

#### **IV. CONCLUSION AND LESSONS LEARNED**

Overall the application of the Healthy Development Measurement Tool (HDMT) to the Executive Park Subarea Plan demonstrates that the HDMT is a feasible methodology that can be used to conduct a comprehensive health and sustainability assessment of a land use development project. Through analysis of available community health indicator data and the stated plans and facts in the Executive Park Subarea Plan, staff from SFDPH were able to evaluate the potential health impacts of the proposed plan upon future residents of Executive Park, current residents in Visitacion Valley and Bayview Hunters Point, and San Franciscans in general, as well as make recommendations to the Planning Department to promote a healthier, more sustainable Executive Park. In an effort to improve the Plan and mitigate potential impacts, SFDPH staff identified 134 recommendations, some of which can be incorporated directly into the Executive Park Plan and others that could be addressed post-Plan adoption, during the environmental review process, and/or through broader city policy. Through this process, SFDPH staff also identified a number of ways in which they could improve the Healthy Development Measurement Tool for future applications.

Based on this evaluation, chief strengths of The Plan include:

- The goal of becoming the first sustainable neighborhood in San Francisco
- Design guidelines that promote green building and access to open space
- Promotion of pedestrian activity and biking within Executive Park
- The creation of an impact fee to fund community benefits in the surrounding neighborhood

The evaluation also highlighted a number of improvement opportunities, including:

- Increasing specificity (e.g., in implementing actions) to achieve Plan goals and policies
- Attending to the area's geographical isolation by improving transportation systems and access to goods and services
- Coordinating the Plan's objectives with other area development projects, such as Schlage Lock, the Bayview Transportation Improvement Project, Candlestick Park and Hunters Point Shipyard

There were a number of challenges in completing this application and lessons learned for future HDMT applications. Key challenges included the intense allocation of resources needed to complete the application, standardization between the depth of analyses across HDMT elements, limited public information related to the project and projects in surrounding areas, and staff unfamiliarity with the project area and surrounding neighborhoods. These challenges and related recommendations are discussed below.

#### **Challenges for the HDMT application on Executive Park Subarea Plan**

Significant staff resources were needed to comprehensively apply the HDMT to the Executive Park Subarea Plan. Resource requirements for this application do not reflect those for subsequent applications. In particular, because this was the first pilot application, no trainings, templates or frameworks existed to guide the process. As Executive Park represented the first full scale application of the HDMT, staff simultaneously were developing a template and methodology for application. Staff also used the application to create ways to improve the HDMT, including its indicators and development targets, during the application process itself.

The Executive Park application was a collective effort of several individuals. Given that numerous staff worked on the application, it was difficult to standardize the depth of evaluation across HDMT elements. This was particularly true with regards to qualitative and field research. For example, some staff contacted more individuals and organizations to gain context in their indicator applications. As such the depth of analysis across indicators is not uniform.

Because development in areas near Executive Park would impact the needs of current and future EP residents, regional analysis was needed for a full understanding of impacts. Extensive simultaneous development activity occurring in the southeast sector of the City and the inherently political nature of these development processes made it difficult to track all the information that could potentially impact Executive Park and therefore our analysis. For example, a Mayoral proposal to relocate the San Francisco 49er's Stadium to another area in BVHP would have significant impacts on both communities. The evaluation of Executive Park took place in a discrete time period, and therefore, it was impossible to assess the cumulative impacts of regional and

neighborhood developments on Executive Park residents within the current evaluation using the HDMT. Overall however, the analyses documented in this Report provide the best possible assessment given existing data and resource limitations.

Finally, at the beginning of this application, HDMT staff had limited relationships with organizations requesting the analysis and had limited familiarity with the VV neighborhood. To address this, staff conducted several site visits and interviews with stakeholders. Staff also shared the assessment with VV CDC to ensure that findings reflected known facts and concerns about the area. Overall however, the lack of knowledge about the neighborhood may limit the extent to which the assessment reflects the day-to-day experience of living, working, and playing in these communities.

### **Key Recommendations for Future Applications of the HDMT**

This application also identified various ways to improve HDMT content and future applications. Recommendations include:

- Resource and capacity requirements to conduct a comprehensive HDMT evaluation might be reduced by having available area level data (e.g., project environmental impact review, a comprehensive site assessment, community based planning effort) or by conducting the application in close partnership with planners, developers, architects, knowledgeable area residents who are familiar with this data.
- A phased approach to HDMT application may also be appropriate and may focus resources required for application. For example, a screening analysis could be used to identify data needs for indicators and development targets. Follow-up analysis could be based on prioritization by stakeholders.
- Reducing the overall number of indicators could reduce resource needs for HDMT application and contribute to wider use of the HDMT. One approach that could be used in future applications is to identify some indicators and development targets as primary (e.g., more measurable and actionable by development) and others as secondary (e.g., having influences beyond the scope of development).
- Because of the comprehensive, multi-objective nature of the HDMT, major project plans, neighborhood/area plans, and general plans appear to be the most appropriate subjects for future application.
- Applications to projects that involve only one type of land use (e.g., residential) without changes in other uses (e.g., transportation networks or public infrastructure) provides less subject matter for evaluation and would not have measurable relationships to many objectives and indicators in the HDMT.

The first application of the HDMT to a land use plan has demonstrated that it is possible to comprehensively and constructively assess development plans with an eye towards promoting healthy, equitable and sustainable communities. By making the tradeoffs in development more transparent, we hope that this pilot application will provide various stakeholders, including San Francisco agencies, community organizations, residents, and developers, with clear examples of how to constructively and broadly assess development plans with an eye towards promoting healthy, equitable and sustainable communities.