

# Impacts of Construction and Streetscaping Projects to Small Businesses

Board of Supervisors  
Government Audit and Oversight Committee  
September 20, 2017



**SFMTA**  
Municipal  
Transportation  
Agency



# **To support San Francisco residents, workers, business owners and visitors, the City must maintain a vast system of working infrastructure.**

- The backbone is our horizontal infrastructure: streets, water, power, sewer and transportation.
- Given the essential nature of these systems, it is imperative, to maintain this infrastructure in a state of good repair so that the City's critical operations are not compromised.
- Policy imperatives such as Vision Zero and Transit First also require infrastructure upgrades.
- Ignoring this infrastructure results in greater costs down the road as it becomes less efficient and more costly to repair or replace and put essential infrastructure at risk of failure.

# San Francisco has supported major investment in City Infrastructure.

- San Francisco Public Works currently has \$3.6 billion in work in progress on more than 500 projects.
- **Road Repaving and Street Safety 2011 Bond Program** dedicates \$248 million to dedicated to street resurfacing, streetscape, Vision Zero improvements, and traffic signal upgrade projects.
- The \$4.8 billion **Water System Improvement Program (WSIP)** as of June 2016 is 94% complete, including 35 local projects located within San Francisco to ensure reliable and safe water delivery to customers.

# San Francisco has supported major investment in City Infrastructure.

- **Transportation and Road Improvement 2014 Bond Program** dedicates \$500 million to public transit and street safety, upgrades to Muni maintenance facilities and Caltrain modernization.
- SFPUC's **Water Linear Asset Management Program** replaces up to 15 miles per year of water pipelines to address critical aging infrastructure within the City's 1,230 miles of distribution piping.
- The **Sewer System Improvement Program (SSIP)** is a \$7 billion, 20-year citywide investment to upgrade aging sewer infrastructure, better ensure system resiliency during earthquakes, and prepares the City challenges related to climate change.

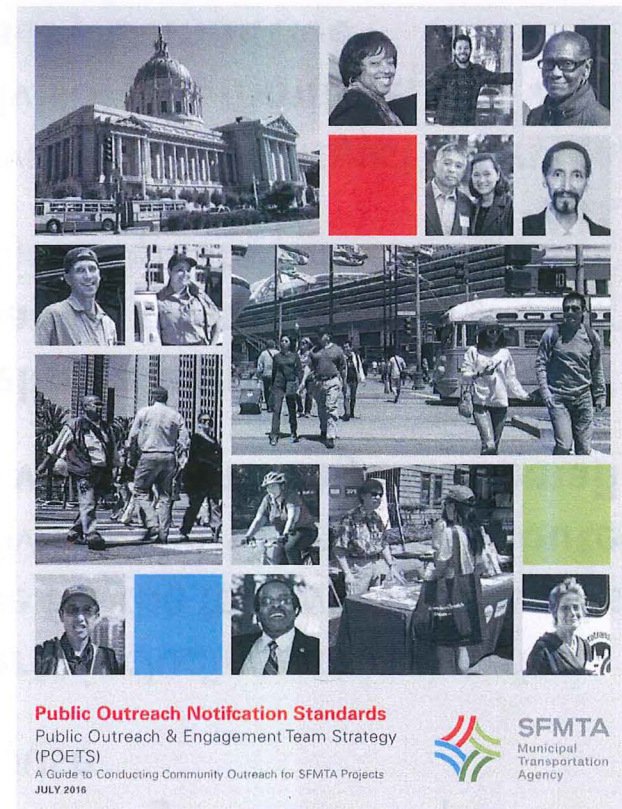
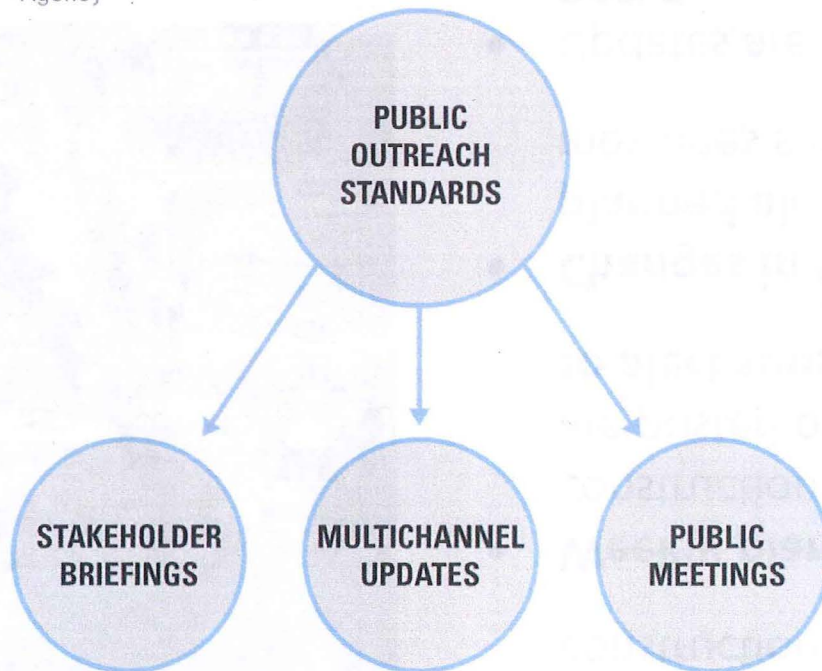
### The departments have been working actively on better planning and coordination upfront.

