



Transportation Investment and Growth Strategy

2021 UPDATE



San Francisco
County Transportation
Authority

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Chapter 1. Introduction

The regional Metropolitan Transportation Commission (MTC)'s OBAG 2 (OBAG) Program seeks to integrate land use and transportation planning activities to reduce automobile travel and greenhouse gas emissions as required under Senate Bill 375. The San Francisco County Transportation Authority, as a county Congestion Management Agency (CMA), is responsible for administration of county OBAG funds to support eligible transportation improvements that serve Priority Development Areas (PDAs), areas that local jurisdictions have identified as ideal for infill transit-oriented growth.

The One Bay Area Grant (OBAG 2) policy and project selection framework, MTC Resolution No. 4202, requires CMAs to develop a Transportation Investment and Growth Strategy (TIGS) that describes how it expects to support its PDAs through transportation investment. The effort is required to be updated every four years, with interim status reports provided two years after each update. The Strategies are intended to facilitate coordination between CMAs and local jurisdictions with Priority Development Areas (PDAs), strengthening the alignment of transportation investments and local planning in each county.

The first TIGS was adopted in July 2013 and provided a framework and roadmap for San Francisco's transportation investment in PDAs. The second TIGS was adopted in May 2017; in 2019, MTC waived the requirement for CMAs to develop an interim progress report, as MTC staff would satisfy the requirement through the PDA and OBAG Assessment Project.

The 2021 San Francisco TIGS closes OBAG 2 and is meant to help shape OBAG 3 funding investments by identifying opportunities and needs unique to the San Francisco County's PDAs to support the integration between transportation investments and land use planning.

Chapter 2 introduces San Francisco's Priority Development Areas (PDAs), Priority Conservation Areas (PCAs), and Priority Production Areas (PPAs) and provides an update to the recent area plans and major development projects within those areas.

Chapter 3 presents recent housing production trends in San Francisco and describes already-adopted policies and strategies designed to support housing growth, especially affordable housing, in connection to transportation investments.

Chapter 4 describes local transportation plans and transportation investments that support existing and new travel demand resulting from the population and housing growth in San Francisco PDAs.

Chapter 5 documents San Francisco's transportation funding prioritization through MTC's OBAG 2 and Plan Bay Area 2050, the region's long-range strategic plan focused on the interrelated elements of housing, economy, transportation, and environment.

Chapter 2. Overview of San Francisco's Priority Development Areas, Priority Conservation Areas, Priority Production Areas

PRIORITY DEVELOPMENT AREAS (PDAS)

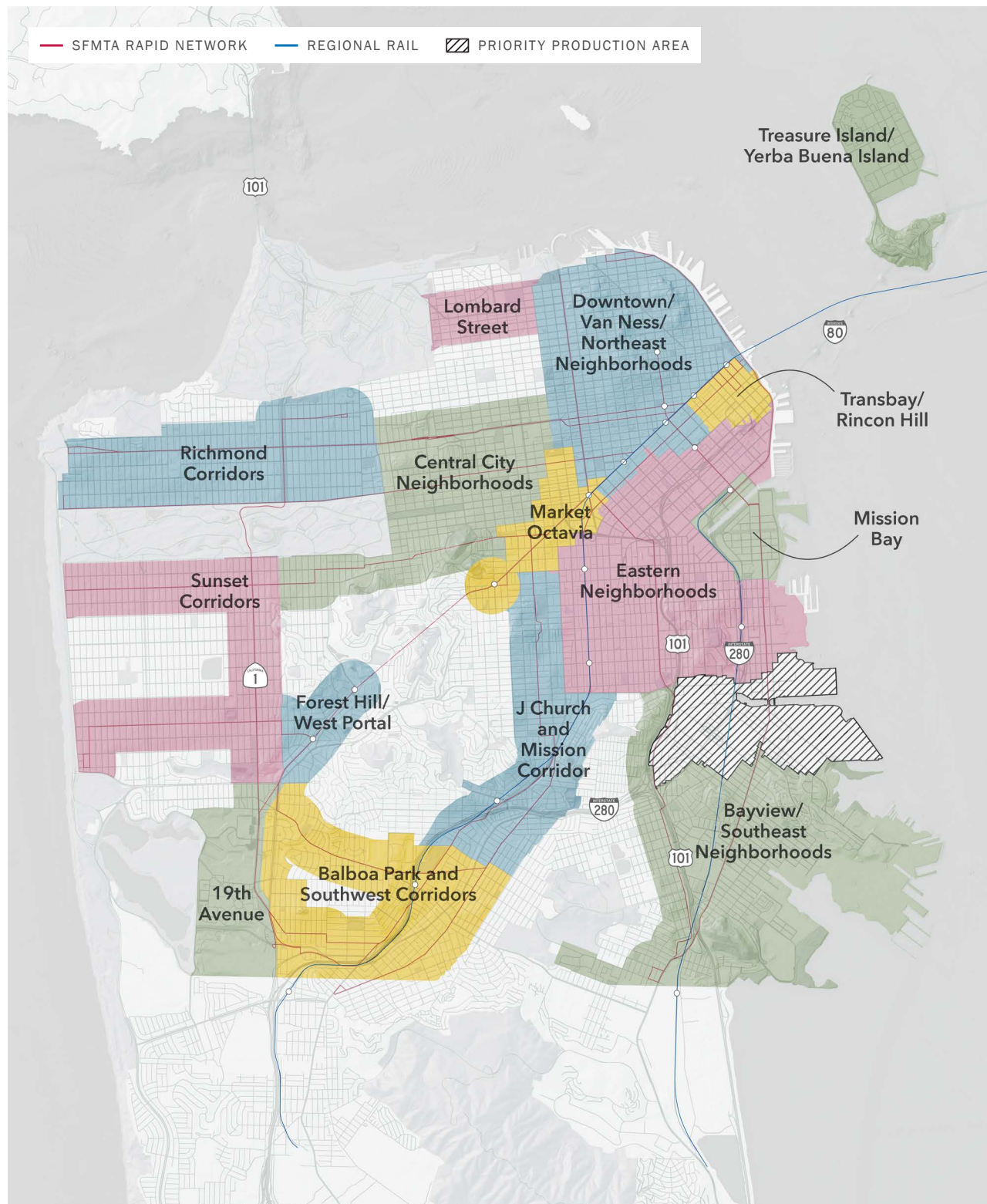
ABAG and MTC encourage compact land use patterns and transit-oriented developments to meet the region's sustainability goals through the identification of and investment in Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs) based on regionally established criteria. PDAs are meant to accommodate population, housing, and employment growth in urbanized areas without sprawling further outward or developing on greenfield open space and agricultural lands; while PCAs protect agricultural, recreational, or environmental resources.

Prior to 2019, San Francisco had twelve PDAs, predominantly located along the eastern portion of the city, which collectively made up 25% of San Francisco's land area and had the capacity to take on approximately 80% of the forecast housing growth and 60% of the forecast job growth that has been forecast in San Francisco as a part of the Plan Bay Area process (or about 80,000 housing units out of 92,000 and 143,000 jobs out of 191,000). San Francisco had also identified four PCAs, and ABAG approved three additional regional PCAs that cross San Francisco: California Coast Trail (along the Pacific coast), San Francisco Bay Water Trail (including access points in San Francisco's Marina District), and San Francisco Bay Trail (along the Embarcadero, through the Marina and over the Golden Gate Bridge).

In May 2019, in support of the Plan Bay Area 2050, the MTC and Executive Board adopted an update to the Regional Growth Framework, including updated criteria for PDAs and PCAs, and a new Priority Production Area (PPA) pilot program, which promotes middle-wage jobs and support the region's industrial economy. As a result, the city expanded the coverage of PDAs in December 2019 to make other parts of San Francisco eligible for regional ABAG and other funding. These additional PDAs ensure that more of the region's areas well-served by transit and with high access to opportunity are included in the PDA framework and considered for investment as they grow. Additionally, the city added eight new PCAs and one PPA.

Fifteen Priority Development Areas (PDAs) have been adopted by San Francisco (see Figure 1):

1. 19th Avenue (existing; boundary changes)
2. Balboa Park and Southeast Corridors (existing; boundary changes/expansion)
3. Bayview/Southeast Neighborhoods (existing; boundary changes)
4. Central City Neighborhoods (existing; expansion)
5. Downtown/Van Ness/Northeast Neighborhoods (existing; boundary changes)
6. Eastern Neighborhoods (existing; boundary changes)
7. J Church & Mission Corridor (existing, boundary changes)
8. Market-Octavia (existing; boundary changes)
9. Mission Bay (existing; boundary changes)
10. Transbay/Rincon Hill (existing; boundary changes)
11. Treasure Island/Yerba Buena Island (existing; no changes)
12. **Forest Hill/West Portal (new)**
13. **Lombard Street (new)**
14. **Richmond Corridors (new)**
15. **Sunset Corridors (new)**

Figure 1. Priority Development Areas and Priority Production Area in San Francisco, 2019.

PRIORITY CONSERVATION AREAS (PCAS)

Five Priority Conservation Areas (PCAs) have been adopted by San Francisco since 2015: Palou Phelps Natural Area, Bayview Hill Natural Area, McLaren Park Pivot, Twin Peaks/Glen Canyon Bioregion, and the San Francisco Bay Area Water Trail (including access points in San Francisco's Marina District). In August 2015, ABAG approved two additional regional PCAs that cross San Francisco: California Coast Trail (along the Pacific coast) and San Francisco Bay Trail and Bay Area Ridge Trail (along the Embarcadero, through the Marina and over the Golden Gate Bridge).

