 23% of the overdose deaths have occurred in the Tenderloin district and about 18% in SOMA” (Jung, 2022)

The sharp rise in deaths from overdose is not the only health problem facing residents in the Tenderloin, though a recent compelling report in the Chronicle elaborates further on the topic (Thadani, 2022). The authors of *The Structural Violence Trap: Disparities in Homicide, Chronic Disease Death, and Social Factors Across San Francisco Neighborhoods* (Boeck, et al., 2022) explored the layers behind San Francisco’s impressive life expectancy of 83, finding that violence, addiction, and chronic disease result in lower life expectancies for residents in the

Tenderloin neighborhood. Likewise, the San Francisco Health Improvement Partnership (SFHIP) analyzed deaths in the city and found that residents of the Tenderloin have a life expectancy of just 73 years – ten years shorter than the city’s average, and 18 years shorter than wealthier neighborhoods like Pacific Heights and Seacliff (San Francisco Health Improvement Partnership, 2022).

Studies have also shown that poor air quality has an impact on health in the neighborhood: one report found that people in the Tenderloin (especially people of color) experience higher rates of hospitalization due to asthma than most SF neighborhoods (Mann, 2000). Globally, air pollution in cities contributes to premature deaths and is correlated with higher asthma rates in children who live in urban areas (Meerow & Newell, 2016). While the causes of the Tenderloin’s higher rates of asthma have not been studied, there may be a link to worse air quality due to higher traffic rates⁴, and lower tree coverage to mitigate air quality.

Inequity beyond health

San Francisco is famous for its parks – Golden Gate, Mission Dolores, Alamo Square, Crissy Field – and no resident of the city is more than a ten-minute walk from a park. The city is ranked 6th nationally in the [Trust for Public Land’s Park Score Ranking](#). Trust for Public Land found that nation-wide, systemic racism has led to underinvestment in neighborhoods where people of color live – places like the Tenderloin (Chapman, 2021). The neighborhood has 30,000 residents (2,500 to 3,500 of whom are children), and a total park space of 1.9 acres – or 2.75 square feet per person (DataSF, 2022). The city average? A little over 90 square feet per person.

The neighborhood is also disproportionately affected by traffic violence, with every block of every street in the Tenderloin identified as part of the city’s high injury network (the street segments that have the highest number of fatalities and severe injuries) (Vision Zero SF, 2017). In 2014, San Francisco committed to ending traffic fatalities by 2024. Despite the ambitious goal that few people would oppose, there has been essentially no progress: the number of people killed in traffic accidents remains at approximately 30 per year (Rudick, 2021; Cano, 2021).

⁴ As San Francisco became increasingly car-friendly in the 1950s, many streets in the Tenderloin were widened and became one-way streets to decrease travel times for people who commuted through it.

What are residents asking for?

The Tenderloin has a decades-long history of community outreach and activism, and it is a neighborhood in which community groups are (generally) aligned in pursuit of common goals. The Tenderloin People’s Congress is one such community group: an alliance of 15 resident-based organizations (Tenderloin People's Congress, 2022). The group conducted outreach to residents of the neighborhood identifying six priority categories, the first of which is the need for community improvement with more welcoming and open spaces. Another community advocacy coalition, the Tenderloin Traffic Safety Task Force, has also conducted outreach to better advocate for Vision Zero⁵ from the perspective of neighborhood residents. In its 2022 priorities letter to the San Francisco Municipal Transit Authority (SFMTA), advocates asked the agency to prioritize innovative community-led pilot projects that prioritize pedestrian safety over expedience for cars. There is a clear and compelling evidence that the neighborhood lacks safe, green public spaces; and there is ample evidence that the city has a mandate from this community to create it.

The case for greenery

In a neighborhood with as many challenges as the Tenderloin, it can be hard to understand why there is so much advocacy for additional parks and playgrounds. But there is ample academic research to support the notion that investment in nature and recreation has positive effects beyond just beautification. In their paper, *Nature, Role and Value of Green Space in Towns and Cities: An Overview*, the authors (Swanwick, Dunnett, & Wooley, 2003) find that urban green space has extensive:

- Social benefits because it “contributes significantly to social inclusion...; can become the focus of community spirit...; contributes to child development... [and] offers numerous environmental education opportunities.”

⁵ “Vision Zero SF is the City’s road safety policy that will build safety and livability into our streets, protecting the one million people who move about the City every day. Why do we need it? Every year in San Francisco, about 30 people lose their lives and over 200 more are seriously injured while traveling on city streets. These deaths and injuries are unacceptable and preventable, and San Francisco is committed to stopping further loss of life.” <https://www.visionzerosf.org/about/what-is-vision-zero/>

- Health benefits, through “the opportunity to engage in healthy outdoor exercise” and by “allowing escape to a less stressful, more relaxing environment.”
- Environmental benefits in the form of biodiversity, amelioration of pollution and heat extremes, and improved drainage.
- Economic benefits through employment, revenue generation, and the attraction of tourists.

Access to green space can be viewed through the lens of racial equity, as public spaces like parks often disproportionately benefit wealthier white communities. In their paper, *Urban green space, public health, and environmental justice: The challenge of making cities ‘just green enough,’* the authors caution against the risk that well-intentioned greening projects may lead to gentrification – and therefor benefit affluent new residents, rather than the communities for which they were intended (Wolch, Byrne, & Newell, 2014). The authors argue that green space may contribute positively to the public health and provide environmental benefits because it “may filter air, remove pollution, attenuate noise, cool temperatures, infiltrate stormwater, and replenish groundwater.” A case study in Medellin, Colombia used city planning data and several decades of satellite imagery to analyze the distribution of green space in neighborhoods by socioeconomic status. It found that while green space is increasing overall, the inequity between rich and poor neighborhood has not decreased (Patiño, 2020). We see similar patterns in San Francisco, with substantial new parks being added to neighborhoods that have never lacked for nature – like Tunnel Tops, the 14-acre \$98 million park opening in the Presidio in July 2022⁶.

The paper *Spatial planning for multifunctional green infrastructure: Growing resilience in Detroit* finds that most greening projects only focus on one or two benefits, such as stormwater abatement (Meerow & Newell, 2016). Frequently, new parks “[represent] a missed opportunity to enhance social-ecological resilience and equity” and often fail to seek input from stakeholders. Kyu Hong Hwang found that urban revitalization projects that include community input lead to greater civic pride (Hong Hwang, 2014).

In a 2007 publication, the San Francisco Planning Department found that the Tenderloin had 0.1 acres of open space per 1,000 people, compared to the citywide average of 10.3 acres per

⁶ The Presidio is a national park within San Francisco, and it is adjacent to some of the city’s wealthiest zip codes, including the Marina, Cow Hollow, and Pacific Heights. <https://www.presidiotunneltops.gov/>

1,000 people (Planning Department, 2017). The report explains that because there is so little green space (and what little exists is often unsafe and poorly maintained), residents must travel outside of the neighborhood to access large open spaces. It is a neighborhood with low rates of car ownership and a high dependence on walking and public transit so “the quality of the neighborhood’s streets and sidewalks is especially critical to residents’ quality of life.”

One major challenge in the Tenderloin is that there is no space for a new park – it is a densely inhabited neighborhood in a city with a shortage of affordable housing. The very few empty lots in the neighborhood are slated for low-income developments. So, what is left? In a neighborhood where green space is desperately needed and traffic safety is a public health crisis, why is such a large proportion of the total area given over to cars? Why not give it back to people?

This is not a novel concept: the City of Yarra in Australia created five new parks by converting streets into parks (Salt, 2015). Community concerns that parks might somehow encourage “antisocial behavior” have been proven wrong: an empty parking lot that was a drug use site is now a place where children play, and dogs are walked. Here in the western United States, the city of Portland reclaimed land given over to a seven-lane highway and turned it into a riverside park (DuRoche, 2010). When I visited that park to see its celebrated cherry blossoms in 2019, I didn’t even *suspect* it used to be pavement – and I had no trouble getting around town in my rental car. The 100 block of Golden Gate Avenue has been closed to through traffic for nine hours a day for over two years – a generation from now, visitors might well be surprised to learn that it was once a straight shot to the highway.

