

STRATEGIC PLAN

Establishing a Community Benefit District for the Marina & Presidio District

PartnerSF

Building Private-Public Partnerships through
Community Engagement to Promote Local Economies

Prepared for the Board of Directors, PartnerSF
Comprehensive Formation Guide & Implementation Roadmap

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SECTION 1

Executive Summary

This strategic plan outlines a comprehensive roadmap for PartnerSF to lead the establishment of a Community Benefit District (CBD) encompassing the Marina District's primary commercial corridors and surrounding mixed-use areas in San Francisco. The plan is grounded in California's Property and Business Improvement District Law of 1994 (Streets and Highways Code Sections 36600-36671) and San Francisco's Article 15 of the Business and Tax Regulations Code, which together provide the legal authority for CBD formation.

PartnerSF's existing mission of building private-public partnerships through community engagement to promote local economies aligns directly with the statutory purpose of Community Benefit Districts. CBDs are self-assessed, property-owner-funded districts that deliver enhanced neighborhood services including street cleaning, public safety ambassadors, streetscape improvements, economic development programming, and community events. San Francisco currently operates 16 active CBDs that collectively generate over \$32 million in annual assessment revenue, sustain more than 320 jobs, and remove over 2 million pounds of litter from city streets each year.

The Marina District presents a compelling case for CBD formation. With a Walk Score of 94, approximately 12,400 residents, a 72 percent owner-occupancy rate, and vibrant commercial corridors along Chestnut Street and Lombard Street, the neighborhood possesses the demographic density, property ownership stability, and commercial activity necessary to sustain a successful CBD. However, the district currently lacks the formalized, assessment-funded infrastructure that 16 other San Francisco neighborhoods have already adopted to maintain competitive, clean, and safe commercial environments.

Key Recommendation: *PartnerSF should initiate a 5-to-7 year CBD formation process beginning immediately with a feasibility study and stakeholder engagement campaign, targeting operational launch by 2031-2032. The estimated annual assessment budget ranges from \$500,000 to \$900,000 depending on district boundaries and assessment rates adopted.*

This document provides PartnerSF's leadership with the legal framework, formation process, governance transition plan, financial projections, stakeholder engagement strategy, and implementation timeline required to bring a Marina and Presidio District CBD from concept to operation.

SECTION 2

What Is a Community Benefit District?

A Community Benefit District is a defined geographic area within which property owners vote to assess themselves in order to fund enhanced services and improvements that supplement those provided by the city government. CBDs are not a tax imposed by the government; rather, they are a self-determined investment by property owners who agree that additional resources are needed to maintain and improve their neighborhood's public realm, economic vitality, and quality of life.

How CBDs Operate

Each CBD is managed by an independent 501(c)(3) nonprofit corporation governed by a board of directors that includes property owners, business owners, residents, and community stakeholders. The management corporation enters into a contract with the City of San Francisco, approved by the Board of Supervisors, to deliver services specified in a Management District Plan. Assessments are collected alongside property taxes by the San Francisco Tax Collector and remitted to the management corporation.

Typical CBD Services

- **Clean Team Operations:** Daily street and sidewalk cleaning, graffiti removal, power washing, and litter abatement beyond what the Department of Public Works provides.
- **Public Safety Ambassadors:** Trained community ambassadors who provide a visible, uniformed presence, assist visitors and residents, and serve as liaisons with SFPD.
- **Streetscape and Beautification:** Planter maintenance, public art installations, street furniture, banners, lighting enhancements, and holiday decorations.
- **Economic Development:** Business attraction and retention programs, commercial vacancy reduction strategies, marketing campaigns, and coordination with OEWD.
- **Community Programming:** Neighborhood events, farmers markets, community gathering space activation, and stakeholder communication.

San Francisco's CBD program has demonstrated measurable results. According to the Office of Economic and Workforce Development (OEWD), CBD-maintained streets are consistently cleaner than comparable non-CBD commercial corridors. The program collectively supports over 37 public plazas and gathering spaces, produces more than 30 public art installations, completes 35 or more beautification projects, and supports over 850 community events annually.