- Adding department capital projects to online **Envista** tracking system for long-range planning (e.g. SFMTA 5-Year CIP, Public Works' 5-Year Paving Plan).
- Developing **curb-to-curb projects** to tear up the street once for signal conduit, sewer, water and storm-management work, pedestrian and street safety improvements and transit infrastructure.
- Crafting and implementing **joint outreach strategies** for projects in close proximity, for example, the Van Ness and Polk Street projects.
- **Public Works, PUC and SFMTA management staff** work as a team on joint projects to minimize impacts, resolve broader issues and improve inter-agency collaboration.

# The departments invested in better outreach and communications with those impacted.

- SFMTA developed its **Public Outreach and Engagement Strategy**, based on practices from the International Association of Public Participation (iap2).
- Public Works provides construction updates on a variety of platforms, including project-specific website pages, opt-in email groups, social media postings, such as neighborhood-specific NextDoor, mailed notifications to neighbors and door-to-door corridor walks.
- The SFPUC provides notifications via direct mail, social media (NextDoor, Facebook, Twitter), website updates, and 3-1-1 hotline. Also conduct targeted neighborhood street fairs, workshops, tours, and surveys for major projects.

## Example: SFMTA POETS



- **SFMTA's Public Outreach and Engagement Team Strategy (POETS)** is a response to declaring a meaningful commitment to public outreach and engagement on all projects that affect customers and the community.

## Example: SFMTA POETS – Van Ness Corridor Project

# VAN NESS

IMPROVEMENT  
PROJECT



- **Multilingual mailers** to corridor plus two blocks in each direction for pre-construction open house and start of construction
- **Door hangers** with 311 multilingual language assistance information along corridor for pre-construction open house
- **Weekly planned alerts** including an updated construction schedule for the following two weeks are posted on the SFMTA's website and **distributed to alert subscribers via text message and email**
- **Changes in the timeline are updated on the planned alert webpages**, in weekly email and text messages sent to Project Update subscribers
- Updates are also provided to the project's **Van Ness BRT Community Advisory Committee, the Van Ness Business Advisory Committee**



# Construction Managers and Resident Engineers enforce contractual commitments during construction.

- Typically prior to the start of construction, a partnering framework is developed where the prime and sub-contractor, participating city agencies and sometimes merchants and community members set expectations and ground rules.
- Standard contract language provides clear expectations and strict terms. Project delays are investigated to determine cause and responsibility.
- Contractors can be penalized for failure to adhere to contract specifications.