In December 2019, eight PCAs were added (see Figure 2): Treasure Island/Yerba Buena Island Open Space, Central Waterfront, India Basin Waterfront Open Space, Crosstown Trail, Outer Mission Park Connections, Lake Merced/Ocean Beach, Golden Gate Park, and Northern Waterfront. These new PCAs reflect significant open spaces of regional significance, mostly along the city's ocean and bay edges, several of which are new spaces in the planning and development phases and others are existing spaces under varying jurisdiction that require substantial investment to address resiliency to Sea Level Rise and other challenges. Moreover, two of these new PCAs are intended to enhance connectivity between neighborhoods and major open spaces across the city (Crosstown Trail and Outer Mission Park Connections).

Figure 2. Priority Conservation Areas in San Francisco.

PRIORITY PRODUCTION AREA (PPA)

In December 2019, San Francisco added one Priority Production Area: **Bayshore/Central Waterfront/Islais Creek** (see Figure 1). This PPA is the heart of San Francisco's industrial sector and its most significant and largest contiguous area, with access to two freeways (101 and 280). This area includes almost all the City's foundational support businesses that allow the city to function efficiently day-to-day, such as the Wholesale Produce Mart, businesses supporting the City's construction industry leg (building materials, manufacturing, equipment), transit fleet management and repair, and a robust food and beverage manufacturing sector, among others.

RECENT LAND USE PLANS AND MAJOR DEVELOPMENT PROJECTS BY PDA

These PDAs, PCAs, and PPAs are supported by numerous land use plans and major master plan development projects that coordinate the city's growth and capital improvements while maintaining the unique character of those neighborhoods. Following is an overview of plans and major projects adopted in the past few years or currently under consideration. Note that as of 2021, the development pipeline in San Francisco constitutes over 70,000 housing units and several million square feet of non-residential development; the following overview highlights the largest master plan projects expected to be constructed in multiple phases over many years.

1) 19th Avenue

Parkmerced. Parkmerced is a 152-acre site under single ownership in the southwestern part of the City. The existing site, developed between 1941 and 1951, contains 3,221 housing units in a combination of high-rise towers and two-story townhouses. The project, which will be implemented over the course of three decades, includes comprehensive redesign, redevelopment, and improvement of the site with new residential buildings, retail uses, parks, streets, and other amenities. Phase 1, which includes 1,668 residential units and 3,500-sf ground floor active uses/retail, was approved in June 2015. No major construction has commenced as of 2021.

For more information visit: <https://sfplanning.org/project/parkmerced>

San Francisco State University. In 2018, San Francisco State University published a long-range vision for the campus called the FutureState Vision Plan. Its goals are to establish a more residential campus by building thousands of campus housing units and making other improvements and investments in academic and support facilities on the campus. In light of limited financial resources to carry out the plan, compounded by the effects of the pandemic, SFSU is currently focusing on developing an Intermediate Plan.

For more information visit: <https://plan.sfsu.edu/futurestate>

2. Balboa Park and Southwest Corridors

Balboa Reservoir. The Balboa Reservoir neighborhood is intended to be a diverse, inclusive mixed-income community that brings together residents and neighbors around the new Reservoir Park. This new neighborhood will include around 1,100 new housing units (50% affordable; 40% with 2+ bedrooms), approximately 4 acres of public open space, a new multi-modal street network, a new 100-seat childcare facility (50% for low-income families), and other community amenities. The Project Master Plan and Development Agreement were approved in August 2020.

For more information visit:

<https://sfplanning.org/project/balboa-reservoir-and-community-advisory-committee-cac>

3. Bayview/Southeast Neighborhoods

Candlestick Point/Hunters Point Shipyard. The Hunters Point Shipyard, a former naval base, is a master-planned community of approximately 500 acres located along the southeastern waterfront of San Francisco. The first phase (available in 2014) includes up to 1,600 homes, 27% to 40% of which are affordable, and 26 acres of open space. The second phase adds 10,500 new housing units, 32% of which are affordable, including the rebuilding of the Alice Griffith public housing development consistent with the City's HOPE SF program. Phase 2 plan also includes 3+ million square feet of research and development uses and the headquarters for the United Nations Global Compact Sustainability Center located in Building 813 on the Shipyard, over 300 acres of parks and open space. The Phase 2 development plan was updated in 2018.

For more information visit: <https://sfocii.org/hunters-point-shipyard-and-candlestick-point>

India Basin Mixed-Use Project. The Project envisions the development of approximately 29 acres (private land, public right-of-way, and public open space) of largely undeveloped land along the Bayview Hunters Point shoreline just northwest of Hunters Point Shipyard. The Project includes moving one structure and establishing a new street grid and block pattern on largely empty bayshore land. The completed project will include up to 1,575 dwelling units, approximately 209,000 square feet of non-residential use, up to 1,800 vehicle spaces, 1,575 bike parking spaces, and approximately 15.5 acres of improved and new parks and open space. The project was approved in 2018 and Phase 1 was approved in September 2020.

For more information visit: <https://sfplanning.org/india-basin-mixed-use-project>

Sunnydale HOPE SF. The project includes the complete rebuilding of the existing 50-acre Sunnydale-Velasco Housing Authority site and will consist of approximately 1,770 residential units (775 replacement affordable units, approximately 200 additional affordable housing units, and approximately 694 market rate units). The master plan also includes all new streets, utilities, and infrastructure, as well as 3.5 acres of new open spaces and approximately 60,000 square feet of new neighborhood-serving retail and community spaces. Phases 1 and 2 were approved in 2017, and Phase 3 in January 2020.

For more information visit: <https://www.hope-sf.org/four-communities/> or <https://sfplanning.org/sunnydale-hope-sf>

Baylands North Plan (Formerly Visitacion Valley/Schlage Lock Plan). In 1999, the Schlage Lock Company closed its Visitacion Valley factory, and the site is now slated for redevelopment as a new mixed-use community. Approved in 2014, the Schlage Project will be built over a 15-year period and it will include 5,500 housing units, 8.5 million sq ft of commercial space, and the renovation of the historic Schlage building. Phase 1 was approved in July 2017 and revised in September 2018.

For more information visit: <https://sfplanning.org/visitacion-valleyschlage-lock-plan>

4. Central City Neighborhoods

UCSF Parnassus Heights Campus Plan. In January 2021 the UC Regents approved the Comprehensive Parnassus Heights Plan ("CPHP") for the University of California San Francisco Parnassus campus. The CPHP calls for replacement and expansion of medical, research, and academic facilities and housing on the campus, which is the original and largest of UCSF's campuses. Included in the Plan is a new Hospital and the addition of over 750 student and staff housing units. In February 2021, the City signed a Memorandum of Understanding ("MOU") with UCSF regarding UCSF commitments to meet certain housing affordability targets and phasing, along with other commitments.

For more information visit: <https://sfplanning.org/project/ucsf-paranassus-campus-plan-memorandum-understanding>

6. Eastern Neighborhoods

Central SoMa Plan. The vision of the Central SoMa Plan is to create a sustainable neighborhood socially, economically, and environmentally. The Plan is expected to deliver nearly 16 million square feet for new housing and jobs easily accessible by transit (8,800 new housing units, 33 percent affordable housing, and 32,000 new jobs) and over \$2B in public benefits, including \$500M for transit, substantial improvements to open space, streets, and environmental sustainability, and funding for cultural preservation and community services. Adopted in December 2018.

For more information visit: <https://sfplanning.org/central-soma-plan>

5M Project. The 5M Project is located between SOMA and Mid-Market on 4 acres between 5th, Mission, and Howard streets in Downtown San Francisco. Over the next 10 years, this phased proposal would transition the site from its current mix of office buildings and surface parking lots to a balance of residential (631 market rate units and 221 affordable housing units), office (a 630,000-square foot office building), retail, cultural, and open space uses. Construction began in June 2019.

For more information visit: <https://sfplanning.org/5m-project>

Pier 70. Pier 70 is a Port of San Francisco site that is approximately 69-acres located in the City's Central Waterfront, between Mariposa and 22nd Street, east of Illinois Street. This site has been identified as a future National Historic District due to its role during 150-years of continuous operations in Ship Building and Repair. The project includes 9 acres of waterfront parks, playgrounds and opportunities for recreation; 2,000 new homes (30% at below-market rates); between 1 and 1.75 million sf of new office space; 10,000 construction jobs and 12,000 permanent jobs created; 90,000 sq ft of arts non-profit space; 60,000 sq ft of production and small manufacturing; and 115,000 sq ft of retail and neighborhood amenities. First phase of construction began in 2018.

For more information visit: <https://pier70sf.com/the-program/>

Potrero HOPE SF. The project includes the complete rebuilding of the existing Potrero Terrace and Annex Housing Authority site, originally constructed in 1941 and 1955. HOPE SF will rebuild both sections of the 38-acre site into a mixed-income development with a park. At completion, the Project will consist of approximately 1,700 residential units, (619 replacement affordable units, approximately 200 additional affordable housing units, and approximately 800 market rate units). The master plan also includes all new streets, utilities, and infrastructure, as well as 3.5 acres of new open spaces and approximately 45,000 square feet of new neighborhood-serving retail and community spaces. Construction (Phase 1) of the first 72 units was completed in February 2019.