SECTION 3

Legal Framework and Statutory Authority

State Law: Property and Business Improvement District Law of 1994

The primary state enabling legislation is the Property and Business Improvement District Law of 1994, codified in California Streets and Highways Code Sections 36600 through 36671. Enacted as Chapter 897 of the Statutes of 1994 and effective January 1, 1995, this law authorizes cities throughout California to form property and business improvement districts that levy assessments to fund improvements and activities benefiting properties within the district beyond what the city ordinarily provides.

The statute is organized into six chapters:

- **Chapter 1 (Sections 36600-36617):** General Provisions, including definitions and district purpose.
- **Chapter 2 (Sections 36620-36630):** Establishment procedures, including petition requirements, resolution of intent, public hearing, and ballot process.
- **Chapter 3 (Sections 36631-36638):** Assessment methodology, requiring that assessments be proportional to the estimated special benefit received by each property.
- **Chapter 4 (Section 36640):** Financing provisions.
- **Chapter 5 (Sections 36650-36651):** Governance requirements for the management corporation.
- **Chapter 6 (Sections 36660-36671):** Renewal and disestablishment procedures.

Local Law: San Francisco Article 15

In 2004, San Francisco adopted Article 15 of the Business and Tax Regulations Code, which augments the state law with local procedures specifically designed to facilitate CBD formation. Article 15 makes two critical modifications to the state framework. First, it extends the initial district authorization term from 5 years to 15 years (or up to 40 years if assessments will secure bonded indebtedness). Second, it lowers the petition threshold from 50 percent to 30 percent of the total proposed assessments, significantly reducing the organizational burden of launching a new district. Article 15 also established OEWD's role in providing technical assistance to CBD formation efforts.

Compliance Requirements

CBD management corporations must comply with two critical California transparency statutes. The Ralph M. Brown Act requires all board meetings to be publicly noticed and open to public attendance and comment. The California Public Records Act requires the management corporation to maintain and provide public access to its records upon request. These requirements ensure that CBDs remain accountable to the property owners, businesses, and residents they serve.

Critical Legal Note — Federal Land Exclusion: *The Presidio is federally owned land managed by the Presidio Trust, a federal agency created by Congress in 1996. Federal properties are exempt*

from local property assessments. Therefore, any Presidio Trust-managed parcels that fall within the proposed CBD boundary cannot be assessed and their owners cannot participate in the formation ballot. The CBD boundary must be drawn to account for this limitation.

SECTION 4

The Marina and Presidio District: Neighborhood Analysis

Geographic Overview

The Marina District is bounded by Van Ness Avenue and Fort Mason to the east, Lyon Street and the Presidio to the west, Lombard Street to the south, and San Francisco Bay to the north. The neighborhood encompasses approximately 0.78 square miles within ZIP code 94123 and falls within Board of Supervisors District 2, currently represented by Supervisor Stephen Sherrill (appointed December 2024).

Demographic Profile

Indicator	Value
Total Residents	Approximately 12,400 - 16,300
Median Age	36 years
Dominant Age Cohort	25-44 years (48.2% of population)
Owner-Occupied Housing	72% of residential units
Total Housing Units	Over 8,000
Median Real Estate Price	\$2,438,160
Employment Profile	67.7% executive, management, and professional occupations
Walk Score	94 (Walker's Paradise)

The demographic profile of the Marina District is favorable for CBD formation. The high rate of owner-occupancy (72 percent) means that a significant portion of residents are also property owners who would be eligible to vote in the CBD formation ballot. The affluent, professionally employed population is accustomed to investing in neighborhood quality and has demonstrated willingness to support community improvement initiatives through organizations such as the Marina Community Association.

Commercial Corridors

Chestnut Street is the Marina District's primary commercial corridor, running from Fillmore Street to Lyon Street. The corridor features markets, restaurants, bars, two movie theaters, coffee shops, bakeries, and boutique retail. Legacy businesses such as Lucca Delicatessen and Izzy's Steaks and Chops anchor the corridor's identity. San Francisco's Office of Economic and Workforce Development has highlighted

Chestnut Street as a vibrant neighborhood destination.

Lombard Street functions as both a major east-west transportation corridor and a secondary commercial strip along the district's southern boundary. The corridor has shifted in recent decades to accommodate a younger professional demographic, with fashionable restaurants, cocktail lounges, and contemporary retail replacing earlier auto-oriented uses.