Even with all the work we are doing we recognize that we need to do more to minimize our construction impacts as much as possible.

As a result, departments have come together to develop a joint enhanced response.

**City construction projects have the potential to stimulate long-term economic benefits for the surrounding area. But in the short term, these projects might have negative impacts on area businesses. For example, by temporarily restricting parking and changing customers' shopping patterns during construction.**

In response, a suite of construction mitigation measures has been developed to minimize negative impacts construction projects can have on surrounding businesses.

### Summary Construction & Business Impacts

#### Construction Impacts

- Reduced sidewalk access
- Street closure longer than a month
- Loss of on-street parking
- Loss of off-street parking
- Excess noise, dust and disruption

#### Business Impacts

- Difficulty accessing business
- Fewer customers want to visit the impacted area

## Capital Departments: New Construction Mitigation Program

Project Type	Construction Mitigation Measures
<p><b>Low-Impact Project</b></p> <ul style="list-style-type: none"> <li>- Primary work is in an intersection</li> <li>- Minimal construction impacts anticipated</li> <li>- Less than 12-months construction duration</li> </ul>	<p><b>1. Standard Suite</b></p> <ul style="list-style-type: none"> <li>• Standard outreach and engagement protocols</li> <li>• Project website</li> <li>• Public Information Officer and ongoing communication support</li> <li>• Business Impact Brochure (if the project is on a Invest in Neighborhoods Corridor or commercial corridor)</li> </ul>
<p><b>Low-Impact Project with Schedule Delay</b></p> <ul style="list-style-type: none"> <li>- Primary work is in an intersection</li> <li>- Minimal construction impacts anticipated</li> <li>- Project delay results in a 12-month construction duration</li> </ul>	<p><b>1. Standard Suite</b></p> <ul style="list-style-type: none"> <li>• Standard outreach and engagement protocols</li> <li>• Project website</li> <li>• Public Information Officer and ongoing communication support</li> <li>• Business Impact Brochure</li> </ul> <p><b>2. Additional Measures</b></p> <ul style="list-style-type: none"> <li>• Business-supporting signage on corridor</li> <li>• Corridor marketing campaign</li> </ul>

## Capital Departments: New Construction Mitigation Program

Project Type	Construction Mitigation Measures
<p><b>Moderate-Impact Project</b></p> <ul style="list-style-type: none"><li>- Work along a corridor</li><li>- Located along an Invest in Neighborhoods corridor</li><li>- On commercial corridor</li><li>- Identified construction impacts</li><li>- Construction 12-month duration or longer</li></ul>	<p><b>1. Standard Suite</b></p> <ul style="list-style-type: none"><li>• Standard outreach and engagement protocols</li><li>• Project website</li><li>• Public Information Officer and ongoing communication support</li><li>• Business Impact Brochure</li></ul> <p><b>2. Additional Measures</b></p> <ul style="list-style-type: none"><li>• Business-supporting signage on corridor</li><li>• Corridor-specific marketing campaign</li><li>• Targeted business education</li><li>• Business liaison assigned</li><li>• Ambassadors deployed</li></ul>

## Construction Mitigation – Moderate-Impact Project

Project Type	Construction Mitigation Measures
<p><b>Major-Impact Project</b></p> <ul style="list-style-type: none"><li>- Work along a corridor/multiple street corridors</li><li>- Located along an Invest in Neighborhoods corridor</li><li>- On commercial corridor</li><li>- Identified major construction impacts and disruption</li><li>- Construction 24-month duration or longer</li></ul>	<p><b>**These projects shall develop a Construction Impact Mitigation Plan (CIMP). In addition to standard and additional mitigation measures, the CIMP shall be used to change proposed construction method and/or identify and apply specific enhanced mitigation measures.</b></p>