For more information visit: <https://www.hope-sf.org/four-communities/> or <https://sfplanning.org/potrero-hope-sf>

Potrero Power Station. The Project is the redevelopment of an over-20 acre former power plant as a mixed use neighborhood immediately adjacent to the Pier 70 redevelopment site. Combined with the Pier 70 project, this project will open a large portion of the City's Central Waterfront to the public for the first time in 150 years. The project includes over 2,000 new housing units, up to 1.5 million square feet of office and laboratory uses, retail, PDR (light industrial/arts) uses, community facilities, and nearly 7 acres of public open space. The Project Master Plan and Development Agreement were approved in April 2020 and the first phase application for implementation was approved in October 2020.

For more information visit: <https://sfplanning.org/potrero-power-station>

7. Market-Octavia

Market & Octavia Area Plan Amendment (Formerly The Hub). The Market & Octavia Area Plan Amendment provides zoning and policy refinements to ensure the area's growth supports the City's goals for housing, transportation, and the public realm. The

Plan is expected to increase housing and affordable housing near transit, develop and coordinate designs for the public realm, and create a robust public benefits package and prioritize projects for implementation. Three large development projects near the intersection of Market and Van Ness will construct about 1,650 units. The Plan Amendment updated the Market & Octavia Area Plan and the Market & Octavia Implementation Plan, as well as amended the Planning Code to reflect the land use and policy recommendations identified through the planning process. Adopted in July 2020.

For more information visit: <https://sfplanning.org/market-street-hub-project>

9. Mission Bay

Mission Rock. Mission Rock is an approved, mixed-use development at Seawall Lot 337 and Pier 48, an approximately 28-acre Port-owned property across McCovey Cove from Oracle Park. The project includes 8 acres of new parks and open space, 1,200 new rental homes (40% affordable), sea level rise resiliency and adaptation features, historic rehabilitation of Pier 48, job preservation and creation, and public waterfront access improvements along Blue Greenway trail. The Development Agreement was approved in August 2018, and construction of Phase 1 of the project is currently underway.

For more information visit: <https://sfport.com/projects-programs/mission-rock>

10. Treasure Island/Yerba Buena Island

Treasure Island/Yerba Buena Island. The Project will produce a new San Francisco neighborhood of up to 8,000 homes, including homes offered at below-market rates, extensive parks and open space (over 300 acres total between both Islands), hotels, restaurants, retail, entertainment and the arts. The transportation network is designed to prioritize pedestrians and cyclists, and encourages sustainable transit-oriented choices as part of everyday life. Transportation demand management programs such as the country's first congestion pricing program, and mandatory household transit passes, parking policies and ramp metering will maximize transit use. First phase of construction began in 2019 and the first new units as part of the first Phase of development are currently under construction.

For more information visit: <https://sftreasureisland.org/>

14 & 15. Richmond & Sunset Corridors

Local Coastal Plan Amendment (Formerly Western Shoreline Area Plan). The San Francisco Coastal Zone extends approximately 6 miles along the western shoreline, from the Point Lobos recreational area in the north to the Fort Funston cliff area in the south. The Local Coastal Plan Amendment is an update to the 1986 Western Shoreline Area Plan; it establishes land use, development, natural resource protection, coastal

access, and public recreation policies and will specifically address sea level rise and coastal erosion concerns along the area. San Francisco's Local Coastal Program Amendment was approved by the California Coastal Commission in May 2018 and is now in effect.

For more information visit: <https://sfplanning.org/local-coastal-program-amendment>

Table 1. Plans that support each PDA

| PDA | RELEVANT PLANS |
|--|--|
| 1. 19th Avenue | Parkmerced Development Agreement (including Design Standards and Guidelines, Sustainability Plan, Transportation Plan, and Infrastructure Plan), San Francisco State University Campus Master Plan |
| 2. Balboa Park and Southwest Corridors | Balboa Park Station Area Plan, Balboa Reservoir Development Agreement |
| 3. Bayview/Southeast Neighborhoods | Bayview Hunters Point Area Plan and Redevelopment Plan, Hunters Point Shipyard Area Plan, Candlestick Point Sub-Area Plan, Candlestick Point – Hunters Point Shipyard Phase I & II Development Plan, Executive Park Sub-Area Plan, Visitacion Valley Master Plan and Design for Development, Hope SF Sunnydale Master Plan |
| 4. Central City Neighborhoods* | UCSF Parnassus Heights Campus Plan |
| 5. Downtown/Van Ness/Northeast Neighborhoods | Downtown Area Plan, Van Ness Avenue Area Plan, 5M Development Agreement, |
| 6. Eastern Neighborhoods | Eastern Neighborhoods Area Plans (East SoMa, Western SoMa, Mission, Showplace/Potrero, and Central Waterfront Area Plans), Central SoMa Plan, Pier 70 Master Plan, Potrero Power Station Development Agreement |
| 7. J Church and Mission Corridor | Glen Park Community Plan |
| 8. Market Octavia | Market & Octavia Area Plan |
| 9. Mission Bay | Mission Bay Redevelopment Plan, Mission Rock Development Agreement |
| 10. Transbay/Rincon Hill | Transit Center District Plan, Transbay Redevelopment Plan, Rincon Hill Area Plan |
| 11. Treasure Island/Yerba Buena Island | Treasure Island and Yerba Buena Island Area Plan and Development Agreement |
| 12. Forest Hill/West Portal* | - |
| 13. Lombard Street* | - |
| 14. Richmond Corridors* | Western Shoreline Area Plan |
| 15. Sunset Corridors* | Western Shoreline Area Plan |

* PDA established in 2019

Chapter 3. Recent Housing Production Trends

HOUSING POLICIES

The regional Association of Bay Area Governments (ABAG) has proposed a “3Ps” framework for addressing the Bay Area region’s housing needs¹: policies and strategies that **PROTECT** current residents from displacement, **PRESERVE** existing affordable housing, and **PRODUCE** new housing at all income levels to secure long-term affordability. The goal of this framework is to make sure housing is available for all residents, no matter their income.

San Francisco has adopted a wide array of policies and strategies designed to support housing growth, especially affordable housing, in connection to transportation investments. The following is a list of 23 key housing policies adopted in San Francisco and compiled by the ABAG² in these three primary categories: Planning for Production, Funding Housing Affordability/Preservation, and Stabilizing Neighborhoods/Protection.

1 MTC/ABAG (February 2021). Launching the Bay Area Housing Finance Authority and the Expanded Regional Housing Portfolio. Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC). https://mtc.ca.gov/sites/default/files/documents/2021-05/Launching%20BAHFA-Regional%20Housing%20Portfolio_2-24-21.pdf

2 ABAG (February 2021). ABAG Housing Policy Database 2.0. Association of Bay Area Governments (ABAG). <https://mtc.maps.arcgis.com/home/item.html?id=4b77830210d14982a3256fd7b67f68ee>

Table 2. San Francisco’s Adopted Housing Policies

| HOUSING POLICIES AND PROGRAMS | DEFINITION | 3PS | SAN FRANCISCO POLICY | LINK |
|---------------------------------------|--|-----------------------------|---|--|
| Acquisition/Rehabilitation/Conversion | Programs to purchase, rehabilitate, and then convert properties from a past non-residential (or dilapidated residential) use to affordable (income-restricted) residential. | Protection | Mayor’s Office of Housing and Community Development (MOHCD) Small Sites program to acquire rental housing occupied by low and moderate income renters. | Small Sites Program (SSP) Mayor’s Office of Housing and Community Development (sfmohcd.org) |
| Commercial Development Impact Fee | A per square foot development fee levied on non-residential development that is used to develop or preserve affordable housing. | Preservation | City of San Francisco imposes development impact fees on development projects to mitigate the impacts caused by new development on public services, infrastructure, and facilities. | Development Impact Fees |
| Condominium Conversion Ordinance | An ordinance that regulates conversion of apartment buildings into condominiums and generally provides tenant protections. | Protection | The Condominium Conversion Program allows property owners of apartment buildings with six units or less to convert the properties into condominiums. | Condominium Conversion Restrictions |
| Flexible Parking Requirements | Reduced parking requirements, parking maximums or shared parking policies, etc. | Production | SFMTA uses demand-based pricing to optimize parking availability. | Demand Responsive Parking Pricing |
| Form-Based Codes | Zoning codes that specify development requirements to an extent that development proposals meeting the requirements can be speedily entitled without conditional use permitting. | Production | San Francisco has used form-based code for housing in Eastern Neighborhoods, Market Octavia Plan and plan amendment, and other geographies. | Eastern Neighborhoods Plans SF Planning Market & Octavia Area Plan SF Planning Market & Octavia Area Plan Amendment (Formerly The Hub) SF Planning |
| General Fund Allocation | An allocation of local funds for affordable housing development and preservation. | Production and Preservation | San Francisco has a dedicated Affordable Housing Trust fund approved after the end of Redevelopment. | Affordable Housing White Paper |
| Graduated Density Bonus | Under the same zoning designation allow greater density with greater lot size to facilitate parcel assembly. | Production | The program offers housing developers incentives, including increased density and height, in return for building more permanently affordable homes into their projects. | HOME-SF |
| Homeowner Repair or Rehabilitation | Grant or low-cost loan programs targeted to homeowners to make either minor or major repairs to their properties. | Protection | MOHCD CalHOME program and Lead Hazard Control Programs | Housing Rehabilitation & Lead Remediation |
| Home Sharing Programs | Locally-funded programs that encourage homeowners with extra rooms to “share” or room with a pre-screened tenant. | Protection | MOHCD has partnered with the Home Match program from nonprofit COVIA to match renters with senior homeowners interested in renting a room. | Home Match, Covia |
| Housing Development Impact Fee | A per square foot or per unit development fee levied on market rate residential development that is used to develop or preserve affordable housing. | Preservation | San Francisco’s Inclusionary Housing Program requires new residential projects of 10 or more units to pay an Affordable Housing Fee. | Inclusionary Affordable Housing Program |
| Implementation of SB743 | Jurisdiction has updated CEQA Thresholds of Significance Guidelines and replaced it with Vehicle Miles Traveled to measure environmental impact. | Production | City of San Francisco executive summary and resolution implementing SB 743. | Resolution Modifying Transportation Impact Analysis |
| Inclusionary Housing Ordinance | Requires a certain percentage of housing units in market-rate developments to be affordably priced to income-specified households. | Production | San Francisco’s Inclusionary Housing Program requires new residential projects of 10 or more units to pay an Affordable Housing Fee. | Inclusionary Affordable Housing Program |
| In-Lieu Fees (Inclusionary Zoning) | Fees levied on market rate developers “in-lieu” of the construction of income-restricted ownership or rental units in new developments. | Preservation | City of San Francisco, Comparison Chart of inclusionary Zoning Policies (DRAFT). | Inclusionary Zoning Policies |
| Just Cause Eviction | An ordinance that allows evictions for legally delineated circumstances. | Protection | Just Causes for Eviction Under the SF Rent Ordinance. | Just Causes |
| Locally-Funded Homebuyer Assistance | Locally-funded homebuyer assistance programs — typically down payment assistance for first time buyers. | Protection | City of San Francisco provides loans to help first-time homebuyers with down payments and mortgage tax credit. | MOHCD Loan Programs |
| One-to-One Replacement | A no-net-loss or “one-to-one” replacement policy in the redevelopment of subsidized affordable rental units or demolition of a public housing development. | Protection | City of San Francisco, Condominium Conversion Ordinance includes a no net loss policy. | Condominium Conversion |
| Reduced Fees or Permit Waivers | Reduced fees or permit waivers for affordable housing development. | Production | San Francisco has passed a pilot fee waiver program for ADUs and 100% affordable housing. | Legislation to eliminate building code fees for affordable housing and ADUs |
| Rent Stabilization | Ordinances that regulate the percentage of annual rent increases, but allow rent to be “reset” at market-rate upon vacancy. | Protection | City of San Francisco’s Rent Ordinance. | Residential Rent Stabilization and Arbitration |
| SRO Preservation Ordinance | Regulates conversion of SRO units and discourages conversion of existing rental stock. | Protection | City of San Francisco requires 1:1 replacement of SRO units. | SRO Ordinance |
| Surplus Public Lands Act | Requires that affordable housing developers have the first right of refusal to surplus public lands. | Production | City of San Francisco redevelops publicly-owned land into parks and open space, jobs, and affordable housing. | Public Land Housing |
| Tenant-Based Assistance | Locally-funded monetary assistance to tenants on a one-time or ongoing basis. | Protection | City of San Francisco’s Rental Programs. | Rental Programs |

