



DOWNTOWN SF ▲  
PARTNERSHIP

# STRATEGIC PLAN

EXECUTIVE SUMMARY: 2022 - 2025

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# INTRODUCTION + PROCESS



# BACKGROUND

The Downtown SF Partnership has undergone significant change since its formation, including newly hired staff, newly elected board members and newly launched initiatives. Additionally, the organization is quite literally in startup mode after forming in 2020, just before a global pandemic that drastically altered urban areas. Despite many uncertainties, the Downtown SF Partnership has thrived, demonstrating value to its constituents, stakeholders and community partners.

Now, there is a significant opportunity to continue adding value by setting the strategic focus and developing a clear plan that is geared towards leading downtown San Francisco confidently into a future that is still uncertain. With an eye towards economic growth and the continued evaluation of industry best practices, the Downtown SF Partnership Strategic Plan will seamlessly and confidently guide our organization, team and partners over the next three years.



Downtown SF Partnership, in collaboration with Starkey Strategies and UPlift Collaborative, used a 3-phased approach with multiple collaboration points and opportunities for feedback loops with both staff and the Board of Directors to develop this Strategic Plan.

# PROCESS



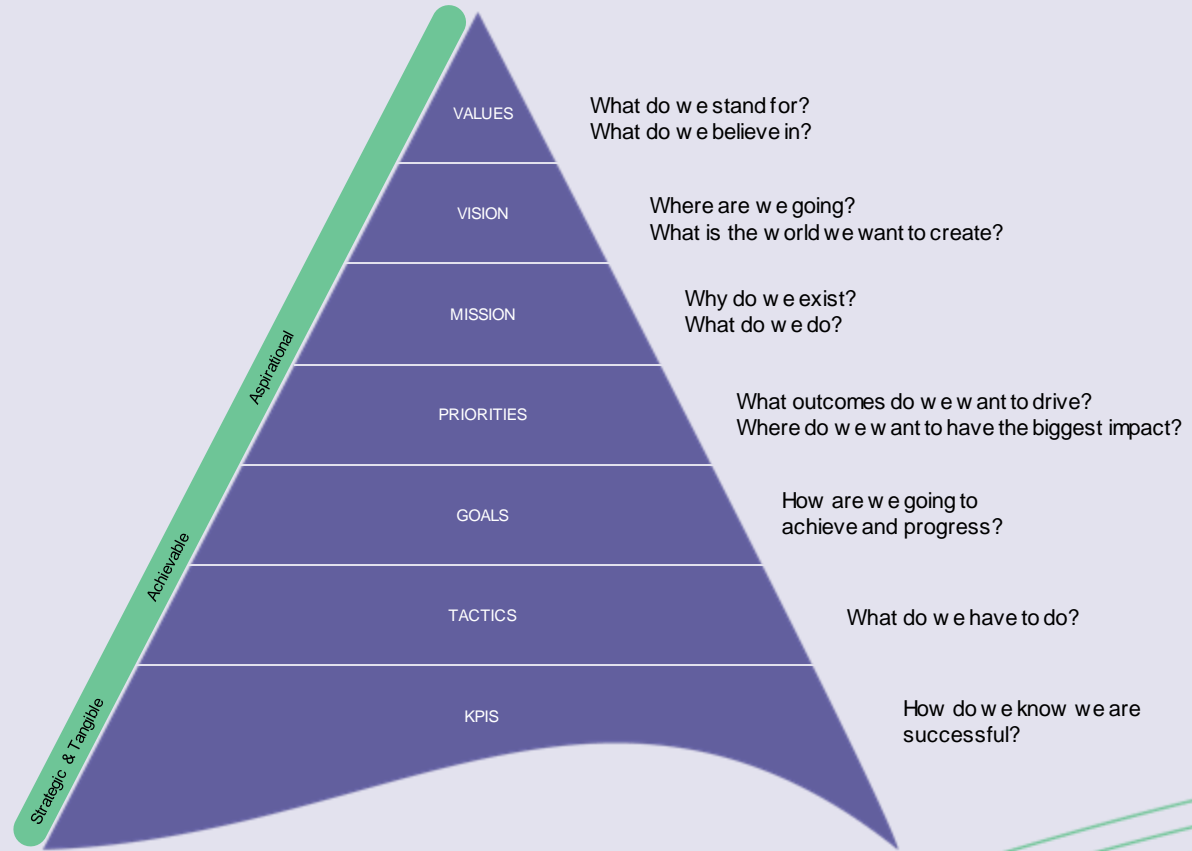




# STRATEGIC FRAMEWORK



# STRATEGIC FRAMEWORK





# EXECUTIVE SUMMARY





# EXECUTIVE SUMMARY

## OUR VISION

Downtown San Francisco is an economic powerhouse and historic core, redefining what makes our city vibrant, resilient, and welcoming.