Section 3: Methods and Approaches

Introduction

The COVID-19 pandemic was treated like an emergency by the city of San Francisco and in many ways, it made the impossible possible. For St. Anthony's, a social services non-profit providing essentials like food, case management and clothing, it was a unique opportunity to engage with the city for a special accommodation: the daily closure of one block of a busy street so that food and other services could be provided outdoors.

The intent of the original block closure was purely COVID-19 mitigation: St. Anthony's was a food provider, and it was not safe to serve thousands of meals indoors during a pandemic. Over the next few months, the block closure grew into so much more than a place to serve food, with regular or occasional events and services including:

- Family-friendly 'Play Streets' events to give children a place to play and a break from remote learning.
- COVID-19 testing pop-ups (Fields, et al., 2021).
- Voter registration events.
- Outdoor tech access.
- Eviction prevention clinics.
- Pet food distribution.
- The painting of a street mural to highlight how homelessness disproportionately impacts Black San Franciscans.

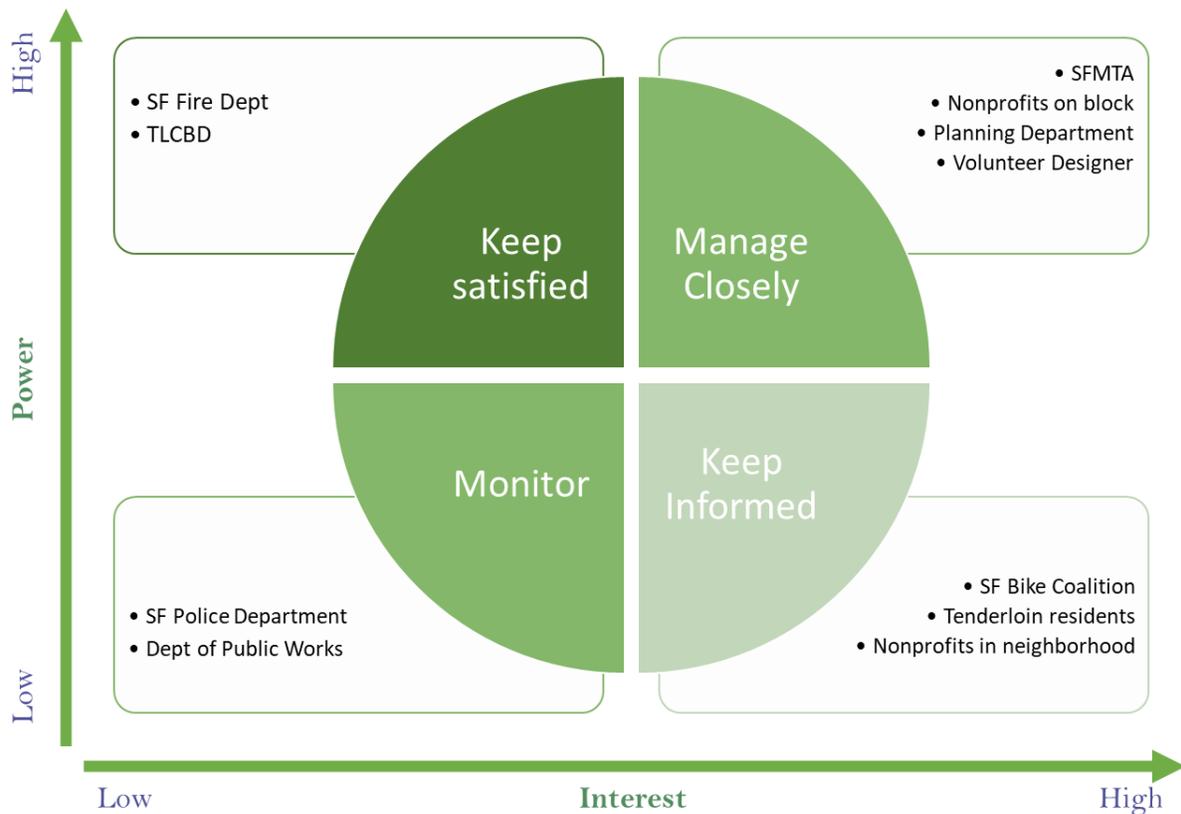
The street closure was contingent on a pandemic that never quite seemed to end, despite San Francisco's high vaccination rates and (relative to the rest of the US) low infection rates. With every 'final extension' of the temporary closure the good work continued. The nonprofits on the block began to discuss what it might be like to have some version of this forever. Not the temporarily barricaded street that opened up at 3 pm every day; not the tents and folding tables that were set up every morning – what if there was *always* a space for pop-up services, a place where an unhoused person could sit down and would not be told to move, and an area where children could play? What if the school and the senior housing and the social service agencies didn't need to worry about traffic injuries to their clients? We agreed that these would be good

things, and thus a coalition was formed. As Chief of Staff at St. Anthony’s, I was tasked with leading the coalition, identifying community needs, and building relationships with other groups to get input. This effort has been ongoing for more than one year and it continues to be well-received in every forum in which it is aired. The many pieces of the advocacy campaign and our community outreach are detailed in this section, while findings are described in the following section.

The coalition uses an Appreciative Inquiry approach, celebrating the successful use of the street space for a variety of activities during the COVID-19 pandemic, and leveraging high engagement and dedication of Tenderloin residents and community-based organizations (Bushe, 2012; Coghlan, Preskill, & Catsambas, 2003).

Stakeholder Analysis

Figure 3: Simplified stakeholder analysis



Note: Created by Emma Jarvis, 2022

The Golden Gate Greenway Coalition

Organizations on the 100 Block

The 100 block of Golden Gate Avenue is unusual in that it consists entirely of nonprofit organizations.

Figure 4: Map of organizations on 100 block of Golden Gate



Note: Created by Emma Jarvis, 2022. Not to scale.

St. Anthony's is a social services nonprofit established in 1950, and it is best known for its founding program, the Dining Room. It owns two buildings on the 100 block and provides safety and stewardship⁷ to the whole block. Since its founding it has expanded its services to include a medical clinic, clothing program, case management services, technology lab, and shower/laundry services. It also partners with St. Boniface Church to provide a safe space for

⁷ St. Anthony's Community Safety Services team provides a presence on the 100 block of Golden Gate Avenue to prevent street dealing and open-air drug use within 1,000 feet of a school. St. Anthony's team members are trained in overdose reversal, de-escalation, and trauma-informed systems. St. Anthony's regularly cleans sidewalks and maintains buildings and spaces.

people experiencing homelessness to sleep during the day. In a nearby neighborhood, St. Anthony's has a residential treatment facility for men with alcohol and substance use disorders. The organization serves both housed and unhoused people who are experiencing poverty.

Larkin Street Youth Services is a social services nonprofit serving transitionally aged youth experiencing or at risk of homelessness. It has several locations, and on the 100 block it runs a drop-in center and a medical clinic for its clients.

Lutheran Social Services offers money management, supportive housing, and case management to adults with physical or mental health needs, with a focus on housing retention.

St. Boniface Church is a Catholic Church built in 1900 (with antecedents dating back to 1852). It is run by Franciscan friars, who also live in the adjacent friary. A former friar, Father Alfred Boeddeker, started St. Anthony's Dining Room in response to the hunger and loneliness he saw in the neighborhood. Many friars have worked as employees of St. Anthony's or have served on the Board of the organization since its founding. It holds masses in English, Spanish, and Vietnamese.

Wu Yee Children's Services is an early learning center for children aged 2 to 5. Its programs are funded by various local and federal agencies, and it serves low-income families (both housed and unhoused).

826 Valencia is a nonprofit organization that provides free one-on-one tutoring and creative writing classes to children aged six to eighteen.

De Marillac Academy is a tuition-free school for children from low-income families, most of whom live in the Tenderloin or South of Market (SoMa) neighborhoods. Beyond its 4th-8th grade schooling, it provides support to the families of children to ensure they have the resources to succeed in middle school and beyond. 89% of De Marillac students go to college (compared to 41% nationally).

Mercy Housing is a nonprofit housing provider, and it owns and operates two buildings on the 100 block of Golden Gate. Vera Haile (above St. Anthony's) provides 90 apartments for low-income seniors, many of whom are also clients of St. Anthony's or Lutheran Social Services. Across the street, Mercy Housing operates 111 Jones Street, a 108 unit building for low-income families. Many of these families access services at St. Anthony's, De Marillac Academy and 826 Valencia.