HOUSING AND AFFORDABLE HOUSING PRODUCTION

For most forecasting activities, the Transportation Authority is required to use regionally-adopted projections of future Bay Area land use growth, including the distribution and nature of that growth across the region's individual jurisdictions. In 2021, ABAG adopted its most recent regional land use forecast as part of Plan Bay Area 2050, which calls for San Francisco to grow by 213,000 households between 2015 and 2050, bringing the number of households to 578,000. Employment in San Francisco is projected to increase by 236,000 jobs between 2015 and 2050, bringing the total to more than 918,000 jobs located in the city.

The first *Jobs-Housing Fit 2020* Report developed by the San Francisco Planning Department highlights the historical housing deficit that San Francisco has accumulated.¹

- The job growth (and to a lesser extent population) during **2009 - 2019** resulted in a housing deficit of 124,250 units (81% of the total housing unit need of 153,752) and an affordable² unit deficit of 53,500 (87% of affordable unit need of 61,165).
- Projections for the **2020 - 2040** period show that the overall housing need will be fulfilled and surpassed by 18,500 units (35%), while affordable housing is still expected to have a deficit of 3,000 units (14%).
- The forecasted increased rate of housing production is not expected to reverse the historical deficits, yielding a period total **2009 - 2040** deficit of 106,000 units (51%) and affordable deficit of 56,500 units (68%) relative to the population and job growth San Francisco is expected to have in the following years.

The housing permits data by PDA during 2014 - 2019 (see Table 3) shows a higher construction activity in both the Eastern Neighborhoods and Downtown/Van Ness/Northeast Neighborhoods, followed by Transbay/Rincon Hill and Market Octavia. On the other end, the PDAs with a low construction activity are Treasure Island/Yerba Buena Island and Forest Hill/West Portal with one and six permits, respectively.

Most housing permits are issued for moderate and above moderate income levels, especially in 19th Avenue, Transbay/Rincon Hill, and Treasure Island/Yerba Buena Island (over 90% of permits); while 43% of permits in Bayview/Southeast Neighborhoods are issued for very low income households and 32% of permits in Central City Neighborhoods are for low income households.

¹ Jobs-Housing Fit Report, 2020, SF Planning Department, https://sfplanning.org/sites/default/files/resources/2021-11/Jobs-Housing_Fit_Report_2020.pdf

² Very Low (<=50% AMI); Low (<=80% AMI); Moderate (<=120% AMI).

Regarding affordable housing, as indicated in the *Jobs-Housing Fit 2020* Report, there is a total cumulative unmet need of 56,554 affordable units, of which 53,506 units reflect the deficit from the preceding 10-year retrospective period of 2009 – 2019 and 3,048 units are the projected deficit for the future 20-year period of 2020 – 2040. The affordable housing pipeline shows most projects are located in Bayview/Southeast Neighborhoods and Downtown/Van Ness/Northeast Neighborhoods (18 projects approved each), followed by the Eastern Neighborhoods (13), with more than 1,000 units permitted at each PDA.

Table 3. Housing Permits by PDA and Income Level and Affordable Housing Pipeline

| PDA NAME | HOUSING PERMITS ISSUED BY INCOME LEVEL: 2014 – 2019* | | | | | AFFORDABLE HOUSING PIPELINE** | |
|--|--|--------------|--------------|----------------|---------------|-------------------------------|--------------|
| | VERY LOW | LOW | MODERATE | ABOVE MODERATE | TOTAL | PROJECTS | UNITS |
| 19th Avenue | - - | - - | 1 0% | 240 100% | 241 | - | - |
| Balboa Park and Southwest Corridors | 70 19% | 3 1% | 132 36% | 165 45% | 370 | 3 | 385 |
| Bayview/Southeast Neighborhoods | 723 43% | 221 13% | 112 7% | 615 37% | 1,671 | 18 | 1,605 |
| Central City Neighborhoods | 54 6% | 291 32% | 225 25% | 343 38% | 913 | 8 | 458 |
| Downtown/Van Ness/Northeast Neighb. | 338 6% | 281 5% | 444 8% | 4,751 82% | 5,814 | 18 | 1,329 |
| Eastern Neighborhoods | 121 2% | 352 6% | 253 4% | 5,498 88% | 6,224 | 13 | 1,065 |
| Forest Hill/West Portal | - - | - - | 2 33% | 4 67% | 6 | - | - |
| J Church and Mission Corridor | - - | - - | 87 55% | 70 45% | 157 | 4 | 64 |
| Lombard Street | 24 15% | - - | 39 24% | 101 62% | 164 | - | - |
| Market Octavia | 39 2% | 128 6% | 149 7% | 1,975 86% | 2,291 | 4 | 299 |
| Mission Bay | 40 2% | 308 15% | 26 1% | 1,620 81% | 1,994 | 4 | 424 |
| Richmond Corridors | - - | - - | 116 25% | 346 75% | 462 | 2 | 28 |
| Sunset Corridors | - - | - - | 101 72% | 39 28% | 140 | 2 | 140 |
| Transbay/Rincon Hill | 138 4% | - - | 61 2% | 3,103 94% | 3,302 | 3 | 437 |
| Treasure Island/Yerba Buena Island | - - | - - | - - | 1 100% | 1 | 1 | 148 |
| San Francisco/San Mateo Bi-County Area | - - | - - | - - | - - | - | - | - |
| Subtotal PDAs | 1,547 | 1,584 | 1,748 | 18,871 | 23,750 | 80 | 6,382 |
| Subtotal Outside PDAs | - | - | 208 | 323 | 531 | | |
| Total Countywide | 1,547 | 1,584 | 1,956 | 19,194 | 24,281 | | |

* Based upon building permits submitted in Annual Progress Reports (APR); does not include permits without geographic information.

** Source: AHSC Rounds 1-5 Applicant Lists and Awards (San Francisco Public Affordable Housing Pipeline Database), Mercy Website, MEDA Website, TCAC Database and Applications 2016-2020. The "Pipeline" of development projects represent those building proposals for which a formal planning entitlement or building permit has been filed, approved, or is under construction. This measure of future development excludes planning affordable housing units in large phased projects or area plans for which a planning entitlement has been filed or approved but a building permit has not been filed or approved, or is not under construction.

Chapter 4. Transportation Plans to Support PDAs

This Chapter summarizes the transportation plans that will support San Francisco's PDAs.

COUNTY TRANSPORTATION PLANS

ConnectSF is a long-range multi-agency collaborative process to build an effective, equitable, and sustainable transportation system for San Francisco's future. Launched in 2016, it is a partnership of San Francisco's key planning and transportation agencies and the Mayor's Office, including the Transportation Authority, the SFMTA, the San Francisco Planning Department, and the Office of Economic and Workforce Development. The effort will produce a 50-year roadmap to arrive at that future, including policies, planning, project development, and funding strategies. The key outputs for the program include a vision document, a long-term transit strategy, a street and freeway strategy, the San Francisco Transportation Plan (SFTP), and an update to the Transportation Element of the San Francisco General Plan.