Existing Community Organizations

The Marina District has an established organizational infrastructure that would support CBD formation efforts. The **Marina Community Association** (founded 2005) operates as a nonprofit public benefit corporation representing residents and business owners on issues of neighborhood character, beautification, and quality of life. The **Marina Cow Hollow Neighbors & Merchants** (founded 1978) provides additional merchant-focused advocacy. These organizations represent potential allies and co-sponsors in the CBD formation process.

Current Challenges

- Property crime, particularly vehicle break-ins and theft, remains the neighborhood's most persistent public safety concern, with a reported theft rate of 33.86 per 1,000 residents annually.
- The absence of a formalized, assessment-funded cleaning and safety program means the Marina's commercial corridors compete at a structural disadvantage relative to CBD-served neighborhoods such as Union Square, the Castro, and Fisherman's Wharf.
- Commercial vacancy data specific to the Marina District is not publicly reported in aggregate, though citywide retail vacancy stood at 7.1 percent in Q3 2025 according to SF.gov data.
- No existing CBD or formal Business Improvement District currently operates in the Marina District, making it one of the larger San Francisco commercial neighborhoods without this infrastructure.

SECTION 5

Strategic Rationale: Why a CBD for the Marina District

The case for establishing a CBD in the Marina District rests on several converging factors that together create both the opportunity and the urgency for action.

Competitive Positioning

Sixteen San Francisco neighborhoods have already established CBDs, collectively investing over \$32 million annually in enhanced services. These districts benefit from dedicated cleaning crews, safety ambassadors, beautification programs, and economic development staff that the Marina District currently lacks. As neighboring commercial corridors adopt CBD-funded improvements, the Marina's relative attractiveness to consumers, businesses, and investors risks declining without comparable investment.

Mission Alignment with PartnerSF

PartnerSF's mission of building private-public partnerships through community engagement to promote local economies is precisely the mandate of a CBD management corporation. A CBD would provide PartnerSF with a sustainable, assessment-backed funding mechanism to deliver on its mission at scale, replacing dependence on voluntary contributions and grant funding with a predictable revenue stream authorized by the property owners themselves.

Political Environment

District 2 Supervisor Stephen Sherrill has publicly identified safe and clean streets and vibrant commercial corridors as his primary policy priorities. His support for initiatives such as 'First Year Free,' which removes barriers for new entrepreneurs, signals alignment with CBD-style neighborhood investment. While his office has not taken a public position on CBD formation specifically, the policy environment is favorable for engagement.

Demonstrated Citywide Success

OEWD's annual reviews of existing CBDs consistently demonstrate measurable positive outcomes. CBD-maintained streets are cleaner than comparable non-CBD corridors. The program sustains over 320 jobs, maintains 37 public plazas and gathering spaces, and supports over 850 community events annually. The Excelsior CBD, the most recently formed district (2023), achieved a 63 percent weighted majority vote from property owners, demonstrating continued community appetite for this model.

SECTION 6

Proposed CBD Boundaries and Scope

Defining the district boundary is the most consequential early decision in the CBD formation process. The boundary determines the assessment base, the voter pool, the service area, and the political viability of the petition. This plan recommends a phased approach that begins with a core commercial corridor district and allows for future expansion.

Recommended Core District Boundary

- **Northern Boundary:** Beach Street / Marina Boulevard (excluding Marina Green, which is city parkland).
- **Southern Boundary:** Lombard Street (including parcels fronting Lombard on both sides).
- **Eastern Boundary:** Van Ness Avenue.
- **Western Boundary:** Lyon Street (excluding all Presidio Trust federal lands to the west).

Federal Land Exclusion: All parcels owned and managed by the Presidio Trust must be excluded from the CBD boundary. The Presidio is federal land and is not subject to local property tax assessments. Including these parcels would create an assessment gap and introduce legal complications. The CBD name 'Marina and Presidio District' may reference the geographic proximity, but the assessment boundary must respect the federal jurisdictional line at Lyon Street.