Other coalition members

The coalition's core group is those nonprofits operating directly on the 100 block of Golden Gate Avenue, but other nonprofits with an interest in the neighborhood or equity for low-income groups have also been consistently supportive. These groups include:

- The Tenderloin Community Benefit District (TLCBD), a nonprofit that works to improve the conditions of the neighborhood through stewardship, cleaning, and safety, and by advocating for resident voices in public spaces.
- Livable City, a nonprofit that “works to create a San Francisco of great streets and complete neighborhoods, where walking, bicycling, and transit are the best choices for most trips, where public spaces are beautiful, well-designed, and well-maintained, and where housing is more plentiful and more affordable.” It has been a key supporter of the GGG effort, and it has used the space to host family-friendly events including Play Streets and Sunday Streets (programs that convert the street into car-free spaces where children can play).
- Boys & Girls Club of San Francisco's Tenderloin Clubhouse is just around the corner from the site where the GGG will be built, and advocates for the needs of children in the neighborhood. Clubhouse Director Mike Vuong has been a powerful advocate for the project.
- SF Bike Coalition is a nonprofit that advocates for safer streets for bicycles, educates cyclists on their rights and responsibilities, and encourages the use of bicycles for their environmental and health benefits. Because Golden Gate Avenue is on the city's high injury network, a protected bike lane was installed in 2021. This new bike lane is likely to be altered by the proposed Golden Gate Greenway.
- Code Tenderloin is a workforce development program that helps residents of the Tenderloin overcome barriers to employment.
- Friends of the Urban Forest works on greening projects city-wide, helping neighborhoods plant trees and sidewalk gardens.
- Demonstration Gardens is a nonprofit that is engaged in greening and arts projects in San Francisco and Detroit. It is working to create a ‘mosaic’ of green spaces in the Tenderloin and SoMa.

City Partners

Several city agencies are working with the Golden Gate Greenway coalition, and have provided support or guidance. These include:

- The San Francisco Municipal Transit Authority (SFMTA), a city agency that oversees transits and streets. It granted the initial COVID-19 street closure, along with subsequent extensions. Engineers and planners have worked closely with the GGG coalition to identify impacts on traffic and potential pathways to success for the project. In other neighborhoods throughout the city, temporary COVID measures like Slow Streets, car-free streets, and parklets have become permanent. Two bus lines run along the proposed greenway (7OWL and 5R).
- The Planning Department’s mission is to “help balance the needs of residents, businesses, and civic leaders to protect the environment and historical resources, create inspiring and livable urban spaces, cultivate neighborhood resilience, and enforce good land use practices.” The agency is interested how GGG can be part of the resident-led Community Action Plan.
- The Department of Emergency Management is leading the response to the Tenderloin Overdose Emergency and is exploring long-term projects to invest resources in for ‘phase three’ of the emergency initiative. DEM has heard about the GGG proposal and is considering whether it has a place in the emergency response.
- San Francisco Fire Department (SFFD) is very interested in all projects that affect streets in San Francisco, and had been critical of street closures, parklets, and ‘Slow Streets’. Representatives from the Fire Department have visited the site to learn about the project and explain how it may affect emergency response times.
- Department of Public Works is responsible for maintaining the asphalt and sidewalks. It also installed a ‘Pit Stop’ (temporary public restroom) on the 100 block at the start of the pandemic.

Community Outreach

In addition to coalition building and pitching the project to city departments, outreach has been conducted with various stakeholder groups, using varying mediums. Detailed analysis of data collected through this community outreach follows in the next section.

Play Streets Events & Phoenix Day

The Golden Gate Greenway coalition tested the concept of adding family-friendly play space to the street: twice a month from July to October 2021, the 100 block of Golden Gate Ave hosted to Play Streets events through a partnership between Livable City, TLCBD and St. Anthony's. Tenderloin families were invited to visit the block so their children could run and play outdoors. Attendance varied depending on weather and programming, but hourly counts of children at the event were as high as 40, with accompanying adult family members. Adults without children would also stop by to access services or to see what was happening. A wide range of nonprofits and city agencies provided programming and connection to services, including:

- SF Bike Coalition
- Wu Yee Children's Services
- De Marillac Academy
- 826 Valencia
- SFUSD Libraries
- Boys & Girls Club

This series peaked with the coalition's participation in the city-wide "Phoenix Day" event, where St. Anthony's and other agencies created a pop-up park, borrowing 60 trees to temporarily transform the space. The block was visited by hundreds of Tenderloin residents and received news coverage for its efforts to beautify the Tenderloin and create a safe space for children to play⁸.

⁸ The efforts were covered by [SF Gate](#), [Hoodline](#), and [ABC7 Evening News](#).

Community Boards

With the support and expertise of a landscape architect, we created 14 interactive ‘community boards’ to test what was most desired by community members. These boards were translated into languages that are commonly spoken in the Tenderloin (English, Spanish, Vietnamese, Chinese and Arabic) and then displayed to different interest groups in the Tenderloin including students, families, residents in senior housing, and workers and clients at nonprofits. Participants interacted with the boards by writing ideas on post-its, or by adding stickers to concepts and examples that they liked. Input from each session was collated and is summarized in the next section.

There were some limitations to this tool for community input, notably:

- One sticker was not equivalent to one vote – participants could express more support for a concept by adding more of their stickers to it. This was perhaps illustrated by one five-year-old girl who added her entire sheet of stickers to a single colorful play structure.
- Intentions of participants were not always clear: did someone add a sticker because they liked the overall design of Design B, or a particular style of bench/play structure in the illustration? Because there were generally GGG volunteers available to answer questions when the boards were on display, I have assumed that the participant’s intent matches the intent of the coalition.

Letters of Support

In May 2021, the Golden Gate Greenway Coalition wrote a joint letter to San Francisco Mayor London Breed, along with other city officials. Later that summer, St. Anthony’s and other organizations shared the letter and the concept of the Golden Gate Greenway with supporters and followers over email and social media. There was a call to action, inviting people to write their own letters of support and email them to the various city officials, copying in an email address for the coalition. Two versions of a template were provided, with supporters able to choose between a letter titled “Equity in Greenspace,” or one titled “Traffic Safety in the Tenderloin.” Some supporters also wrote their own letters or modified the template to express their own ideas.

Advocacy Postcards

In April 2022, St. Anthony's hosted a second 'pop-up park' during a Sunday Streets event (a car-free neighborhood party that is hosted by Livable City). At this event, residents of the Tenderloin were invited to fill out postcards to city leaders explaining why they would like to see the project approved. They could fill in their own reasons, or check one or more boxes including:

- *“More plants and trees for people to enjoy. Trees provide shade, improve air quality, and have a positive effect on mental well-being.”*
- *“Safer streets that focus on pedestrians, not cars.”*
- *“Space for children to play safely. There are not enough playgrounds for the 2,500 children in the neighborhood.”*
- *“Consistent space for pop-up and mobile social services, where people experiencing homelessness or poverty can engage with service providers.”*

During the two-hour event, 46 people approached the advocacy station, spoke with GGG volunteers about the project, and signed a postcard.

Presentations to Community Groups

The Golden Gate Greenway concept has been shared with other advocacy coalitions in the Tenderloin, most notably:

- The Tenderloin Traffic Safety Taskforce, a community-led advocacy group that works to improve pedestrian safety in the neighborhood. The taskforce jointly requested that innovative pilots like the GGG should be a neighborhood priority for 2022 in its letter to the Director of the SFMTA.
- The Tenderloin People's Congress has spent several years working on a Tenderloin Community Action Plan (TLCAP) – a resident-led *“effort to engage the entire community and to envision for ourselves what kind of neighborhood the residents want for our own future.”* In the [TLCAP's full platform](#), it identifies the need for *“open spaces that are welcoming and accessible to everyone, ... additional community gardens, public rooftop green spaces and parklets, ... more public gathering space, ... neighborhood parklets funded by city at locations that can be well maintained and monitored by local*

businesses, ... Drug-free zones near schools, parks, afterschool programs and senior services". TPC agrees that GGG aligns with the TLCAP platform.