The ConnectSF team has developed a scenario planning approach that has engaged a diverse set of stakeholders to understand potential future alternatives. Rooted in public engagement, the ConnectSF process established a Vision and Statement of Needs in 2017 - 2018 and developed the Transit Strategy and the Streets and Freeway Strategy in 2019 - 2022.

ConnectSF Statement of Needs identifies what would be needed to reach the ConnectSF vision and goals and serves as the foundation for the Transit Corridor and Streets and Freeways Strategies.

For more information visit: <https://connectsf.org/transportation-needs/>

ConnectSF Transit Corridors Study identifies concepts to provide a better and more effective transportation system for all, including maintenance and restoration, transit reliability improvements, speed, capacity, and reliability improvements to Muni metro, and new rail where bus service cannot meet demand.

For more information visit:

<https://connectsf.org/developing-the-citys-transit-investment-strategy/>

ConnectSF Streets and Freeway Study is the first comprehensive strategy for San Francisco's streets and freeways. It identifies concepts to maintain infrastructure, prioritize efficient modes like transit, bikes, pedestrians, and carpools, improve

active transportation connections, improve street safety, and reconnect communities through repairing harms from past investments in freeways and major arterials.

For more information visit:

<https://connectsf.org/developing-street-and-freeway-concepts/>

San Francisco Transportation Plan (SFCTA) is the investment and policy blueprint for San Francisco's transportation system development and investments. The SFTP considers all modes and operators that serve the City. It is renewed every four years; SFTP 2050 is anticipated to be completed in Winter 2022.

For more information visit:

<https://www.sfcta.org/projects/san-francisco-transportation-plan>

Update of General Plan Transportation Element (SF Planning), which sets a policy foundation integrating transportation and land use, will be updated in December 2022.

For more information visit: <https://sfplanning.org/project/transportation-element>

Modal Planning Framework (SFMTA). This tool will help guide the allocation of limited roadway space and reduce conflicts between modes on specific corridors throughout San Francisco. This effort is being completed through ConnectSF and the SFCTA is participating in the development. The timeline is Winter 2022.

LOCAL TRANSPORTATION PLANS AND INVESTMENTS

Complementing the county-level effort to establish a vision for San Francisco's transportation system, San Francisco's planning agencies have received planning grants from MTC as part of the OBAG 2 (OBAG) Program. OBAG 2 (FY 2017/18 through FY 2021/22) guides how MTC distributes federal transportation funding from the Federal Highway Administration to projects and programs throughout the Bay Area. The OBAG 2 program is divided into a Regional Program, managed by MTC, and a County Program, managed by the nine Bay Area County Transportation Agencies (CTAs). Table 4 documents the plans and projects receiving OBAG funding. Table 5 identifies the capital improvements and investments which serve San Francisco's PDAs.

Table 4. San Francisco OBAG 2 Planning and Project Grants

| OBAG 2 REGIONAL PROGRAMS (FY 2017/18 THROUGH FY 2021/22) | LEAD AGENCY | OBAG 2 FUNDING |
|---|--------------|-------------------|
| PDA Planning | | |
| San Francisco: HUB Area EIR | SF Planning | \$500,000 |
| San Francisco: Transit Corridors Study | Multi-Agency | \$500,000 |
| Technical Assistance | | |
| San Francisco: Mission-San Jose PDA Housing Feasibility Analysis | SF Planning | \$65,000 |
| San Francisco: PDA Density Bonus Program | SF Planning | \$65,000 |
| Community-Based Transportation Plan (CBTP) Updates | | |
| SFCTA: Community-Based Transportation Plans | SFCTA/SFMTA | \$175,000 |
| Mobility Hubs Pilot Program | | |
| SFMTA: Temporary Transbay Terminal (Vacant Site) | SFMTA | \$340,760 |
| PCA Grant Program | | |
| SFCTA: Yerba Buena Island Multi-Use Pathway (PE/ENV) | SFCTA | \$1,000,000 |
| San Francisco: McLaren Park and Neighborhood Connections Plan | SF Rec | \$194,000 |
| San Francisco/Coastal Conservancy: Twin Peaks Trail Improvement | SF Rec/Cons | \$74,000 |
| Safe & Seamless Mobility Quick-Strike Grant Program | | |
| Downtown San Francisco Congestion Pricing Study | SFCTA | \$200,000 |
| Embarcadero Station Platform Elevator Capacity & Redundancy | BART | \$3,144,000 |
| San Francisco Folsom Streetscape | SFMTA | \$5,000,000 |
| Safe Routes to School Non-Infrastructure Program | SFMTA | \$2,100,000 |
| OBAG 2 COUNTY PROGRAMS (FY 2017/18 THROUGH FY 2021/22) | LEAD AGENCY | COMMITTED FUNDING |
| Better Market Street | SFPW | \$3,366,000 |
| Central Subway | SFMTA | \$15,980,000 |
| Embarcadero Station New Northside Platform Elevator and Faregates | BART | \$2,000,000 |
| Geary Bus Rapid Transit Phase 1 | SFMTA | \$6,939,000 |
| Peninsula Corridor Electrification | Caltrain | \$11,188,000 |
| San Francisco SRTS Non-Infrastructure Program + Supplemental | SFMTA | \$2,813,000 |

THE HUB Area EIR (SF Planning). The Hub covers the eastern-most portions of the Market and Octavia Area Plan. The plan adds more housing, especially affordable housing to the area, safer and more walkable streets, new welcoming and active public spaces, a more complete neighborhood with services and amenities, and increased capacity and more reliable transit. The project underwent environmental review from October 2017 to March 2020.

For more information visit: “Market & Octavia Area Plan Amendment (Formerly The Hub)” in chapter 1.

ConnectSF Transit Corridors Study (multi-agency).

For more information visit: “County Transportation Plans” in chapter 4.

Mission-San Jose PDA Housing Feasibility Analysis (SF Planning). The Study addresses two goals: (1) maintain and build housing stock that can serve current residents and welcome diverse new residents, including people at a range of incomes, people of color, and immigrants; and (2) develop a corridor-wide housing plan for a range of income levels, for both renters and homeowners. Completed in June 2019.

For more information visit:

<https://sfplanning.org/excelsior-outer-mission-neighborhood-strategy>

PDA Density Bonus Program (SF Planning). The 100 Percent Affordable Housing Bonus Program (signed into law since July 2016) is San Francisco’s local density bonus program for projects in which all of the residential units are affordable to Low and Very-Low Income Households. This program establishes a new renewal and approval process. The Supplemental Application was made available in October 2017 and requires that a Project Application (PRJ) must be completed and/or attached.

For more information visit: <https://sfplanning.org/ahbp>

Temporary Transbay Terminal Mobility Hub (SFMTA) will be developed with the East Cut Community Benefit District. The project consists of an SFMTA long-term bicycle parking kiosk plus information and wayfinding signage complemented by the East Cut Community Benefit District’s programming and public space improvements. The SFMTA will evaluate use of the location using qualitative and quantitative data. The SFMTA will conduct a survey of users to better understand likes and dislikes and how the Hub is used, for example as a first or last mile solution or for longer term bicycle storage and to understand use of the Hub based on time of day, days of the week and season. While the Hub is in place, SFMTA staff and project partners will work with stakeholders, including TJPA, to find an alternative, equivalent or better location for when the Temporary Transbay Terminal block redevelops, such as within or adjacent to the new public park proposed for the site or within or on the ground floor of the proposed new apartment buildings, or within or adjacent to the Transbay Terminal itself.

Visitacion Valley Community Based Transportation Plan (SFMTA). The plan is a community-fueled planning and engagement effort led by the SFMTA with the intention to create a transportation vision for these neighborhoods. The project started in Winter 2020 and is expected to finish in Winter 2023.

For more information visit: <https://www.sfmta.com/projects/visitacion-valley-portola-community-based-transportation-plan>

Portsmouth Square Community Based Transportation Plan (SFCTA). San Francisco's Recreation and Parks Department conducted a community-driven process to redesign and improve access to Portsmouth Square Park. The plan analyzed the new park design and engaged local residents to explore existing transportation and circulation around the park and to the Portsmouth Square Garage and Chinatown and to prioritize transportation projects to make the area safer and more hospitable for pedestrians. The plan was adopted in November 2020.

For more information visit: <https://www.sfcta.org/projects/portsmouth-square>

D10 Mobility Management Study (SFCTA): The CBTP identifies a set of non-infrastructure strategies to reduce vehicle miles of travel in District 10 through partnerships between community organizations, developers, and emerging mobility service providers. The CBTP focuses on near-term, lower-cost, non-infrastructure concepts that address travel demand to, from, and within District 10. The CBTP was adopted in November 2018.

For more information visit: <https://www.sfcta.org/projects/district-10-mobility-study>

Lake Merced Pedestrian Safety CBTP (SFMTA): The CBTP studied conditions for pedestrian safety and access along Lake Merced Boulevard between Skyline Boulevard and John Muir Drive and culminated in recommendations for improvements, preliminary conceptual designs, and an implementation plan. The CBTP was developed with significant public outreach, including the formation of a community steering committee, to understand current walking patterns, barriers, and opportunities to improve pedestrian connections to and from Lake Merced Park and nearby transit stops. The CBTP was adopted in October 2021.