Alternative Boundary Option: Chestnut Street Corridor Focus

If the initial feasibility study reveals insufficient property owner support for a full-district CBD, an alternative approach would focus the boundary narrowly on the Chestnut Street commercial corridor. This would reduce the petition threshold in absolute terms, concentrate services where commercial activity is densest, and provide a proof-of-concept that could later be expanded. Several existing San Francisco CBDs, including Discover Polk and Japantown, operate within relatively compact commercial corridor boundaries.

SECTION 7

Governance Structure: Transitioning PartnerSF

Under California and San Francisco law, each CBD must be managed by a 501(c)(3) nonprofit corporation. PartnerSF, as an existing nonprofit operating in San Francisco, is positioned to serve as the management corporation for the proposed Marina and Presidio District CBD. However, this transition requires deliberate structural changes to ensure legal compliance and community legitimacy.

Board Composition Requirements

CBD management boards in San Francisco typically include property owners, business owners, residents, and community stakeholders. Based on precedent from existing districts, the recommended board structure is:

Seat Category	Allocation	Rationale
Property Owners	Minimum 50%	Required by law; assessment payers must hold majority voice
Business Owners / Merchants	20-25%	Represent commercial corridor operators and employers
Residents / Community Members	15-20%	Ensure residential perspective on services and priorities
At-Large / Institutional	10-15%	May include Supervisor designee, nonprofit partners, or institutional anchors

Organizational Transition Steps

PartnerSF's transition from a general nonprofit to a CBD management corporation should proceed through the following steps. First, the board should adopt amended bylaws that conform to CBD governance requirements, including Brown Act compliance provisions, public meeting notice requirements, and the board composition formula outlined above. Second, PartnerSF should establish a dedicated CBD Steering Committee composed of Marina District property owners and business leaders who will drive the formation process. Third, upon CBD establishment, PartnerSF would execute a management agreement with the City of San Francisco, approved by the Board of Supervisors, that defines the scope of services, reporting obligations, and performance benchmarks.

Staffing Projections

Based on comparable CBDs in the \$500,000 to \$900,000 annual budget range, the management corporation would typically employ an Executive Director, a part-time operations or program manager, and contracted clean team and ambassador personnel. Smaller CBDs such as Japantown (approximately

\$393,750 in annual assessments) and Discover Polk (approximately \$601,784) provide useful benchmarks for lean staffing models.

SECTION 8

Assessment Methodology and Revenue Projections

California Streets and Highways Code Section 36632 requires that CBD assessments be levied on the basis of the estimated special benefit to real property within the district. Only properties expected to derive special benefits from CBD-funded programs may be assessed, and only in amounts proportional to the relative benefits expected. This proportionality requirement is the legal foundation of any assessment formula.

Recommended Assessment Formula Components

The assessment formula should incorporate the following factors, consistent with San Francisco CBD precedent:

- **Lot Square Footage:** Reflects the property's physical footprint and its proportional use of public realm services (cleaning, safety).
- **Building Square Footage:** Captures the intensity of use and the relative benefit derived from enhanced neighborhood conditions.
- **Land Use Classification:** Commercial properties receive full benefit credit for marketing and economic development services. Residential properties receive zero benefit points for marketing categories, reflecting the assumption that residential uses do not derive special benefit from commercial marketing activities.
- **Street Frontage (optional):** Properties fronting primary commercial corridors (Chestnut Street, Lombard Street) may receive additional benefit points for streetscape and beautification services that directly enhance their commercial visibility.

Preliminary Revenue Projections

Precise revenue projections require a parcel-by-parcel analysis using San Francisco Assessor-Recorder data. However, based on the Marina District's property characteristics and comparable CBD assessment rates, the following framework provides preliminary estimates:

Boundary Option	Estimated Annual Revenue	Notes
Core Corridor (Chestnut + Lombard only)	~\$350,000 - \$500,000	Focused commercial assessment
Full District (Van Ness to Lyon, Beach to Lombard)	~\$600,000 - \$900,000	Broader base, lower per-parcel rate

Boundary Option	Estimated Annual Revenue	Notes
Phased Expansion (corridor first, then full)	Year 1-5: ~\$450,000; Year 6+: ~\$750,000	Builds proof-of-concept

These projections are preliminary and must be validated through a professional engineer's report and parcel-level assessment analysis, both of which are standard components of the formation process.