## OUR MISSION

We lead the way in building a thriving downtown where business gets done, people feel welcome, come to explore, and make memories.

## WE VALUE

### COLLABORATION

We harness the power of partners; the most enduring innovative and nuanced solutions are when partners work together, building long-term solutions around a common goal.

### ENTREPRENEURIALISM

Our spirit and way of doing things leans into being nimble, pivoting quickly, and taking calculated risks to advance or defend innovative ideas.

### IMPACT

We are strategic and thoughtful in our work and leverage opportunities that amplify our work and lead to substantive changes for the District.

### CELEBRATION

We know what is authentic and distinctive about our downtown and we continually advocate for, preserve, promote and celebrate it.

## OUR PRIORITIES

### IDENTITY

Downtown SF is known as a spirited and welcoming neighborhood.

### ECONOMIC DEVELOPMENT

Downtown SF is recognized as a leading economic center, driving positive impact for the Bay Area and nationwide.

### PLACEMAKING & PLACE MANAGEMENT

Downtown SF is a clean, safe, connected, vibrant and resilient place for everyone.

### TEAM & ORGANIZATION

A high performing team of dedicated and passionate individuals using data to drive results and set industry standards.

### PARTNERSHIPS

Collaborative network of partners working towards a shared vision.



# EXECUTIVE SUMMARY

## OUR GOALS

(1 of 2)

### IDENTITY

#### GOAL 1: BRAND ACTIVATION

By Q4 of 2022, activate and expand the Downtown SF Partnership brand across all communications, programs and services for a unified projection of Downtown SF.

#### GOAL 2: AWARENESS

By 2024, raise awareness of the Downtown SF Partnership and the work we do across the District.

### ECONOMIC DEVELOPMENT

#### GOAL 1: PROGRAM DEVELOPMENT

By 2023, establish Downtown SF Partnership's Economic Development Program.

#### GOAL 2: DATA MANAGEMENT

By 2024, develop a data collection and reporting strategy that provides reliable and accurate data for stakeholders to assist as a knowledge source on economic growth.

### PLACEMAKING & PLACE MANAGEMENT

#### GOAL 1: PLACEMAKING

By 2024, identify and implement top priority action areas within the Public Realm Action Plan (PRAP).

#### GOAL 2: PLACE MANAGEMENT

Deliver a consistently clean, safe, and attractive downtown experience 365 days a year.



## OUR GOALS

(2 of 2)

### TEAM & ORGANIZATION

#### GOAL 1: TEAM DEVELOPMENT

By end of 2025, create and implement plans for recruiting, retaining, and developing Downtown SF Partnership staff.

#### GOAL 2: BOD DEVELOPMENT

By end of 2025, create and implement plans for recruiting, retaining, and developing Downtown SF Partnership BOD.

#### GOAL 3: EXPAND RESOURCING OPTIONS

By Q1 of 2023, onboard new staff roles, identify organizational partners and secure consulting or contract support to accomplish goals.

#### GOAL 4: SUPPORT TOOLS

By Q4 of 2023, build out utilization and technology tools in support of Downtown SF Partnership's work.

### PARTNERSHIPS

#### GOAL 1: IDENTITY

By 2024, create a network of brand advocates/partners that help to share out the identity of Downtown SF Partnership.

#### GOAL 2: ECONOMIC DEVELOPMENT

By 2024, work with appropriate partners to provide data and resources that help to attract at least two new businesses to the District.

#### GOAL 3: PLACEMAKING

By 2024, create a network of over 20 local placemaking partners that share knowledge, best practices and resources.

#### GOAL 4: PLACE MANAGEMENT

By 2024, create a network of over 10 business improvement districts to regularly share knowledge, best practices, and resources.



DOWNTOWN SF   
PARTNERSHIP

The image is an aerial photograph of San Francisco, California, during the 'blue hour' or dusk. The Golden Gate Bridge is visible in the upper left, spanning across the water. The city's dense skyline is filled with various skyscrapers, including the prominent Transamerica Pyramid in the center-right. The text 'DOWNTOWN SF PARTNERSHIP' is overlaid in the center in a white, sans-serif font. A small green triangle icon is positioned to the right of the word 'SF'. In the bottom right corner, there are several thin, parallel green lines that appear to be part of a graphic design element.