Learning from past failures and successes

Past proposals have often floundered and failed to take effect, such as the SF Planning Department's Green Connections plan for the Tenderloin – it included a green route through several blocks that would have linked existing parks and recreation spaces. Green Connections in other neighborhoods (including the remarkable 17-mile Cross Town Trail that runs across the whole city) have been successfully implemented. Other projects have been approved and implemented but have struggled to live up to expectations because of a lack of funding or due to neighborhood safety challenges. For example, the Tenderloin National Forest is currently experiencing challenges protecting the space from use by drug dealers, and volunteers care for the plants are experiencing intimidation and are unable to safely enter the space.

Boeddeker Park (the largest park in the neighborhood) was for many years a poorly maintained and dangerous space. Investment from the city, private funders and local nonprofits rejuvenated the space, and the stewardship and activation of the park by youth- and community-focused nonprofits like the Boys & Girls Club, the YMCA, TLCBD and Wu Yee Children's Services has discouraged the return of the antisocial and often illegal activities that used to plague the park.

Safety was a common concern that I heard in my outreach. With a deep understanding of the importance of trauma-informed stewardship, St. Anthony's has committed to extending its current safety services of the 100 block to last 24 hours per day.

Section 4. Data Analysis

Existing public spaces in the Tenderloin

Members of the Golden Gate Greenway coalition visited neighborhood parks in person to see what infrastructure was already in existence. The Tenderloin has four public parks operated by SF Recreation & Parks Department including the neighborhood’s largest park, named after St. Anthony’s founder Father Alfred Boeddeker.

Name of park	Size (square feet)	Size (acres)
Father Alfred E. Boeddeker Park	42,197.35	0.97
Sgt. John Macaulay Park	9,057.54	0.21
Tenderloin Recreation Center	26,398.79	0.61
Turk & Hyde Mini Park	4,908.78	0.11
Total	82,562.45	1.90
Square feet per resident	2.75	

Data from SFGov.org.

For many residents in the Tenderloin (both housed and unhoused), other public spaces such as sidewalks and alleyways provide additional space to socialize, exercise or get some air. There are also some unofficial green spaces in the Tenderloin, including the ‘Tenderloin National Forest’ (an alleyway in which an arts nonprofit has installed greenery and art) (SF Planning Department, 2007). Additionally, the nonprofit TNDC has an enclosed community garden where residents can grow produce for personal use. Sidewalks in the Tenderloin lack street trees and sidewalk gardens (both of which are ubiquitous in other neighborhoods) with just 2% tree coverage – the city’s average is 15% (Sumida, 2021). The study shows a close correlation between median income and tree coverage in neighborhoods in the city.

Community input on design

In the summer of 2021, the Golden Gate Greenway coalition created and displayed Community Boards to understand what community members wanted most, and these boards were displayed in different sectors of the Tenderloin including students, families, residents in senior housing, and workers and clients at nonprofits. Participants interacted with the boards by writing ideas on post-its, or by adding stickers to concepts/examples that they liked. The boards were displayed at

a total of seven venues/events in the late summer, with an estimated 300 to 500 participants of all ages. Stickers and Post-Its were recorded, and aggregated data are reported in this section.

Table 4: Descriptions of Community Input Events

Venue/Event	Audience	Date
Outdoors, 100 block of Golden Gate Avenue	Families attending Play Streets event; other passersby (predominantly residents of the Tenderloin).	8/16/2021
Outdoors, 100 block of Golden Gate Avenue	Families attending Play Streets event; other passersby (predominantly residents of the Tenderloin).	9/11/2021
St. Anthony Foundation, 150 Golden Gate Avenue	Employees and visitors to social service agency serving unhoused and low-incomes families and individuals.	9/21/2021
Larkin Street Youth Services, 134 Golden Gate Avenue	Employees and clients of social service agency serving transitionally aged youth.	9/26/2021
Mercy Vera Haile, 129 Golden Gate Avenue	Employees and residents of non-profit owned low-income senior housing.	9/28/2021
De Marillac Academy, 175 Golden Gate Avenue	Students and teachers at non-profit school serving low-income residents of Tenderloin & SoMa neighborhoods.	9/29/2021
St. Boniface Church, 133 Golden Gate Avenue	Parishioners attending Catholic church services in English, Spanish, and Vietnamese.	10/10/2021

The following themes dominated the feedback at all events:

- **Greenspace**, including trees, shade, grass, plants, flowers. and community gardens.
- **Play space**, including play structures, swings, slides, and space to run and ride a bike. Basketball was popular with young teens.

Secondary themes were:

- **Safety**, through traffic diversions, speed bumps, painted crosswalks, and stewardship.

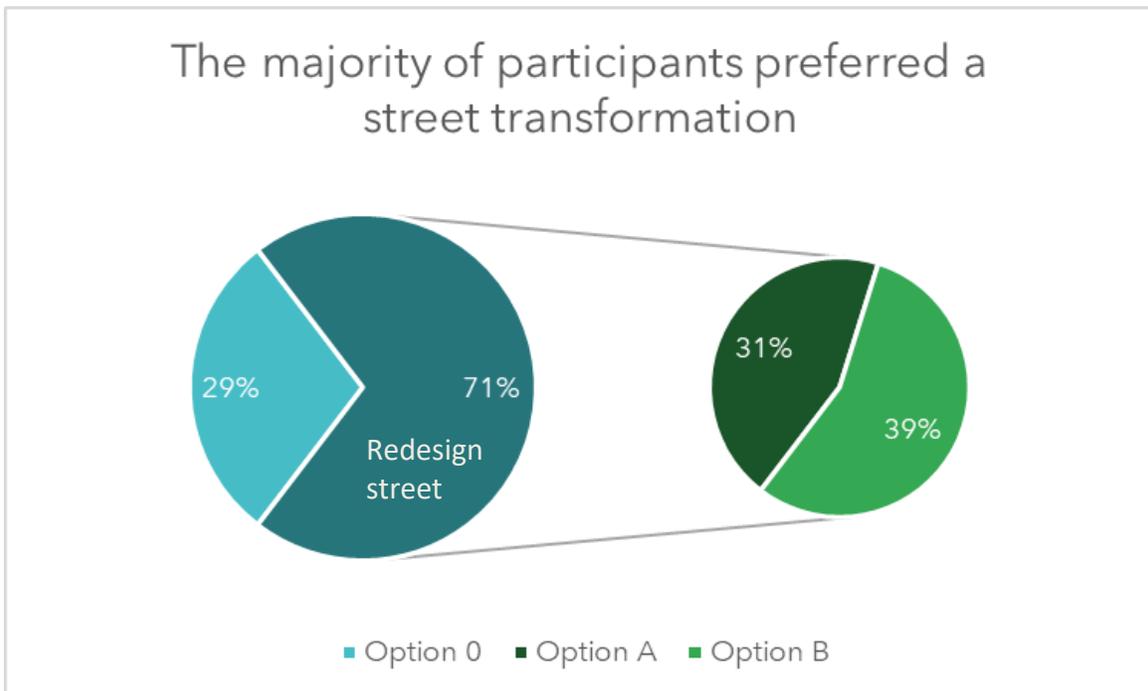
- **Space for rest & exercise**, including seating, benches, shade, and space for yoga/exercise classes.

Design Ideas

Three design concepts were displayed to the community:

- **Option 0:** The street as-is, including three travel lanes, as well as pick-up, drop-off & delivery zones. 29% of stickers were placed on this option⁹.
- **Option A:** the ‘island’ – traffic is reduced to local traffic only and diverted to the north and south side of the street. The center of the street becomes a greenspace, and there are small parklets at each corner of the block.
- **Option B:** the ‘north-side park’ – two travel lanes on the north side are converted into greenspace, while one southern lane is retained for local and through traffic, with space for pick-up, drop-off, and delivery.