SECTION 9

Proposed Service Plan

The Management District Plan must specify the services the CBD will provide. Based on the Marina District's identified needs and best practices from comparable San Francisco CBDs, the following service categories are recommended:

Service Category	Budget Allocation	Description
Clean and Safe Operations	55-65%	Daily sidewalk and gutter cleaning on commercial corridors; graffiti removal within 48 hours; power washing on rotating schedule; litter abatement and illegal dumping response; community safety ambassadors (daytime presence on Chestnut and Lombard)
Streetscape and Beautification	15-20%	Planter installation and maintenance; seasonal banner program; holiday lighting; coordination with DPW on infrastructure needs; public art initiatives
Marketing and Economic Development	10-15%	District branding and marketing; business attraction and retention support; coordination with OEWD commercial programs; digital presence and social media; commercial vacancy tracking and response
Community Programming	5-10%	Neighborhood events (minimum 4 annually); community communication (newsletter, website); stakeholder meetings and annual community forum; coordination with MCA and merchant groups
Administration and Management	10-12%	Executive Director compensation; office operations; legal and accounting; insurance; OEWD reporting and compliance; Brown Act and Public Records Act compliance

The allocation of 55 to 65 percent of the budget to Clean and Safe operations is consistent with citywide CBD practice. OEWD reports that over 70 percent of the \$32 million in total CBD assessment revenue across all districts is dedicated to Safe and Clean efforts.

SECTION 10

Formation Process: Step-by-Step Roadmap

CBD formation in San Francisco is a multi-year process governed by both state and local law. The following roadmap details each phase and its requirements.

Phase 1: Feasibility and Community Assessment (Months 1-18)

- Conduct a formal feasibility study, including parcel inventory, assessment modeling, and property owner sentiment survey.
- Engage OEWD early for technical assistance. OEWD provides guidance, education, and support to CBD formation efforts at no cost to the organizing entity.
- Form a CBD Steering Committee of 10-15 Marina District property owners, business leaders, and community stakeholders.
- Host a minimum of three community information sessions to present the CBD concept, gather feedback, and build support.
- Commission a professional engineer's report to establish the assessment methodology and demonstrate proportional benefit allocation.

Phase 2: Management District Plan Development (Months 12-30)

- Draft the Management District Plan, the foundational legal document governing the CBD. Required elements include: district name and boundaries, assessment formula, service plan, budget, governance structure, duration (recommended: 15 years per Article 15), and modification procedures.
- Circulate draft plan to property owners for review and comment.
- Revise plan based on stakeholder feedback to maximize support and minimize opposition.
- Secure legal review of the plan for compliance with SHC 36600-36671 and Article 15.

Phase 3: Petition Campaign (Months 24-42)

- Collect written petitions from property owners representing at least 30 percent of the total proposed assessments. This is a weighted threshold measured by assessment dollars, not by number of signatures.
- Conduct door-to-door and direct mail outreach to every property owner in the proposed district.
- Maintain a petition tracking database to monitor progress toward the 30 percent threshold.
- Engage supportive property owners as petition ambassadors who can speak to peer property owners.

Phase 4: Legislative Process (Months 36-54)

- Submit qualifying petition to the San Francisco Board of Supervisors.

- Board of Supervisors adopts a Resolution of Intent to establish the CBD.
- Public hearing is conducted no fewer than 45 days after the Resolution of Intent.
- Department of Elections distributes weighted assessment ballots to all property owners in the proposed district.
- Ballot tabulation: formation requires a simple majority (more than 50 percent) of weighted ballots cast.
- Board of Supervisors votes to formally establish the CBD. Mayor signs the establishment ordinance.

Phase 5: Launch and Operations (Months 48-60)

- Execute management agreement between PartnerSF (as management corporation) and the City of San Francisco.
- Hire Executive Director and initial staff.
- Procure clean team and ambassador service contracts.
- First assessment collected by Tax Collector, funds remitted to PartnerSF.
- Begin service delivery per Management District Plan.

SECTION 11

Stakeholder Engagement Strategy

CBD formation is fundamentally a community organizing effort. The success or failure of the petition campaign depends on whether property owners perceive sufficient value in the proposed services to justify the assessment. The following stakeholder engagement strategy addresses the key constituencies that PartnerSF must mobilize.