For more information visit:

<https://www.sfmta.com/projects/lake-merced-pedestrian-safety-project>

Yerba Buena Island Multi-Use Pathway (PE/ENV) (SFCTA). The project will build a new bike/ped network on YBI that will make all island destinations available to people on foot or bicycle. The goals include building a multi-use ADA compliant bike/ped pathway connection from the existing Bay Bridge East Span bike/ped landing on YBI to the future Ferry Terminal on Treasure Island via Hillcrest Road and Treasure Island Road. This project will also connect to the future Bay Bridge West Span Skyway Project. The benefits of this Multi-use Pathway Project include promoting active transportation, transit service, and helping to relieve traffic on the Bay Bridge by encouraging commuters to cross the Bay via bicycling, walking, and ferry transit.

For more information visit: <https://completestreets.mtc.ca.gov/projects/1121>

McLaren Park and Neighborhood Connections Plan (SF Recreation and Park). This site is a Priority Conservation Area and encompasses McLaren Park and Green Connections routes. McLaren Park resides in the Central Southern portion of the city, surrounded by the Excelsior, Portola, and Visitacion Valley neighborhoods, and acts as a central pivot point for the Green Connections routes. The Green Connections serve to help connect McLaren Park to nearly every section of the city. These connections are particularly important for underserved communities, and they connect to other open spaces and natural areas, such as Lake Merced and Candlestick State Park, which has a new General Management Plan and a wetland restoration at Yosemite Slough.

For more information visit: <https://sfrecpark.org/1161/McLaren-Park>

Twin Peaks Trail Improvement (SF Recreation and Park). Twin Peaks is a heavily visited natural areas, with stunning 360-degree views of the city and surrounding Bay Area. The Twin Peaks trail network was in poor condition with failing steps, redundant social trails that contributed to erosion and loss of sensitive habitat, and a lack of trail identification and wayfinding signage. The Redesign Planning Study was funded by a Priority Conservation Area grant, in partnership with SFMTA (2015 – 2018).

For more information visit:

<https://sfrecpark.org/634/Twin-Peaks-Trails-Improvement-Project>

Downtown Congestion Pricing Study (SFCTA).

For more information visit: “Other Local Efforts” in chapter 4 and <https://www.sfcta.org/downtown>

Folsom Streetscape Project (SFMTA). The Folsom Streetscape Project area includes Folsom Street between 2nd and 11th streets. Once completed, Folsom Street will implement the following treatments: roadway configuration changes, pedestrian and bicycle safety improvements, transit service changes, loading and parking improvements, and public realm improvements. The construction phase is scheduled to begin in 2022 and last for 24 months.

For more information visit: <https://www.sfmta.com/folsom-streetscape-project-page-0>

Safe Routes to School Non-Infrastructure Program (SFMTA). The OBAG funding supported an additional two years of the SRTS program that includes educational, encouragement, and evaluation activities and deliverables for school years 2019 – 2021 on behalf of the Safe Routes to School Partnership. The intent is to increase the percentage of students actively commuting to participating schools and improve safety of routes to schools. The scope currently includes comprehensive services at 35

elementary schools, special activities at 4 middle schools, and 2 high schools citywide, and technical assistance to any interested public school.

For more information visit: <https://www.sfsaferoutes.org/>

Better Market Street (SFPW). Design phase for a complete reconstruction of Market Street from Octavia Boulevard to the Embarcadero, prioritizing transit, providing safe pedestrian access for people of all ages and abilities, and building safe bicycle facilities and quality public spaces and streetscapes.

For more information visit: <https://www.sfpbpublicworks.org/bettermarketstreet>

Central Subway (SFMTA). Extend the T-Third line from the 4th and King Caltrain Station through the SoMa, Union Square, and China Town neighborhoods. Four new stations will be built along the 1.7-mile route – 4th and Brannan, Yerba Buena/Moscone Center, Union Square/Market Street, China Town/Rose Pak. Service is planned to begin in 2023.

For more information visit: <https://www.sfmta.com/projects/central-subway-project>

Embarcadero Station New Northside Platform Elevator and Faregates (BART). Procure and install a new elevator on the east end of the station between the BART platform and the mezzanine area, expand paid area to include the new elevator, dedicate existing elevator to Muni use only.

For more information visit: <https://www.bart.gov/sites/default/files/docs/BART%20SF%20OBAG-2%20applcn.pdf>

Geary Bus Rapid Transit Phase 1 (SFMTA). Create dedicated bus-only lanes along the six-mile 38/38R route on Geary Street, O'Farrell Street, and Geary Boulevard from Market Street to 34th Avenue. Provide other pedestrian- and transit-supportive improvements such as bulb-outs, optimized stops with upgraded amenities, and signal improvements.

For more information visit: <https://www.sfmta.com/projects/geary-rapid-project>

Peninsula Corridor Electrification (Caltrain). Electrify and upgrade the performance, operating efficiency, capacity, and reliability of Caltrain's commuter rail service by electrifying the Caltrain line from San Francisco to San Jose and replacing 75% of the diesel fleet with high performance electric train sets.

For more information visit: https://www.caltrain.com/projectsplans/CaltrainModernization/CalMod_Document_Library/Capacity.html

Table 5. San Francisco Transportation Investments by PDA

| *PDA ESTABLISHED IN 2019 | FUNDING (MILLIONS, YOE) | 19TH AVENUE | BALBOA PARK AND SOUTHEAST CORRIDORS | BAYVIEW/ SOUTHEAST NEIGHBORHOODS | CENTRAL CITY NEIGHBORHOODS* | DOWNTOWN/VAN NESS/NE NEIGHB. | EASTERN NEIGHBORHOODS | FOREST HILL/ WEST PORTAL* | J CHURCH AND MISSION CORRIDOR | LOMBARD STREET* | MARKET-OCTAVIA | MISSION BAY | RICHMOND CORRIDORS* | SUNSET CORRIDORS* | TRANSBAY/ RINCON HILL | TREASURE ISLAND/YERBA BUENA ISLAND |
|--|-------------------------------|-------------|---|--|--------------------------------|---------------------------------|--------------------------|------------------------------|-------------------------------------|--------------------|----------------|-------------|------------------------|----------------------|--------------------------|--|
| Capital improvements identified in 2013 Strategy | | | | | | | | | | | | | | | | |
| Better Market Street | \$210M | | | | | x | x | | | | x | | | | x | |
| Bi-County Program | \$548M | | x | x | | | | | | | | | | | | |
| Bicycling Improvements | \$500M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Caltrain Electrification and Service Frequency Improv. | \$1456M | | x | x | | x | x | | | | | | | | x | |
| Central Subway | \$1580M | | x | | | x | x | | | | | x | | | x | |
| Downtown Congestion Pricing | \$100M | | | | | x | x | | | | x | x | | | x | |
| Downtown Extension Caltrain, Transbay Center Ph. 2 | \$2596M | | x | x | | x | x | | | | | x | | | x | |
| Geary BRT | \$180M | | | | x | x | x | | | | | | x | | x | |
| Muni Forward | \$190M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Pedestrian Improvements | \$363M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Transbay Transit Center | \$1590M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Van Ness BRT | \$130M | | | | | x | x | | | | x | | | | | |
| Capital improvements identified in 2017 Strategy | | | | | | | | | | | | | | | | |
| BART Metro Program and Transbay Core Capacity | \$2700M | | x | | | x | x | | x | | x | x | | | x | |
| Expand SFMTA Fleet | \$477M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Geneva-Harney Bus Rapid Transit | \$3M | | x | x | | | | | x | | | | | | | |
| HOV/HOT Lanes on US 101 and I-280 (SF County) | \$518M | | x | x | | | x | | | | | | | | | |
| Regional/Local Express Bus to Support Express Lanes | N/A | | x | x | | | x | | | | | | | | | |
| San Francisco Late Night Transportation Improvements | N/A | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Capital improvements identified in 2021 Strategy | | | | | | | | | | | | | | | | |
| The HUB Area EIR | \$.5M | | | | | | | | | | x | | | | | |
| ConnectSF Transit Corridors Study | \$.5M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Mission-San Jose PDA Housing Feasibility Analysis | \$.1M | | x | | | | | | x | | | | | | | |
| PDA Density Bonus Program | \$.1M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Community-Based Transportation Plans | \$.2M | | | x | | x | | | | | | | | | | |
| Yerba Buena Island Multi-Use Pathway (PE/ENV) | \$1.0M | | | | | | | | | | | | | | | x |
| McLaren Park and Neighborhood Connections Plan | \$.2M | | x | x | | | | | x | | | | | | | |
| Twin Peaks Trail Improvement | \$.1M | | | | | | | | | | x | | | | | |
| Downtown San Francisco Congestion Pricing Study | \$.2M | | | | | x | x | | | | x | x | | | x | |
| Embarcadero Station Platform Elevator Capacity | \$3.1M | | | | | x | | | | | | | | | | |
| Folsom Streetscape | \$5.0M | | | | | x | x | | | | | | | | x | |
| Safe Routes to School Non-Infr. Program (Regional) | \$2.1M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| Better Market Street | \$16.0M | | | | | x | x | | | | x | | | | x | |
| Central Subway | \$3.4M | | x | | | x | x | | | | | x | | | x | |
| Embarcadero Station New Elevator and Faregates | \$2.0M | | | | | x | | | | | | | | | | |
| Geary Bus Rapid Transit Phase 1 | \$6.9M | | | | x | x | x | | | | | | x | | x | |
| Peninsula Corridor Electrification | \$11.2M | | x | x | | x | x | | | | | | | | x | |
| Safe Routes to School Non-Infr. Program (County) | \$2.8M | x | x | x | x | x | x | x | x | x | x | x | x | x | x | x |

OTHER LOCAL EFFORTS

San Francisco Vision Zero Action Strategy (SFMTA) lays out the strategic actions needed to reach the City's Vision Zero goal of ending traffic fatalities in San Francisco by 2024. The action strategy includes building better and safer streets, educating the public on traffic safety, enforcing traffic laws, and policy changes. The 2019 Action Strategy is the first action plan to expand beyond standard engineering, enforcement, and education actions to include policies and goals needed to achieve Vision Zero. The Strategy was approved in 2019.