Figure 5: Design preferences

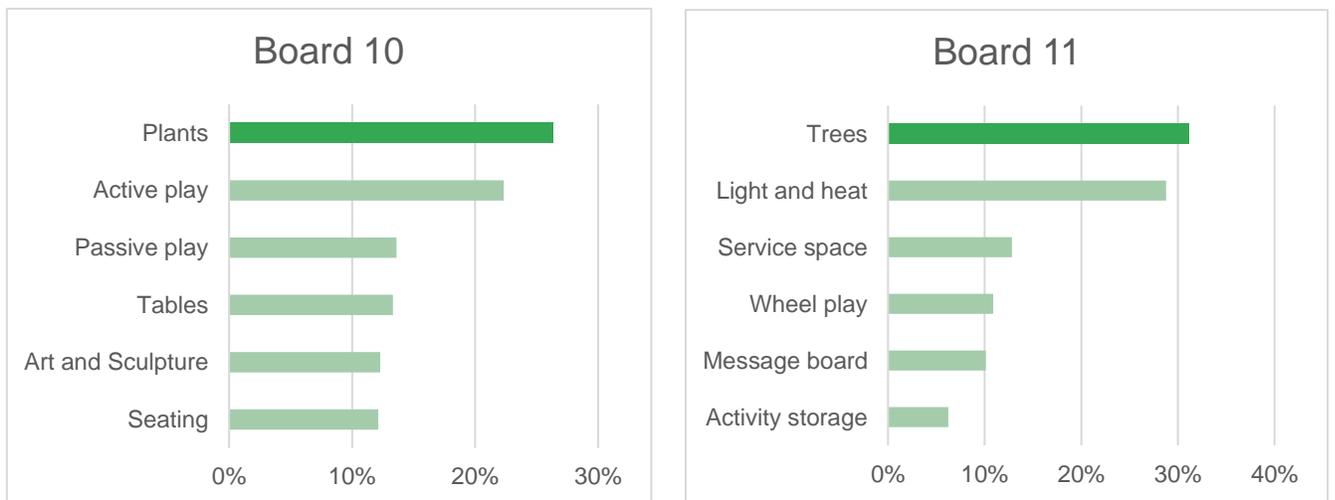


⁹ Note that the image displayed in Option 0 was a picture of the street closed to traffic, taken during the COVID-19 pandemic. It was not possible to tell whether participants wanted the street re-opened for through-traffic or liked that it was closed off and were not interested in further enhancements.

The next two boards (8 and 9) showed renderings of Option A & Option B in greater detail, and participants interacted with the more detailed boards much more than the Board 7 (which included Option 0). Over 500 stickers were placed on boards 8 and 9 through various community events (compared to 89 stickers on board 7), and a slight preference was shown for Option B over Option A (282 stickers versus 233 stickers). Anecdotally, some participants noted that Option B was better for transit (awareness of MUNI lines that use the overhead wires) and safety (concern that the island in Option A could only be reached by crossing the street).

Two boards asked participants what use of space they would like to see, offering choices between different physical installations. Once again, plants and trees were most popular, followed by play space and the provision of light and heat.

Figure 6: Preferences for use of space

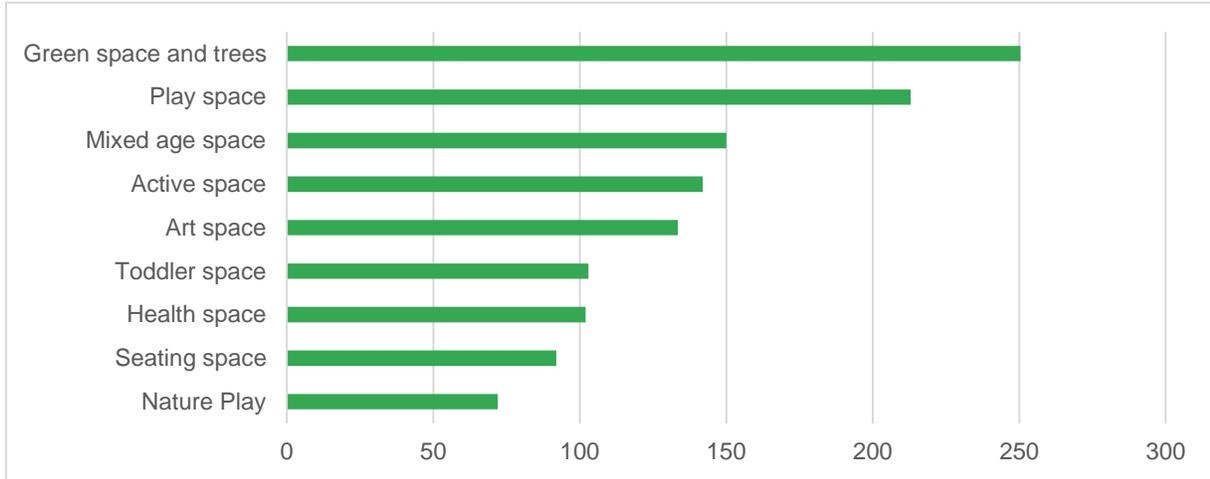


The final three boards offered different ways in which the space could be programmed, and a total of 1,258 stickers were added to these boards. Sorted by popularity:

- ‘Green space’ included pictures of raised planters and pots, large trees, native and adaptive plants, and a teaching garden.
- ‘Play space’ included pictures of a portable playset, a maker space, and a Kee Klamp play structure.
- ‘Mixed age space’ included pictures of chess, seating, a little free library, and bocce ball.
- ‘Active space’ included pictures of a mobile pump track, a dog play area, and ping pong.

- ‘Art space’ included pictures of pavement art, permanent wall murals, a children’s painting space, and rotating art.

Figure 7: Preferences for programming of space



Letter Writing Campaign

As described in the methodology section, the coalition invited supporters to write a letter to Mayor London Breed, District 6 Supervisor Matt Haney, SFMTA Director Jeff Tumlin, and SFFD Chief Jeanine Nicholson to advocate for the Golden Gate Greenway. Two versions of a template were shared online: one focusing on equity in greenspace, and the other on traffic safety. Supporters were also allowed to write their own letter. 69 letters were sent that copied in the coalition’s email address (there may have been letters sent to city officials that did not copy in the address). 38% of the authors customized the template or wrote their own email.

Table 5: Letter Writing Campaign

Template used	Total Emails	Percentage of Total
Equity in Green Space (without customizations)	30	43.4%
Traffic Safety in the Tenderloin (without customizations)	12	17.4%
Personalized email	27	39.1%

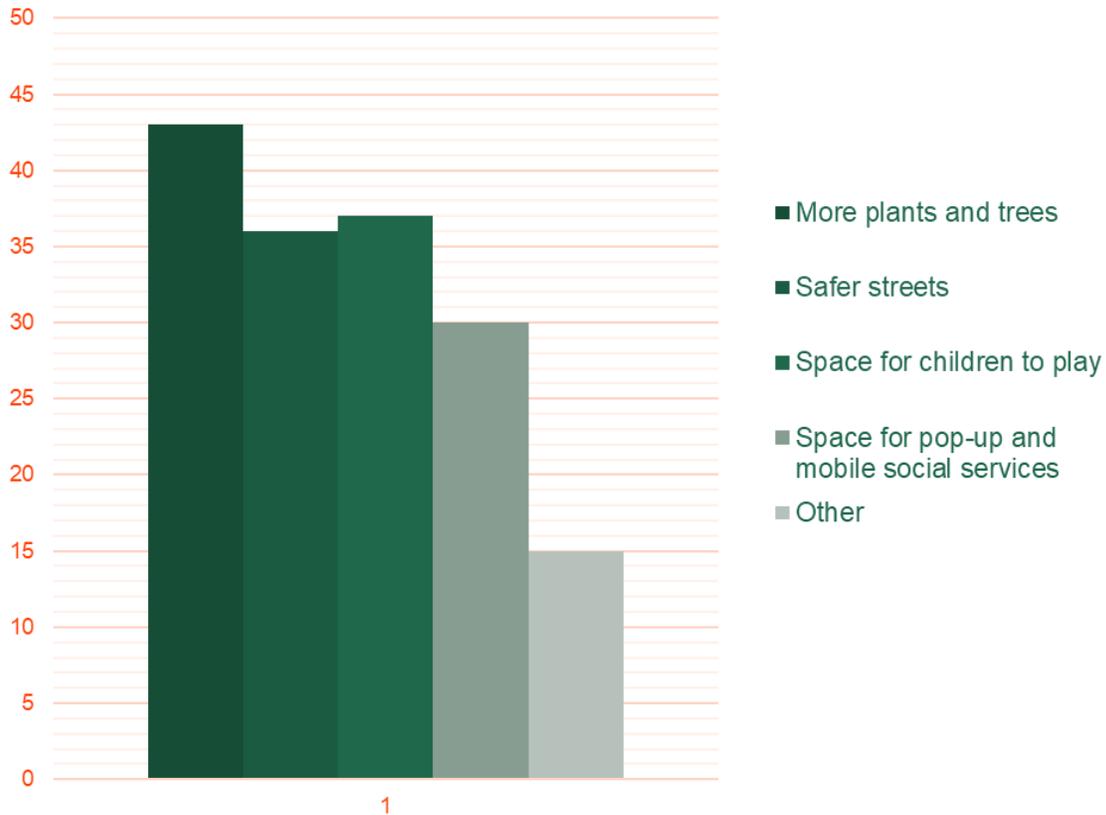
The majority of personalized emails used the “Equity in Greenspace” template, but added additional information including:

- Sharing academic studies that demonstrate the value of greenspace on mental wellbeing and physical health.
- Sharing their personal experience of life in the Tenderloin.
- Comparing the writer’s own access to parks in another neighborhood in San Francisco, with the access of a Tenderloin resident.

Postcards to the Mayor

In April 2022, St. Anthony’s hosted a ‘pop-up park’ as part of the Tenderloin Sunday Streets activation. Residents attending the event were invited to write a postcard to Mayor London Breed explaining why they supported the Golden Gate Greenway concept. 46 attendees wrote postcards, with 85% of respondents checking two or more boxes – in fact, 61% checked all four boxes. 15 respondents (32%) added their own reason – these varied widely such as community-focused improvement, a dog park, and a place for healing.

Figure 8: Postcard Campaign



Summary

The GGG coalition has consistently sought out input from community members from the Tenderloin and from San Francisco at large. I have personally presented the project in multiple forums: everywhere from the dining room of a senior center to an information booth on a street. Occasional skeptics have been rapidly won over because the need is so clear, the disparities between neighborhoods are so stark, and the value of the proposal is so multi-faceted. While the coalition waits for a clear decision from the city, the group will continue to present the project in different forums and iterate on designs with input from a variety of stakeholders. The high level of engagement for what is a relatively modest proposal is noteworthy: this is a neighborhood that is aware of how much spaces like the Golden Gate Greenway are needed, and residents will continue to advocate for this project and other investments in the Tenderloin.

Section 5: Implications and Recommendations

Implications

Though the Golden Gate Greenway is limited in scope – just a lane reduction on a single city block – it can have significant benefits for a neighborhood that has long experienced underinvestment and structural racism. These include:

- Improved physical wellbeing of children by the addition of another park, providing both increased spaces to play and eliminating the need for children attending educational programs on the 100 block to walk several blocks to a park.
- A public space where adults can rest, exercise, socialize and connect to service providers.
- Improved air quality through the addition of trees and plants and the reduction of cars through traffic diversions.
- Improved traffic safety for pedestrians and cyclists through the diversion of through traffic on Golden Gate Avenue upstream from the Tenderloin.

The Golden Gate Greenway is not a panacea for all the challenges faced by the Tenderloin, but it is an example of the remarkable will of residents and community organization to transform the neighborhood. Approval of this project will have positive effects for the neighborhood in and of itself, but (perhaps more importantly) it will empower residents to continue advocating for the changes that they wish to see in the neighborhood. It also provides another model for how stewardship of and investment in each block can allow residents to reclaim and hold space for the neighborhood's most vulnerable residents, including children and seniors.

Recommendations

St. Anthony's used an Appreciative Inquiry approach to engage with potential partners and build a coalition who were engaged and able to work together towards a common goal (Bushe, 2012).

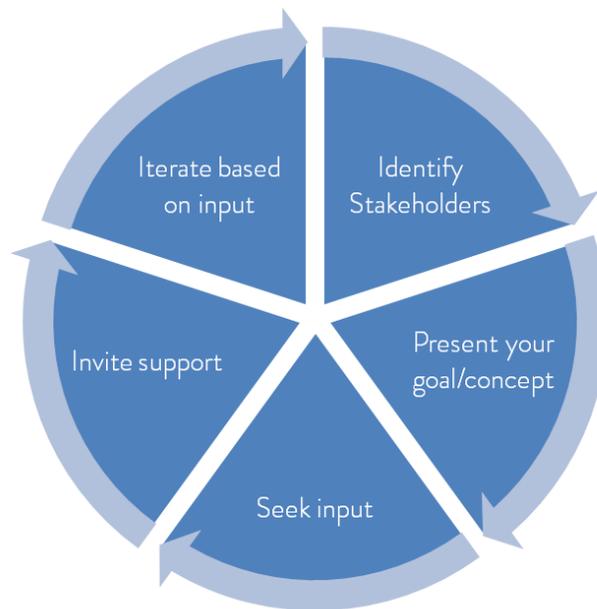
We utilized an organic adaption of the '4D' method as described in Bushe, 2012:

1. Discovery: exploring how the COVID-19 block closure has benefitted each organization, when compared to the pre-pandemic open street.
2. Dream: discussing possibilities for the future, if we could have a permanent block closure or lane reduction – what would benefit our community most?

3. Design: with the help of a landscape architect, renderings of different designs were created and shared with the community for input. Community input was incorporated (along with feedback from city agencies on what may be permissible).
4. Destiny: the final design was submitted to the SFMTA and a decision is pending.

During the ‘Design’ phase, we used an iterative advocacy model to strengthen the coalition and invite participation from residents. Since its inception, the GGG coalition has invited input from multiple groups of stakeholders including government departments, local residents, CBOs and existing coalitions and advocacy groups. The current renderings of the GGG, as presented to the Office of the Mayor in April 2022 are the result of robust outreach, research and needs assessments.

Figure 9: Iterative Advocacy Model



Creator: Emma Jarvis

Once you have identified a goal (such as the rejuvenation of an alleyway), I recommend following these steps:

1. Identify stakeholders who have an interest in the project: these may include local residents, businesses or CBOs, existing coalitions, community activists, or government departments that may need to approve or implement the project.
2. Present your goal: explain the vision, the benefits of the project, the steps taken so far, and the challenges faced.
3. Seek input: offer a chance for the audience to share concerns, or advocate for the needs of the group they represent. Be honest about whether you can make changes to meet their needs. For example, some community groups expressed a desire for additional disabled parking on the proposed GGG block. This possibility had been ruled out by the SFMTA in earlier iterations of the project.
4. Invite support: ask the stakeholders to publicly support the project. For example, many stakeholders signed on to the original letter to the mayor. Groups that were approached later added the project to their own list of goals or shared it with their constituents.
5. Iterate based on input: make changes to the project based on the input received. For example, the GGG coalition originally put forward the idea of including a dog park in the design, since none existed in the neighborhood. However, there was extremely limited interest from community groups – on community boards that included dog play areas, only 2-3% of stickers were added to those concepts.

A final key step is to ask stakeholders who else you should seek input from, and then repeat the cycle. Over the course of the project, the GGG coalition was connected with multiple other groups and individuals who were also working to advance green space equity in the Tenderloin, and who were willing to collaborate, give input, identify stakeholders, and support the project.

These projects include:

- The Transgender Cultural District’s efforts to identify spaces for new sidewalk trees.
- TLCBD’s projects including:
 - The ‘Yellow Brick Road,’ a safe, stewarded, drug-free safe passage route through the neighborhood.
 - Dodge Place, a project to transform an alley into a community space.

- ‘SPark’ (‘Safe Passage Park’), a parklet for children to play and adults to sit outdoors.
- Tenderloin Community School’s Elm Alley, an underutilized alley that is often blocked by cars and encampments and that the school would like to use for extended space to play.
- Urban Alchemy’s transformation of an unused parking lot into the ‘Tenderloin Oasis’ (including a dog park!).
- La Cocina’s efforts to build a parklet for customers dining at the nonprofit incubator marketplace.

