

Proposal To: City of San Francisco Office of Innovation
for
“The Future of San Francisco” Workshop

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Ms. Cannellakis,

Please accept this proposal for “The Future of San Francisco” workshop. Our team has observed a number of trends and signals of change during our research as part of a Strategic Foresight course in the Design Strategy MBA (DMBA) program at California College of the Arts (CCA), and see an opportunity to share these insights with the city. We would appreciate the opportunity to work with you all in executing a workshop that could assist city leadership in understanding these insights; building a level of understanding that could in turn lead to a renewed and refreshed proactive posture in addressing some of the city’s biggest challenges.

We believe that holding such a workshop could help leadership address critical needs in a more effective manner by engendering new insights and observations on issues that are already familiar, as well as shedding light on emerging issues.

Please do not hesitate to reach out if you have any questions or concerns. We look forward to hearing from you,

Riley Newland (CCA DMBA '20)
Kainoa Philpotts (CCA DMBA '20)
William Pratt (CCA DMBA '20)

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Overview

Purpose:

We have identified a number of trends and signals of potential change here in San Francisco:

TRENDS

- Homelessness as a Crisis
- Strengthening of Not In My Backyard (NIMBY) Sentiments
- Increasing Growing Pains as a Waste Management Leader
- Growing Housing Crisis
- Worsening Traffic
- Amplifying Implications of Hyper Competition in Tech Industry

SIGNALS OF POTENTIAL CHANGE

- Homelessness Crisis' Potential Negative Effect on Tourism
- Homelessness Crisis' as an Increasingly Dire Public Health Issue
- Waste Management Regression and Looming Hazards to Public Health
- Switch to "YIMBY-ism"
- Potential City Exodus
- Switch to Full-Spectrum Transit Solutions (including non-traditional modes such as scooters, bikes, ridesharing, etc.)

These could lead to a number of potential, plausible futures for the city. To better understand the intricacies of the trends and signals at work and the potential futures they could create, we propose to gather stakeholders from across the city's government, businesses, and communities for a workshop entitled "The Future of San Francisco". The workshop will consist of series of immersive experiences set in "San Francisco 2033", followed by discussion in small groups. The experiences will serve to broaden perspectives, examine trends and signals in action, and get participants thinking outside of their normal "lanes" of work and day-to-day experiences. They will require the suspension of disbelief and full, active participation from all attendees. Afterwards, participants will return to the De Young Museum auditorium for a facilitated discussion surrounding the experiences, explore reactions and takeaways, and set the stage for a potential series of foresight workshops on "The Future of San Francisco".

Objectives

- **Build understanding** among key decision-makers and community members of the **trends currently shaping San Francisco, and the potential, plausible futures they could create.**
- Use a series of **immersive experiences** to allow participants to fully feel, touch, hear, see, and react to these realities and possibilities.
- **Open up a dialogue, bridge gaps between San Francisco's diverse communities, and set the stage** for a series of workshops in which key decision-makers and community members can partner to examine each trend, its potential futures - **proposing solutions** that can help San Francisco **be proactive instead of reactive, designing its own, preferred future(s).**
- Allow for the **perspectives of underrepresented communities** such as the homeless and immigrant populations to be recognized in policy-making and planning discussions.
- **End the day with a shared understanding of the most pressing issues facing the city, and a shared resolve regarding which to tackle first, second, and so on in subsequent workshops.**

Expected Outcomes

- **Connect stakeholder groups** that are **often disconnected** from one other and from the municipal decision-making process, including residents from across the city's communities, businesses, and its government.
- Allow for typically unheard but **critical community voices**, such as the homeless and immigrant communities **to be recognized and included** in dialogue.
- Create an experience that will allow participants to **envision the potential futures that could be engendered by developing trends and signals.**
- **Facilitate discussions** that will promote engagement and encourage varied perspectives, **creating an atmosphere of synthesis and ideation** amongst participants that will support a collaborative process for envisioning the future where all can contribute to a shared vision.
- **Build the necessary understanding and enthusiasm** for these types of experiences, and **serve as a prototype for a series of workshops** led using human-centered design methodologies, using a collaborative process for envisioning the future to create actionable solutions for the city.

Roles

Meet The Team

Riley Newland - *Workshop & Team Lead*



The Future of San Francisco workshop will be led by Riley Newland, our lead for workshop product development. She is an experienced training designer and workshop facilitator, and the team's subject matter expert (SME) on housing and homelessness in the city of San Francisco. Given the gravity and intricacy of the issue, Riley will provide a research and data-based picture of the topic, as well as situational awareness on the current trends and their potential trajectories. This will provide additional context to the group activities planned. Riley has a bachelor's degree from The College of William & Mary, and is an DMBA Candidate at

California College of the Arts.