Stakeholder	Role	Engagement Method	Key Messages
Property Owners (Commercial)	Primary - must reach 30% petition threshold	Direct mail, one-on-one meetings, small group presentations, property owner advisory panels	Assessment value proposition, ROI on property values, competitive position vs. CBD-served districts
Property Owners (Residential)	Secondary - contribute to petition threshold	Community meetings, door-to-door outreach, MCA partnership	Cleanliness, safety ambassador presence, neighborhood beautification, property value protection
Business Owners / Tenants	Supportive - influence property owner decisions	Merchant association meetings, corridor walk-throughs, business roundtables	Increased foot traffic, district marketing, event programming, vacancy reduction
District 2 Supervisor	Political champion	Policy briefings, site visits, constituent feedback presentations	Alignment with clean-and-safe priorities, demonstrated community support, job creation
OEWD	Technical partner	Formal technical assistance request, regular check-ins, plan review	Compliance with Article 15, program expansion, portfolio growth
Marina Community Association	Organizational ally	Board-to-board presentation, joint programming, co-sponsorship of community forums	Complementary missions, expanded capacity, formalized funding for shared goals

SECTION 12

Implementation Timeline

The following timeline presents the recommended sequence and duration for each phase of CBD formation. This timeline is based on the experiences of recently formed San Francisco CBDs and OEWD guidance. Total formation time from initiation to operational launch is estimated at 5 to 7 years.

Period	Milestone	Key Activities
Q1-Q2 2026	Phase 1 Launch	Initiate feasibility study; engage OEWD for technical assistance; form Steering Committee; begin property owner identification and outreach
Q3-Q4 2026	Community Assessment	Host community information sessions (minimum 3); conduct property owner sentiment survey; complete parcel inventory
Q1-Q4 2027	Plan Development	Draft Management District Plan; commission engineer's report; develop assessment formula; circulate draft for stakeholder review
Q1-Q2 2028	Plan Refinement	Incorporate stakeholder feedback; finalize Management District Plan; secure legal review and OEWD plan review
Q3 2028 - Q4 2029	Petition Campaign	Collect petitions from property owners representing 30%+ of proposed assessments; maintain tracking database; conduct ongoing outreach
Q1-Q2 2030	Legislative Process	Submit petition to Board of Supervisors; Resolution of Intent adopted; public hearing conducted (45+ days after Resolution)
Q3-Q4 2030	Ballot and Approval	Department of Elections distributes weighted ballots; ballot period and tabulation; Board of Supervisors establishment vote; Mayor signs ordinance
Q1-Q2 2031	Operational Launch	Execute City management agreement; hire staff; procure service contracts; first assessment collection; begin service delivery

SECTION 13

Risk Analysis and Mitigation

CBD formation involves significant organizational, political, and legal risks. The following analysis identifies the primary risks and recommends mitigation strategies for each.

Risk	Likelihood	Mitigation Strategy
Insufficient property owner support to meet 30% petition threshold	High	Begin outreach with largest property owners first (they contribute disproportionate assessment weight); offer flexible boundary options; demonstrate ROI through comparable CBD data
Ballot failure (less than 50% weighted vote)	Medium	Extensive pre-ballot outreach; conduct informal polling before submitting petition; address opposition concerns in plan revisions; ensure assessment rates are perceived as reasonable
Political opposition from District 2 Supervisor or Board of Supervisors	Low-Medium	Early and ongoing engagement with Supervisor Sherrill's office; frame CBD as community-initiated, not government-imposed; build broad coalition including residential and commercial voices
Legal challenge to assessment methodology	Low	Commission certified engineer's report; ensure strict proportionality between assessment and benefit; follow all statutory notice and hearing requirements; retain experienced municipal attorney
Federal land complications (Presidio parcels)	Medium	Exclude all Presidio Trust parcels from district boundary; clearly document exclusion in Management District Plan; consult with City Attorney's office on boundary implications
Organizational capacity limitations at PartnerSF	Medium	Begin board transition early; recruit Marina District property owners to board; pursue bridge funding (grants, sponsorships) during formation period; partner with experienced CBD consultants
Assessment fatigue or economic downturn during formation	Low-Medium	Propose modest initial assessment rates with built-in annual escalator; emphasize long-term property value benefits; structure services to deliver visible results quickly after launch