Section 6: Conclusion

This paper demonstrates that the City of San Francisco should urgently invest in community-led proposals in the Tenderloin, including the Golden Gate Greenway, to improve the overall health of the neighborhood and its residents. The GGG project has a high chance of long-term success because it has a guarantee of stewardship from a well-established nonprofit with a 72-year history on the 100 block of Golden Gate Avenue, and because it has such broad support from the Tenderloin community. With benefits that range from psychological safety, improved physical well-being, and greater traffic safety, it provides a holistic and multi-faceted solution that can help to ward off the next Tenderloin emergency. Like many projects in the Tenderloin and within the city as a whole, the approval process is not always clear – at the time of writing, the coalition was waiting for a clear response from city agencies on its current draft drawing.

There is no simple quick fix for the Tenderloin – decades of underinvestment cannot be undone with a single three-month emergency initiative. What the neighborhood has an abundance of is people who deeply love and care for it, and who are willing to do the work to research, build and maintain a mosaic of healing spaces that serve the needs of the community – and that might finally bring it into alignment with the abundant resources that are available across the rest of the city.

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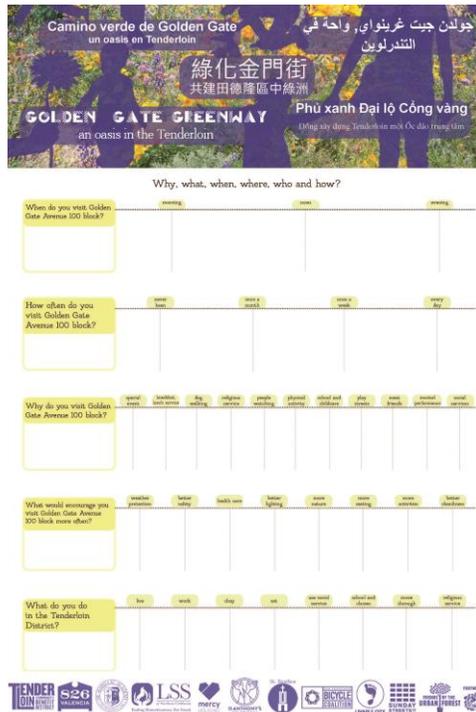
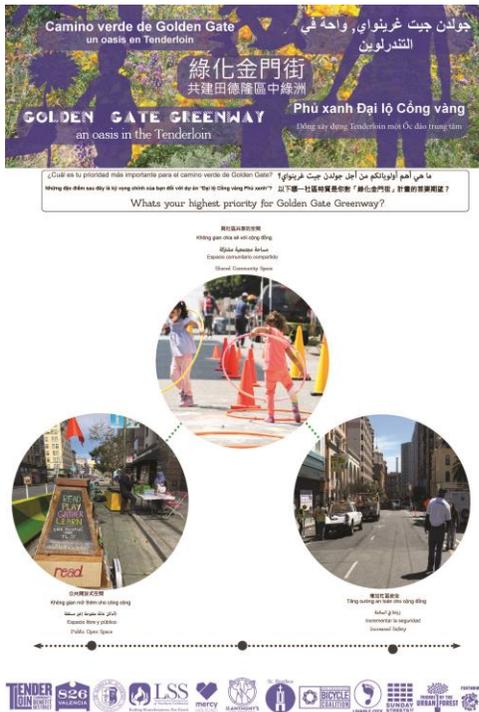
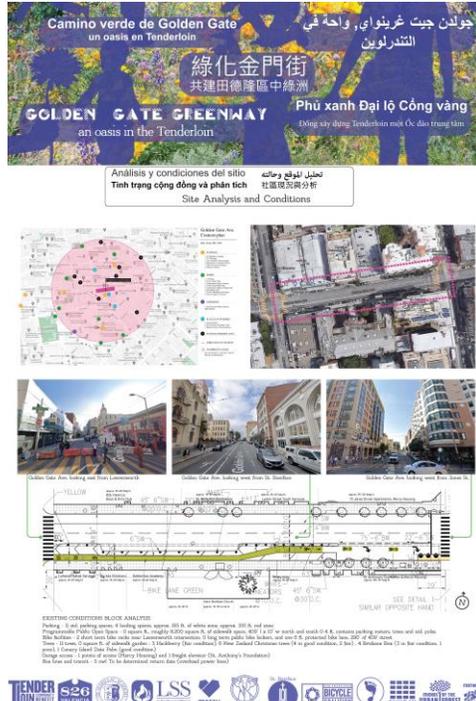
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Appendix A: Community Boards

These community boards were displayed at various events, as discussed in Section 2 & 3. These were designed by landscape architect Al Hawley, based on input from coalition members.



Camino verde de Golden Gate un oasis en Tenderloin
 جولدن جيت غرينواي, واحه في التندرلويين
 綠化金門街 共建田德隆區中綠洲
GOLDEN GATE GREENWAY Phú xanh Đại lộ Cổng vàng
 an oasis in the Tenderloin Đỉnh xây dựng Tenderloin một ốc đảo trung tâm

Compare to que quieres aquí? أحسرتا بما تريدون هنا
 Hãy cho chúng tôi biết những gì bạn muốn thấy trong công đồng này
 告訴我們，你想在德隆社區裡看到什麼
 Tell us what you would like here :)



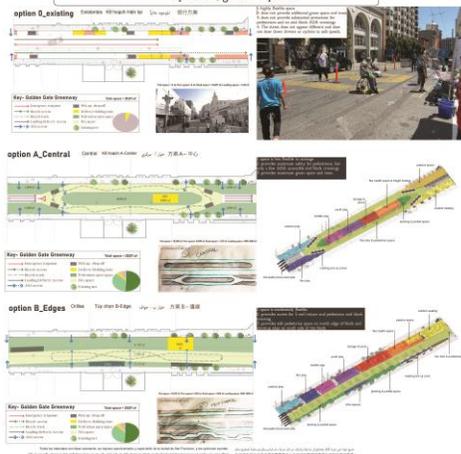
Camino verde de Golden Gate un oasis en Tenderloin
 جولدن جيت غرينواي, واحه في التندرلويين
 綠化金門街 共建田德隆區中綠洲
GOLDEN GATE GREENWAY Phú xanh Đại lộ Cổng vàng
 an oasis in the Tenderloin Đỉnh xây dựng Tenderloin một ốc đảo trung tâm

Calendar de eventos جدول التظاهرات
 Lịch sự kiện 活動行事曆
Events Calendar
 What's been happening here?



Camino verde de Golden Gate un oasis en Tenderloin
 جولدن جيت غرينواي, واحه في التندرلويين
 綠化金門街 共建田德隆區中綠洲
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 an oasis in the Tenderloin Đỉnh xây dựng Tenderloin một ốc đảo trung tâm

Compare to que quieres aquí? أحسرتا بما تريدون هنا
 Hãy cho chúng tôi biết những gì bạn muốn thấy trong công đồng này
 告訴我們，你想在德隆社區裡看到什麼
Space configuration options



Camino verde de Golden Gate un oasis en Tenderloin
 جولدن جيت غرينواي, واحه في التندرلويين
 綠化金門街 共建田德隆區中綠洲
GOLDEN GATE GREENWAY Phú xanh Đại lộ Cổng vàng
 an oasis in the Tenderloin Đỉnh xây dựng Tenderloin một ốc đảo trung tâm

Ejemplo del espacio libre: opción A
 Không gian mở rộng "Try option A"
 開放空間 方案A
Example Open Space: option A



Camino Verde de Golden Gate
un oasis en Tenderloin

جولدن جیت گرینوای, واحه فی
التندرلوین

綠化金門街
共建田德隆區中綠洲

GOLDEN GATE GREENWAY
an oasis in the Tenderloin

Phủ xanh Đại lộ Cổng vàng
Đông xây dựng Tenderloin một ốc đảo trung tâm

¿Cómo debemos de programar este espacio?
Chúng ta nên sử dụng không gian này như thế nào?
How should we program this space?

كيف يمكننا أن نستخدم هذه المساحة?
Chúng ta nên sử dụng không gian này như thế nào?
我們該如何善用這個空間?