LinkedIn: <https://www.linkedin.com/in/riley-newland-50718a40/>

Kainoa Philpotts – *Creative Lead*



Kainoa Philpotts will be producing the visionary workshop artifact, which will be an event poster for the hypothetical 2033 Enterprise x San Francisco (ExSF) Appendix A in San Francisco. An experienced manufacturing engineer, Kainoa is the team's SME on Transportation in the city of San Francisco, and his research will help provide context to the small group activity. His understanding of the detailed factors in this trend will be important in enabling participants to reframe the context of infrastructure investment and construction for both the needs of residents and commercial groups. Kainoa has a bachelor's degree from California Polytechnic State University

and is now a DMBA Candidate at California College of the Arts.

LinkedIn: <https://www.linkedin.com/in/kainoaphilpotts/>

William Pratt (Will) - *Planning and Logistics Lead*



Will Pratt is one of the originators of *Future San Francisco* and plays a key role in development and deployment of activities for these workshops. He is the team's SME on the technology industry, and will lead a small group on the amplification of tech industry influences on the city and their potential role in shaping San Francisco's future. This will again be bolstered with data to provide additional context for the attendees. Will has a bachelor's degree from the University of Tennessee, a Master's of Science from the Missouri University of Science & Technology, and is an DMBA Candidate at California College of the Arts.

LinkedIn: <https://www.linkedin.com/in/william-pratt-a928a271/>

Additional Workshop Staff:

- **Anthony Martinez** - Current MBA Candidate at California College of the Arts
- **Maren Linn** - Current MBA Candidate at California College of the Arts
- **Andrea Murchie** - Current MFA/MBA Candidate at California College of the Arts

Workshop Rules

These rules are intended to provide a frame of reference upon entering this workshop. In order to get the most out of the workshop and activities, we will encourage participants to suspend pre-notioned ideas or biases and adhere to our 4 rules below.

1. **Bring your Best:** Ideas, knowledge, attitude - we want it all!
2. **Ensure that you are *listening* to - not just hearing - your fellow participants:** *We want to ensure that all opinions, thoughts and ideas are heard - all are valid, and we never know which might inspire us and lead to the most groundbreaking insights or solutions.* Each of you lives in this city and are here today to help make its future as bright as it can be, so let's learn from one another.
3. **Be motivated!:** Get excited for a fun and engaging day, and working for a beautiful and glorious future for the best city on earth.

- 4. Get comfortable with feeling uncomfortable:** Some of what we'll do today will feel new or unusual - that's ok! Be prepared to try unfamiliar things and suspend judgement, and know that you can always lean on your workshop leads with questions or concerns.

Workshop Agenda

The Future of San Francisco workshop participant check in & registration	8:00
Participant reception and coffee and doughnuts in the lobby of the DeYoung museum	8:30
Introductions/rule setting	9:00
5 of Anything Icebreaker	9:02
Create shared awareness of the current situation and trend lines	9:07
Small Groups	9:10
Summary and Conclusions of the Small Groups	9:40
Richmond/Sunset planning vision experience	9:50
Group will mount bus and start tour	10:20
Pass Pacific Heights/Presidio area, brief on corporate campuses and the future of area development	10:45
Arrive Sterling Park, lunch served by the SF Chamber of Commerce	11:15
Start Pacific Heights and Presidio area planning vision event	11:45
Group will mount bus and continue tour	12:15
Arrive at Mid Market Area, begin SF City Hall & Civic Center Homelessness experience	12:25
Group will mount bus and continue tour	1:00
Pass Old Japan town, brief the consequences of not investing in technology, tech infrastructure, and development and how this leads to blight	1:25
Group arrives at the DeYoung Museum, Riley facilitates group debrief, Q/A, and the Mayor Breed provides closing remarks	1:55
Workshop complete	2:30

Detailed Workshop Plan

The Future of San Francisco Workshop will start and end at the beautiful DeYoung Museum (see Appendix B for proposed room setup). To kick off the event at 9 AM, Riley will introduce the team, cover workshop ground rules, and provide a high-level overview of the day's agenda. Next, Kainoa will facilitate a group ["5 of Anything"](#) or "Yes, And..." icebreaker to help participants get comfortable with each other in a workshop setting. Will shall then provide all participants with a baseline knowledge of the topics to be examined and discussed, including the trends and signals of change we have identified.

Once this is complete, the small groups will be guided to their respective galleries by group leads where small group discussions focusing on Housing and Home(less)ness, Transportation,

and Technology will take place. At the conclusion of the small group sessions, the participants will be brought back to the DeYoung Museum Tower for the Richmond/Sunset planning experience.

The Richmond/Sunset planning experience in the DeYoung Museum Tower will be an experiential visioning event meant for participants to visualize and experience potential future Richmond and Sunset neighborhood development (Appendix C). The tower windows of the DeYoung will be covered in a semitransparent coverings which will evoke an alternative future skyline. The interaction is meant to evoke an instantaneous shock at the change to neighborhood infrastructure surrounding the DeYoung. It will depict, among other things, the introduction of a new BART line, corporate campuses, and a cluttered skyline. Refreshments and snacks will be served during this experience. After allowing for a few minutes of discussion amongst participants and speculative reaction, Kainoa will elaborate on what participants are viewing and provide explanation to contextualize the symbolism found about the room. After wrapping up with a brief Q&A, the group will gather and exit the DeYoung.