SECTION 14

Budget Framework

Pre-Formation Budget (2026-2030)

CBD formation requires upfront investment before assessment revenue begins flowing. PartnerSF should anticipate the following pre-formation costs, which must be funded through grants, donations, sponsorships, or PartnerSF's existing resources:

Cost Category	Estimated Range
Feasibility Study and Engineer's Report	\$25,000 - \$50,000
Legal Counsel (formation compliance)	\$20,000 - \$40,000
Community Outreach and Communications	\$15,000 - \$30,000
Petition Campaign (printing, mailings, events)	\$10,000 - \$20,000
Project Management / Consultant	\$30,000 - \$60,000
Total Estimated Pre-Formation Costs	\$100,000 - \$200,000

Operational Budget (Year 1 Estimate)

The following operational budget assumes the full-district boundary option with annual assessment revenue of approximately \$700,000. This figure is modeled on comparable CBDs including Discover Polk (~\$601,784) and Japantown (~\$393,750), adjusted upward for the Marina District's larger commercial base.

Category	Estimated Annual Cost	% of Budget
Clean and Safe Operations	\$385,000 - \$455,000	55-65%
Streetscape and Beautification	\$105,000 - \$140,000	15-20%
Marketing and Economic Development	\$70,000 - \$105,000	10-15%
Community Programming	\$35,000 - \$70,000	5-10%
Administration and Management	\$70,000 - \$84,000	10-12%
Total Estimated Year 1 Budget	\$665,000 - \$854,000	95-100%*

*Remaining balance allocated to reserve fund per Management District Plan requirements.

SECTION 15

Benchmarking: Lessons from Existing San Francisco CBDs

The following analysis draws on the experiences of existing San Francisco CBDs that share characteristics with the proposed Marina and Presidio District CBD. These are primarily mixed-use commercial corridor districts operating with budgets under \$1 million.

CBD	Year	Annual Budget	Key Lessons
Discover Polk CBD	2018	~\$601,784	Main street corridor with mixed retail and residential; focused on Polk Street from Post to Union; demonstrates viability of corridor-focused CBD model
Japantown CBD	2017	~\$393,750	Cultural commercial district; 15th CBD formed; emphasizes cultural visitor attraction and neighborhood identity; smallest budget provides baseline reference
Castro CBD	Renewed 2020	Mid-range	Established commercial corridor with significant residential population; renewed by 72% weighted vote for 15-year term through 2035; demonstrates renewal viability
East Cut CBD	2015	Mid-range	Mixed-use neighborhood in transition; ~20 city blocks; demonstrates CBD formation in neighborhood undergoing demographic and use change
Excelsior CBD	2023	~\$349,500	Most recently formed CBD; achieved 63% weighted majority; 10-year term; provides most current formation process case study

Key Takeaways for PartnerSF

First, the Excelsior CBD's 2023 formation demonstrates that the process remains viable and that property owner appetite for self-assessment continues even in a challenging economic environment. Second, the Discover Polk and Japantown examples confirm that CBDs can operate effectively at the \$400,000 to \$600,000 budget level with lean staffing models. Third, the Castro CBD's 72 percent renewal vote indicates that once property owners experience CBD services, support tends to increase rather than erode over time. Fourth, governance models vary across districts: some boards are composed entirely of property owners (Mid-Market), while others include property owners, residents, community organizations, and merchants (Lower Polk model of 6 property owners, 2 CBO/residents, 3 merchants). PartnerSF should adopt a hybrid model that ensures property owner majority while incorporating diverse community voice.