For more information visit: <https://www.sfmta.com/reports/vision-zero-action-strategy>

San Francisco Climate Action Plan (CAP) (SF Environment) sets a climate goal of net zero emissions by 2040 and lays out strategies and actions that the City will need to take to meet its emission reduction targets by 2040. The cap also works toward addressing racial and social equity, public health, economic recovery, resilience, and providing safe and affordable housing to all. SFCTA supported the development of the transportation chapter. The final Climate Action Plan was released in December 2021.

For more information visit: <https://sfenvironment.org/climateplan>

SFMTA Strategic Plan (SFMTA). Establishes the vision, values, and goals of the SFMTA for a safer, more equitable, and sustainable transportation system for San Francisco, and guides the development of SFMTA plans, projects, policies, and programs. The current Plan was adopted in April 2018.

For more information visit: <https://www.sfmta.com/sfmta-strategic-plan>

SFMTA State of Good Repair Report (SFMTA). Identifies SFMTA's current rehabilitation and replacement needs for critical transit infrastructure so that the transportation system works reliably over the next several decades, and the level of investment required. The eighth annual report was published in June 2021.

For more information visit: https://www.sfmta.com/sites/default/files/reports-and-documents/2021/09/2020_sfmta_annual_state_of_good_repair_report.pdf

SFMTA 20-Year Capital Plan (SFMTA). A financially-unconstrained list and assessment of the capital projects necessary to achieve the SFMTA's vision, values, and goals over

the next 20 years. The SFMTA published the first 20-Year Capital Plan in 2017, with updates in 2019 and 2021.

For more information visit: https://www.sfmta.com/sites/default/files/reports-and-documents/2019/09/2019_capital_needs_update.pdf or https://www.sfmta.com/sites/default/files/reports-and-documents/2021/11/11-16-21_mtab_item_14_20-year_capital_plan_-_slide_presentation.pdf

Transportation 2050 (SFMTA). Evaluates the financial resources needed to achieve the SFMTA's vision for transportation developed through the city's ConnectSF planning process, as well as infrastructure needs identified in the SFMTA's 20-Year Capital Plan.

For more information visit: <https://www.sfmta.com/projects/transportation-2050>

SFMTA Muni Service Equity Strategy (SFMTA). The program is an ongoing effort to make transit accessible and affordable to all and to provide service and transportation options to the most vulnerable populations in the City. The Equity Strategy will benefit Equity Neighborhoods, seniors, and people with disabilities, by implementing service treatments that can be implemented quickly while delivering measurable improvements to safety, connectivity to key destinations, reliability, frequency and crowding. Moreover, the strategy will establish a performance baseline for Muni routes serving each Equity Neighborhood, which will be monitored annually. SFMTA also provides free transit rides for youth, seniors, and people with disabilities. The first Muni Service Equity Strategy was adopted in 2016 and the last one in 2018.

For more information visit: <https://www.sfmta.com/projects/muni-service-equity-strategy>

Muni Forward Program (SFMTA). Ongoing program to implement transit-priority measures in Muni corridors across the city. The Program includes reliability improvements, such as red transit lanes, bus bulbs and traffic signals that stay green for transit; more Rapid lines and expanded frequency; multiple service increases and new connections; brand new bus and rail vehicles; and a focus on improving service in Equity Neighborhoods.

For more information visit: <https://www.sfmta.com/projects/muni-forward>

Update of General Plan Housing Element (SF Planning). Determines how the City will address its housing needs over the next eight years (2022 - 2030), by defining priorities for decision making and resource allocation for housing programs, development, and

services. The next update will be the first one that will center on racial and social equity and is due December 2022.

For more information visit: <https://sfhousingelement.org/>

Transportation Demand Management Program (SF Planning). The TDM Program's primary purpose is to reduce vehicle miles traveled (VMT) generated by new development projects. The Program is designed to work with developers to provide more on-site amenities that will encourage additional travel options so people can get around more easily without a car. Projects that are 100% Affordable Housing are exempt from the TDM Program requirements. The TDM Program was effective in March 2017, and was amended in June 2018 and March 2021.

For more information visit:

<https://sfplanning.org/transportation-demand-management-program>

Southeast Rail Station Study (SF Planning). Evaluates potential alternatives for a redesigned or relocated 22nd Street Station, should the Pennsylvania Avenue Extension (PAX) tunnel require it, and station options for a new Caltrain station in the Bayview. SFCTA is supporting the project. The project began in March 2020 and is anticipated to be complete in early 2022.

For more information visit: <https://sfplanning.org/project/southeast-rail-station-study>

Downtown/Van Ness (Central Corridor) (SFMTA). Implements Van Ness Avenue Bus Rapid Transit (Van Ness BRT) to improve approximately two miles of a major north-south urban arterial in San Francisco. The project includes a dedicated lane for BRT buses in each direction between Mission and Lombard streets. There will be nine BRT stations, with platforms on both sides for right-side passenger boarding and drop-off. The project was approved in November 2014 and service is expected to begin service in 2022.

For more information visit:

<https://www.sfmta.com/projects/van-ness-improvement-project>

Treasure Island Mobility Management Study (TIMMA). Introduces a new congestion toll on the entrances to, and exits from, Treasure Island and the San Francisco-Oakland Bay Bridge consistent with development plan; new ferry terminal, bus transit vehicles, and shuttle vehicles to serve Treasure Island and Yerba Buena Island; new ferry service between San Francisco and Treasure Island; AC Transit service between Treasure Island and Oakland; shuttle service on-Island; bike share on-Island; priced-managed parking on-Island; and a Travel Demand Management program. In 2019 and 2021, a toll

exemption for current residents of Treasure Island and a toll affordability program for businesses and workers were approved, respectively.

For more information visit:

<https://www.sfcta.org/projects/treasure-island-transportation-program>

Balboa Area Transportation Demand Management (SF Planning). The framework, released in January 2018, provides specific recommendations to encourage sustainable travel choices, make efficient use of limited transportation infrastructure, and make it easier for Balboa Area residents, employees, visitors, and students to get around. The framework was released in January 2018.

For more information visit:

<https://www.sfcta.org/projects/balboa-area-transportation-demand-management>

Downtown Congestion Pricing Study (SFCTA). As San Francisco moves toward economic recovery, traffic congestion is expected to return. The Transportation Authority is studying whether congestion pricing could help alleviate congestion when the economy recovers. Congestion pricing involves charging drivers a fee to drive into congested areas of northeast San Francisco during rush hours. Program revenue could be used to improve transit service. The Study will use public feedback and technical analysis to shape a fair and effective congestion pricing recommendation for San Francisco. Public outreach was held in 2021, but the timeline of the study has been extended in light of the current changing and fluid traffic conditions and transit use.

For more information visit: <https://www.sfcta.org/downtown>

101/280 Express Lanes and Bus Project (SFCTA). Implementation of carpool or express lanes along I-280 and US 101 freeways to help move more people in fewer vehicles along the 280 and 101 corridors. The project goals are to move people efficiently, increase trip reliability, enhance travel choices, contribute to a regional network, reduce emissions, and support community well-being by supporting equity and safety in nearby neighborhoods. The project Initiation Document was approved by Caltrans in October 2019 and project work moved into the environmental clearance phase in 2021.

For more information visit:

<https://www.sfcta.org/projects/101280-express-lanes-and-bus-project>

Downtown Rail Extension (DTX) and Pennsylvania Avenue Extension (PAX).

DTX brings Caltrain and CA High Speed Rail into the Salesforce Transit Center in San Francisco through a 1.3-mile rail extension underneath Townsend and Second Streets. The project includes a new underground Caltrain station at Fourth and

Townsend streets, completion of the Transit Center's train station, and a new intercity bus facility. Additionally, PAX builds a rail tunnel to remove conflicts, improve safety, and reconnect the community in the Caltrain/HSR corridor south of DTX. None of the projects are yet fully funded.

For more information visit: <https://tjpa.org/project/downtown-rail-extension>

Octavia Improvements Study (SFCTA). Based on technical analysis and outreach feedback, the study will develop recommendations for near and medium-term projects, programs, and policies that will address ongoing transportation issues and improve safety and accessibility on Octavia Boulevard and the surrounding neighborhoods. The study is anticipated to be complete in Winter 2022.

For more information visit: <https://www.sfcta.org/projects/octavia-improvements-study>

D4 Great Highway and Outer Sunset Traffic Management Project (SFCTA). In April 2020, as part of the city's COVID-19 response efforts, San Francisco temporarily repurposed the Upper Great Highway to be a car-free street that prioritizes families, people on bicycles and pedestrians. The goal of this project is to increase safety for all members of the public by implementing immediate and medium-term traffic management improvements. The work includes collecting traffic speed and volume data, evaluating current safety and traffic conditions, using traffic management tools such as signs and traffic diverters to manage traffic and improve safety, as well as identifying street and network changes that could complement future uses of the Great Highway. Completed in 2021.