## Capital Departments: New Construction Mitigation Program

Project Type	Construction Mitigation Measures
<p><b>Major-Impact Project</b></p> <ul style="list-style-type: none"><li>- Work along a corridor/multiple street corridors</li><li>- Located along an Invest in Neighborhoods corridor</li><li>- On commercial corridor</li><li>- Identified major construction impacts and disruption</li><li>- Construction 24-month duration or longer</li></ul>	<p><b>1. Standard Suite</b></p> <ul style="list-style-type: none"><li>• Standard outreach and engagement protocols</li><li>• Project Website</li><li>• Public Information Officer and ongoing communication support</li><li>• Business Impact Brochure</li></ul> <p><b>2. Additional Measures</b></p> <ul style="list-style-type: none"><li>• Business-supporting signage on corridor</li><li>• Corridor-specific marketing campaign</li><li>• Targeted business education</li><li>• Business liaison assigned</li><li>• Ambassadors deployed</li></ul> <p><b>3. Enhanced Suite</b></p> <ul style="list-style-type: none"><li>• Community Advisory Committee (CAC)</li><li>• Contractor incentives</li><li>• Parking mitigation plans</li><li>• Transit fare passes</li><li>• Directed small business support</li></ul>



## Neighborhood Support

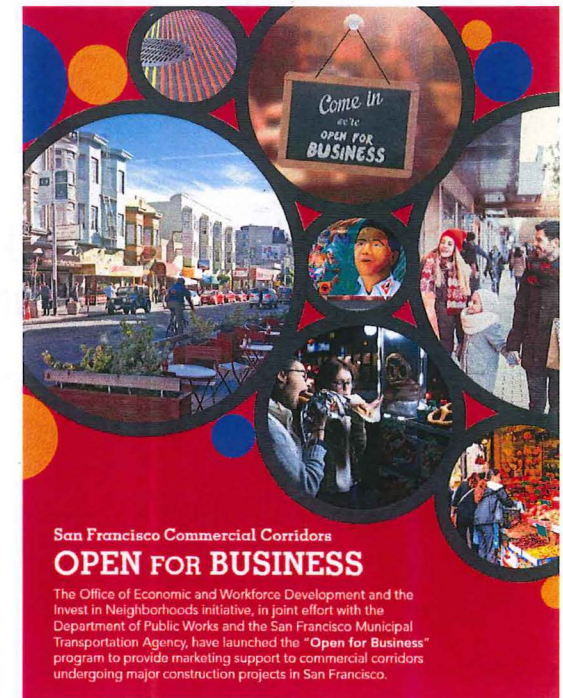
### Neighborhood Coordination and Communication

- Castro Streetscape Improvement
- West Portal Avenue and Quintara Street Water, Sewer & Paving Project

### Existing Invest In Neighborhoods Programs

#### Open for Business Program

- Reminds residents and visitors that commercial corridors are Open for Business during moderate-impact and major-impact public construction
- Focused on direct marketing support to neighborhoods
- Program has established templates that facilitate focused and customized:
  - Marketing materials
    - Advertising
    - Wayfinding
    - Social Media
  - Workshops
  - Event planning



## Small Business Support

### Technical Assistance and Action Plan Support

- Key Program Elements
  - Paired with small business advisor
  - Develop an Action Plan
  - Evaluation and on going support
- Action Plans may include
  - Business Plan Development
  - Individualized Marketing and PR support
  - Minor improvements, technology and equipment upgrades
  - Major-Impact Project Area businesses can be eligible for up to \$10,000 in directed financial support to implement Action Plans
- Access to other OEWD/City Programs
  - Loans

## Small Business Support

### Defining Affected Businesses within a Qualifying Project Area

- **Businesses with Direct Impacts:**
  - Businesses located directly facing work areas
  - Can also include staging and storage areas
  - 6 months or more of continuous impact
- **Businesses with Indirect Impacts:**
  - Businesses located within the same city block of direct work areas
  - Can also include staging and storage areas
  - 12 months or more of continuous impact