In route to Sterling Park, Kainoa will brief the participants on the street level view of the introduction of corporate campuses into the Pacific Heights/Presidio area. Once at Sterling Park, lunch will be served by the SF Chamber of Commerce. After lunch, Will and Kainoa will explain the Pacific Heights/Presidio planning vision experience event (Appendix E). Participants will visualize and experience the future of Pacific Heights and the Presidio area development through a vista/rendering comparison of proposed Pacific Heights and Presidio area development. This will facilitate all participants and stakeholders to visualize what the future of the City's corporate center will be with poster sized renderings and projected City road and transit maps in order to communicate how these corporate campuses will weave into the fabric of the city. Participants will be encouraged to make notes and discuss the renderings. Will shall facilitate the group Q & A. Finally, Riley and Team will facilitate movement to vehicles.

The next event will be the SF City Hall & Civic Center Homelessness Experience (Appendix F). While on route to the drop off point, Riley will provide participants with a description of the event and a framework for understanding the reality of urban homelessness in San Francisco. Participants will disembark at the corner of Market and 7th Streets and then proceed to walk 4 ½ city blocks to the pickup point at McAllister St. and Van Ness Ave. During the walk, participants will see what it is like to live on the streets of San Francisco and the homelessness crisis around the Mid-Market Area. Homeless advocates, nonprofit organizations, and city law enforcement/public safety representatives will be along the route to answer questions and provide insights into the current situation.

Once back on the bus, the group will travel past Old Japantown while travelling back to the DeYoung Museum. During this ride Will shall explain to participants about potential implications of not investing in technology, tech infrastructure, and development. The discussion will be tied into how current decisions/trends have affected the neighborhood's path towards its current blighted state how that has affected these communities. Once back at the DeYoung Museum, the team will conduct a final debrief of the day's events, and will allow time for participants to share their "highs and lows", insights, lingering questions, and any takeaways from the day's events. Riley will then conduct a final debrief of the day's event, recap on participants' highlight moments, and facilitate Q & A. Finally, Mayor Breed will provide closing remarks. Upon completion of Mayor Breeds closing remarks, on or about 2:30 pm, participants will be released for the day.

Participants

Who should be in the room?

When thinking about the future of San Francisco, one has to think of the diversity and openness that makes the city so incredible. The city's diversity spans race, religion, socio-economic status, class, gender, business, cognition, age, legal status, sexual orientation, neighborhood, educational attainment, country of origin, physical ability and so forth. Therefore, in order to ensure that the city retains those amazing and valuable elements, workshop participants must also span that spectrum of diversity. Additionally, our duty as the workshop leadership team is to provide an open forum for all participants and empower all of those voices to be heard. This workshop roster encompasses everyone from City Government, Commerce and Industry, neighborhood representatives, civic and cultural institutions, all the way to an elementary school student. Our goal with this roster (Appendix G) is to attempt - though imperfect and not fully exhaustive - to include *all* voices that make up the soul of San Francisco

How will we represent those who can't be present?

We understand that it will not be possible to contain the vibrancy of all San Franciscans' within one room. How will their voices be heard? They are no less part of the soul of the city than any others. Our plan is to get out into the neighborhoods from Sunnydale and the Bayview to the Marina and Sea Cliff, into shops, into offices, into homes, into schools, into sporting events to collect and record those perspectives prior to the workshop, to start conversations with those communities. We'll use ethnographic research techniques to get at topics such as what their vision of the city 15 years from now would be, what living in the city should be like, what their current experiences are, what is most important to them about the city they live in and so forth.

These questions are the beginning of the conversation to help fill in the details of how the city will develop over the next 15 years and retain what is so essentially San Francisco, it's diversity and openness. Most importantly, we will bring those recordings and perspectives into the workshop for everyone to hear and recognize. We will take the notes and recordings gathered from all around the city into the workshop so that all the participants have a full understanding of what residents hope and intend the future holds for them and future generations.

Budget

The total estimated cost to put on this event is \$25,335 (see Appendix H, Tab B for breakdown). Because the success of this workshop is in the best interest of the city as well as other groups such as the SF Chamber of Commerce, the People's Republic of China (PRC) and Indian Consulates, \$23,410 will be funded by other entities and coordinated by the team. \$1,925 of the cost will be funded by the team itself to ensure its success and to develop and perfect internal products.

APPENDICES + ADDITIONAL RESOURCES

A. "ExSF 2023" Poster



B. City Hall Team Break Outs (see Appendices PDF)

C. Richmond/Sunset Experience Vision (see Appendices PDF)

- D. Future of SF Immersive Experience Route (see Appendices PDF)**
- E. Pacific Heights Immersive Experience Vision (see Appendices PDF)**
- F. SF City Hall & Civic Center Homelessness Experience Vision (see Appendices PDF)**
- G. Team Break Outs (see Appendices PDF)**
- H. Master Workshop Run-of-Show Excel (see separate Excel document)**
 - A. Run-of-Show**
 - B. Budget Estimate**