For more information visit: <https://www.sfmta.com/projects/great-highway-and-outer-sunset-traffic-management-project>

Golden Gate Park Access and Safety Program (SFMTA). This program proposes updates to the current car-free route along JFK Drive and related transportation improvements within the area to deter cut-through traffic, improve traffic safety, enhance the park experience, and increase park access. Expected implementation and evaluation by Spring 2022.

For more information visit:
<https://www.sfmta.com/projects/golden-gate-park-access-and-safety-program>

Bayview Community Based Transportation Plan (SFMTA). The plan is a community-driven planning effort funded through a Caltrans Sustainable Planning Grant. SFMTA partnered with residents and community groups to identify transportation priorities which reflect community values and support a growing and resilient Bayview. The plan created a list of local projects for implementation that emphasize walking, biking, taking

the bus, and improving access for transit-dependent groups like seniors and residents of public housing. Concurrently, SFMTA administered a participatory budgeting process, where community members identified near-term transportation priorities and then voted on which to fund, with a total of \$750,000 available from the Metropolitan Transportation Commission and the Transportation Authority. The plan was adopted in February 2020.

For more information visit:

<https://www.sfmta.com/projects/bayview-community-based-transportation-plan>

Yerba Buena Island West Side Bridges Seismic Retrofit Project (SFCTA). This project will seismically retrofit eight existing bridge structures along Treasure Island Road to meet current seismic safety standards. One of the structures will be seismically retrofitted, while the remaining bridges will be demolished and replaced. These bridge structures are a critical connection between Yerba Buena Island, Treasure Island, and the Bay Bridge. The project will also improve bicycle infrastructure and transit vehicle access to the Bay Bridge.

For more information visit: <https://www.sfcta.org/westsidebridges>

OTHER REGIONAL EFFORTS

Caltrain Business Plan. Establishes a policy framework and 2040 service vision to support future passenger growth and integration with CA High Speed Rail. Caltrain has pivoted its Business Plan effort to focus on COVID-19 Recovery planning across multiple streams: (1) Equity, Connectivity, Recovery, & Growth Framework; (2) Near Term Service Planning; (3) Financial Analysis; (4) Scenario Planning. The Equity, Connectivity, Recovery, & Growth Framework was adopted in September 2020.

For more information visit: <https://caltrain2040.org/>

Blue Ribbon Transit Recovery Task Force: Transit Transformation Action Plan. Features 27 near-term actions to re-shape the region's transit system as it recovers from the COVID-19 pandemic. The Action Plan was published in July 2021.

For more information visit: <https://mtc.ca.gov/about-mtc/committees/interagency-committees/blue-ribbon-transit-recovery-task-force>

Plan Bay Area 2050. Long-range regional plan that outlines a roadmap for the Bay Area's future. The effort includes multiple strategies and a financially-constrained list of planned transportation projects, along with housing, economy, and environment elements. MTC provides funding for major regional projects, and cities and counties use Plan Bay Area to help make important decisions about how to invest that money. The Plan is updated every four years, the last one adopted in October 2021.

For more information visit: <https://www.planbayarea.org/>

BART Transbay Core Capacity Program. Capital investment program to implement many of the BART-related recommendations from the Core Capacity Transit Study. The program includes a package of strategic investments that will allow BART to operate up to 30 ten-car trains per hour (300 cars) in each direction through the existing Transbay Tube between San Francisco and Oakland, maximizing throughput in the most heavily used part of its system. The program started in 2018 and is scheduled to be completed in 2028.

For more information visit: <https://www.bart.gov/about/projects/corecapacity>

Caltrain Modernization (CalMod)/High Speed Rail (HSR). Electrifies Caltrain to improve system performance, curtails environmental impacts, and lays groundwork for bringing Caltrain and HSR to the Salesforce Transit Center in San Francisco. The new passenger service date is 2024.

For more information visit: <https://calmod.org/>

San Francisco Railyards Redevelopment. This project considers modifying or relocating some or all of the activities at the 4th/King Railyard.

For more information visit:
<https://sfplanning.org/railyard-alternatives-and-benefits-study>

Link21. Reimagines and transforms the Northern California passenger rail network by building a new Transbay passenger rail crossing between Oakland and San Francisco and expanding rail service to major destinations throughout the megaregion.

For more information visit: <https://link21program.org/en>

Chapter 5. Transportation Funding for PDAs

The final section of the Transportation Investment and Growth Strategy deals with how the San Francisco County Transportation Authority prioritizes funding for transportation investments in PDAs.

OBAG CYCLES I AND II

Launched in 2015, the OBAG 2 (OBAG) program allocates federal transportation funding to address climate change (Senate Bill 375, Steinberg, 2008) through transportation, land use and housing efforts, particularly in Priority Development Areas, Priority Conservation Areas, and Priority Production Areas. Projects include local street and road maintenance, streetscape enhancements, bicycle and pedestrian improvements, transportation planning, Safe Routes to School projects, and more.

The OBAG 1 San Francisco County Program, covering Fiscal Years 2012/13 – 2016/17, provided \$35 million for nine competitively selected projects. OBAG 2, covering Fiscal Years 2017/18 to 2021/22, has provided \$42.2 million for seven projects focusing on complete streets, bicycle and pedestrian safety, and public transit improvements (see Table 6).

Table 6. Transportation Projects funded by OBAG Cycles I and II¹

| PROJECT NAME | SPONSOR | PDA SUPPORTED | FUNDING (MILLIONS) |
|--|---------|--|--------------------|
| Cycle 1 | | | |
| Broadway Chinatown Streetscape Improvement | SF PW | Downtown/Van Ness/Northeast Neighborhoods | \$3.5 |
| ER Taylor Elementary School Safe Routes to School | SF PW | Bayview/Southeast Neighborhoods | \$.4 |
| Longfellow Elementary School Safe Routes to School | SF PW | Balboa Park and Southwest Corridors | \$.7 |
| Second Street Streetscape Improvement | SF PW | Downtown/Van Ness/Northeast Neighborhoods; Eastern Neighborhoods; Transbay/Rincon Hill | \$10.6 |
| Mansell Corridor Improvement | SFMTA | Bayview/Southeast Neighborhoods | \$1.8 |
| Masonic Avenue Complete Streets | SFMTA | Central City Neighborhoods | \$10.2 |
| Transbay Transit Center Bike and Pedestrian Improvements | TJPA | Transbay/Rincon Hill | \$6. |
| Light Rail Vehicle (LRV) Procurement | SFMTA | All | \$10.2 |
| Lombard Street US-101 Corridor | SFMTA | Lombard Street | \$1.9 |
| Cycle 1 Total | | | \$35.0 |

¹ Source: <https://www.sfcta.org/funding/one-bay-area-grant-program#panel-program-delivery>





| PROJECT NAME | SPONSOR | PDA SUPPORTED | FUNDING (MILLIONS) |
|--|----------|--|-----------------------|
| Cycle 2 | | | |
| Better Market Street | SF PW | Downtown/Van Ness/Northeast Neighborhoods; Market-Octavia | \$3.4 |
| Central Subway | SFMTA | Downtown/Van Ness/Northeast Neighborhoods; Eastern Neighborhoods; Mission Bay | \$16. |
| Peninsula Corridor Electrification Project | Caltrain | Bayview/Southeast Neighborhoods; Eastern Neighborhoods | \$11.2 |
| Geary Bus Rapid Transit Phase 1 | SFMTA | Central City Neighborhoods; Downtown/Van Ness/Northeast Neighborhoods; Richmond District | \$6.9 |
| San Francisco Safe Routes to School Non-Infrastructure Project, 2019 – 2021 | SFMTA | All | \$2.8 |
| Embarcadero Station: New Northside Platform Elevator and Faregates | BART | Downtown/Van Ness/ Northeast Neighborhoods | \$2. |
| Cycle 2 Total | | | \$42.3 |
| GRAND TOTAL | | | \$77.3 |

Chapter 6. Conclusion and Next Steps

This is San Francisco's third TIGS, the first two adopted in 2013 and 2017. A TIGS update is required every four years synthesizing work to align transportation investments and local land use planning in the County of San Francisco. The 2021 Update precedes the adoption of the OBAG 3 program framework and is intended to help shape OBAG 3 by identifying the challenges, opportunities, and needs unique to the County's PDAs.

New to this TIGS is the 2019 expansion of San Francisco's PDAs westwards and northwards in the city, as well as the redefinition and expansion of the existing PDAs borders. In so doing, the County is ensuring that more of the region's areas well-served by transit and with high access to opportunity are included in the PDA framework and considered for investment as they grow. Notably, the City has created substantial new PDAs in western and northern portions of the City, including new PDAs in the Richmond, Sunset, Southwest Corridors, Central City, and Lombard areas. Moreover, these additions and revisions ensure that all major transit corridors in the City (as measured by SFMTA's Rapid Network) will have majority coverage by PDAs. Additionally, the 2019 adoption established the newly proposed Priority Production Area (Bayshore/Central Waterfront/Islais Creek).

As of 2021, the development pipeline in San Francisco constitutes over 70,000 housing units and several million square feet of non-residential development expected to be constructed in multiple phases over many years. A majority of these are being constructed in the PDAs predominantly located along the eastern portion of the city. However, new developments are starting to appear in the new PDAs as demonstrated by the recent examples of Balboa Reservoir in the Balboa Park and Southwest Corridors PDA, or UCSF Parnassus Heights Campus Plan MOU in the Central City Neighborhoods PDA.

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1455 Market Street, 22nd Floor,
San Francisco, CA 94103

TEL 415-522-4800

EMAIL info@sfcta.org

WEB www.sfcta.org



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