SECTION 16

Next Steps and Immediate Action Items

The following action items should be initiated within the first 90 days following adoption of this strategic plan:

#	Action Item	Description	Target
1	Formal OEWD Engagement	Submit a technical assistance request to OEWD's Community Economic Development team. Contact the Senior Program Manager for CBDs to initiate the relationship and secure guidance on the formation process.	Week 1-2
2	Steering Committee Formation	Recruit 10-15 Marina District property owners, business leaders, and community stakeholders to serve on a CBD Steering Committee. Prioritize owners of properties on Chestnut and Lombard Streets.	Weeks 2-8
3	District 2 Supervisor Meeting	Request a meeting with Supervisor Stephen Sherrill's office to present the CBD concept, gauge political support, and identify any concerns or conditions.	Weeks 2-4
4	Marina Community Association Outreach	Present the CBD proposal to the MCA board of directors. Explore co-sponsorship of community information sessions and potential organizational partnership.	Weeks 4-8
5	Feasibility Study RFP	Issue a Request for Proposals for a CBD feasibility study, including parcel inventory, assessment modeling, property owner sentiment survey, and preliminary engineer's report.	Weeks 6-10
6	Fundraising for Pre-Formation Costs	Identify and apply for grants, sponsorships, and foundation funding to cover the estimated \$100,000-\$200,000 in pre-formation costs. Explore OEWD grant programs and private foundation support.	Weeks 4-12
7	Community Information Session #1	Host the first public information session on the CBD concept. Present this strategic plan's findings, answer questions, and begin building community awareness and support.	Week 10-12
8	Board Bylaw Amendments	Begin drafting amended PartnerSF bylaws to conform with CBD management corporation requirements, including Brown Act compliance and board composition formula.	Weeks 8-12

Appendix A: Key Legal References

The following legal authorities govern CBD formation and operation in San Francisco. PartnerSF's legal counsel should review each of these sources during the formation process.

Legal Authority	Description
California Streets and Highways Code, Sections 36600-36671	Property and Business Improvement District Law of 1994; primary state enabling statute
San Francisco Business and Tax Regulations Code, Article 15	Local implementation procedures; extends term to 15 years; lowers petition threshold to 30%
San Francisco Business and Tax Regulations Code, Article 15A	Green Benefit District procedures (alternative model focused on environmental improvements)
California Government Code, Sections 54950-54963	Ralph M. Brown Act; open meeting requirements applicable to CBD management corporations
California Government Code, Sections 7920-7931	California Public Records Act; transparency requirements for CBD records
Proposition 218 (California Constitution, Article XIII D)	Assessment procedural protections; requires proportional benefit and weighted ballot

Appendix B: Sources and Citations

All factual claims in this document are drawn from the following primary and published sources. This plan relies exclusively on government records, statutory text, official program documentation, and published reporting from established news organizations.

Government and Statutory Sources

- California Legislature, Streets and Highways Code, Division 18, Part 7 (Sections 36600-36671). Available at: leginfo.ca.gov.
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- City and County of San Francisco, Office of Economic and Workforce Development (OEWD), Community Benefit Districts Program. Available at: sf.gov/community-benefit-districts and oewd.org.
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- San Francisco Board of Supervisors, Government Audit and Oversight Committee, Annual CBD Hearing Records.
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Neighborhood and Demographic Data

- U.S. Census Bureau, American Community Survey, Marina District Census Tract Data.
- NeighborhoodScout, Marina District San Francisco Neighborhood Profile. Available at: neighborhoodscout.com.
- City-Data.com, Marina District Neighborhood Profile.
- Statistical Atlas, Marina Neighborhood, San Francisco. Available at: statisticalatlas.com.
- Walk Score, Marina District San Francisco. Available at: walkscore.com.

Community Organization Sources

- Marina Community Association (MCA). Available at: sfmca.org.
- San Francisco Benefit District Alliance (SFBDA). Available at: sfbda.org.
- San Francisco Planning Department, Community Stabilization, Commercial District Planning. Available at: sfplanning.org.

Political and News Sources

- San Francisco Board of Supervisors, District 2 Office, Supervisor Stephen Sherrill. Available at: sfbos.org/supervisor-sherrill-district-2.
- San Francisco Mayor's Office, Appointment of Stephen Sherrill (December 2024). Available at: sf.gov.
- Axios San Francisco, Stephen Sherrill Profile (January 2025).
- San Francisco Examiner, Presidio Trust Reporting.

This strategic plan was prepared for the Board of Directors of PartnerSF. The analysis, projections, and recommendations herein are based on publicly available data and are intended for planning purposes. PartnerSF should retain qualified legal counsel and a certified engineer prior to initiating the formal petition process.