Camino Verde de Golden Gate
un oasis en Tenderloin

جولدن جیت گرینوای, واحه فی
التندرلوین

綠化金門街
共建田德隆區中綠洲

GOLDEN GATE GREENWAY
an oasis in the Tenderloin

Phủ xanh Đại lộ Cổng vàng
Đông xây dựng Tenderloin một ốc đảo trung tâm

¿Cómo debemos de programar este espacio?
Chúng ta nên sử dụng không gian này như thế nào?
How should we program this space?

كيف يمكننا أن نستخدم هذه المساحة?
Chúng ta nên sử dụng không gian này như thế nào?
我們該如何善用這個空間?



Appendix B: Advocacy Postcards

Advocacy postcards designed by author, with artwork from Al Hawley.

Front:



Back:

Dear Mayor London Breed,
CC: Supervisor Matt Haney, SFMTA Director Jeff Tumlin, and SFFD
Chief Jeanine Nicholson,
I'm expressing my support of the Golden Gate Greenway
because I want the Tenderloin to have:

- More plants and trees for people to enjoy. Trees provide shade, improve air quality, and have a positive effect on mental well-being.
- Safer streets that focus on pedestrians, not cars.
- Space for children to play safely. There are not enough playgrounds for the 2,500 children in the neighborhood.
- Consistent space for pop-up and mobile social services, where people experiencing homelessness or poverty can engage with service providers.
- Other: _____

Thank you,

Name: _____
Contact info (optional): _____
Affiliation (if applicable): _____



尊敬的三藩市市長，

CC: 议會員 Dean Preston、SFMTA 主任 Jeff Tumlin 和 SFFD 負責人 Jeanine Nicholson,

我表达我对Golden Gate Greenway 绿道的支持，因为我希望 Tenderloin 田德龍區 拥有：



- 多植物和樹木供人們欣賞。樹木提供遮蔭，改善空氣質量，有關於心理健康優點影響。
- 更安全的街道專注於行人，而不是汽車。
- 让兒童安全玩耍的空间。附近的 2,500 名兒童沒有足夠的遊樂場。
- 一致的彈出空間和移動社交服務，無家可歸或貧困的人們可以與服務提供者接觸。
- 另一个想法建议: _____



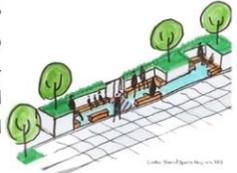
謝謝你，

姓名: _____

聯繫信息 (可选的联系方式): _____

附属机构 (如果适用): _____

معالي عمدة مدينة سان فرانسيسكو/ لندن بريد
رئيس حي المنطقه السيد دين بريستون، مدير SFMTA (المواصلات العامة)
جيف توملين ، ورئيس SFFD (قسم الحريق) جانين نيكولسون .
اود ان اعبر عن دعمي لمشروع جولدن جيت جرين واي (طريق جولدن جيت
الاخضر) لانني اريد ان يتمتع حي التندرلويين بالاتي:



- مزيد من النباتات والأشجار ليتمتع بها السكان، لما توفره هذه الأشجار من ظل ولما لها من دور في تنقية الهواء وايضا لما لها من تأثير على الصحة الذهنية والنفسية.
- شوارع أكثر أماناً تركز على المشاة وليس السيارات.
- توفير مساحات لعب آمنة لأكثر من ٢٥٠٠ طفل يعيشون في منطقة التندرلويين ولا تتوفر لهم مساحات لعب كافية.
- توفير مساحات مناسبة لتوفير الخدمات الاجتماعية الثابتة والمتنقلة حيث يمكن للأشخاص الذين يعانون من التشرد او الفقر التعامل مع منسقي هذه الخدمات
- اسباب اخر _____

شكرا لكم



الاسم _____

معلومات الاتصال (اختياري) _____

الوظيفة (اذا كان ينطبق) _____

Estimado Alcaldesa London Breed,,
CC:Supervisor Dean Preston, El Director de SFMTA Jeff Tumlin, y
Jefa de Bomberos de SFFD Jeanine Nicholson, ,
Estoy expresando mi apoyo por el Golden Gate Greenway
porque quiero que el Tenderloin tenga:



- Mas plantas y árboles para que la gente a disfrute. Arboles dan sombra, mejoran la calidad del aire, y tienen un efecto positivo en el bienestar mental.
- Calles más seguras que se centren en los peatones, no en los carros.
- Espacio para que los niños jueguen sin peligro. No hay suficientes parques infantiles para los 2.500 niños del barrio.
- Espacio consistente para los servicios sociales móviles, donde las personas sin hogar o en situación de pobreza podrían interactuar con los proveedores de servicios.
- Otro: _____

Gracias,



Nombre: _____

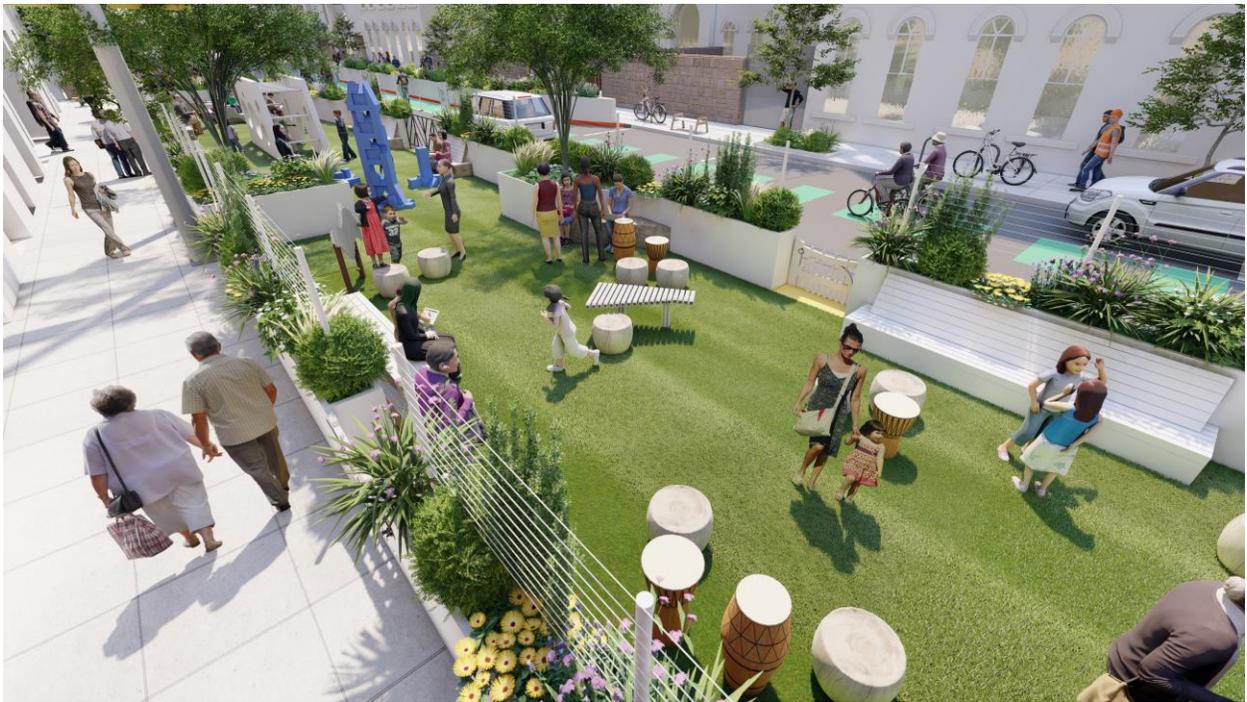
Informacion del contacto (opcional): _____

Affiliacion (si es aplicable): _____

Appendix C: Golden Gate Greenway Renderings

Artist renderings created March 2022 by landscape architect Al Hawley, incorporating community feedback and input from SFMTA engineers.







Author's Bio

Emma Jarvis is Chief of Staff at St. Anthony's. In her role she monitors strategic plan implementation, oversees organizational metrics, builds partnerships with city and community agencies, and leads a coalition of nonprofits to advance greenspace equity in one of San Francisco's most park-poor neighborhoods. She is currently in her final semester of a Masters of Nonprofit Administration at the University of San Francisco.

While a university student in Cape Town, South Africa, Emma co-founded a nonprofit serving refugees and asylum seekers where she managed teams of volunteers and organized food and clothing drives. Emma was an educator with a passion for inspiring children and coaching new teachers in mainland China and Hong Kong.