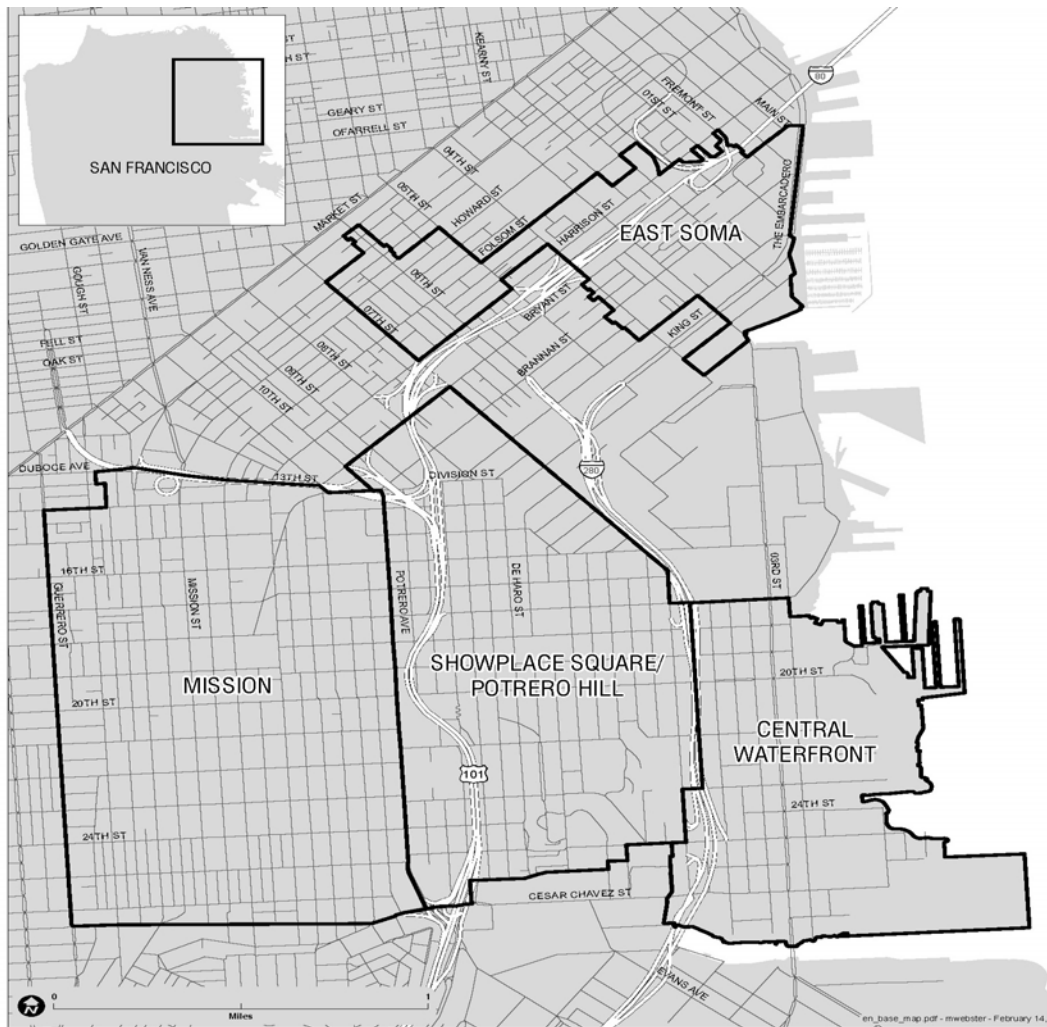


# Materials for Eastern Neighborhoods Area Plans Initiation Hearing

Case No. 2004.0160EMTUZ



For Hearing on April 17, 2008

## VOLUME 3

- IV. Zoning Map Amendments (Z Case)
- V. Interim Historic Preservation Procedures (U Case)
- VI. Implementation Document (UU Case)



## SAN FRANCISCO PLANNING COMMISSION

An electronic copy of this package is available on our website at: <http://en-hearings.sfplanning.org>. If you want a printed or CD copy of the material, please call 415.575.9097 or via email [Eastern.Neighborhoods@sfgov.org](mailto:Eastern.Neighborhoods@sfgov.org).

## **Exhibit VI-I. Implementation Document**

### **Case Report For Hearing on April 17, 2008**

**Case No:** 2004.0160  
Implementation Document containing the Public Benefits Program; a draft Resolution to establish a monitoring program for the Eastern Neighborhoods Implementation; and two attachments to that resolution, 1) a set of Implementation Matrices for each Plan Area, and 2) the Eastern Neighborhood Needs Assessment

**Planners:** Sarah Dennis (558-6314), Ken Rich (558-6345)

**Date:** April 10, 2008

**Reviewed by:** John Rahaim, Amit Ghosh

**Applicant:** San Francisco Planning Department

---

The Eastern Neighborhoods - the Mission, Central Waterfront, East South of Market and Showplace Square/Potrero Hill – have traditionally been the location of most of the city’s industrial land. Despite the growing influence of residential and office development, most of these areas have traditionally lacked adequate neighborhood services and infrastructure necessary for a livable neighborhood. The Eastern Neighborhoods re-zoning effort creates the potential for even more commercial and office development, as well as up to 10,000 new residential units, many of them in the very places already lacking neighborhood services and infrastructure. The existing deficit of open space, transit and transportation services, community facilities, and affordable housing will be amplified by the impact of this new development, resulting in ever greater needs for public and private investment. In recognition of this great need, the Board of Supervisors called for the planning process for each area to address the neighborhoods’ needs, and to provide a full array of public benefits to compensate for the impacts of new development.

Through a comprehensive assessment of needs that involved both quantitative analysis and qualitative outreach with the community, the Eastern Neighborhoods planning process identified the needs foremost in each community: open space; transit and public realm improvements; community facilities; and affordable housing. This Public Benefits Program document describes the City actions needed to meet those needs, illustrates the public benefits package that will address those needs, and explains the mechanisms that

will provide the investment necessary to implement its improvements. It includes the following components:

1. The **Improvements Program** addresses needs for open space, transit and public realm, community facilities and affordable housing. While some of the improvements within the program have been specifically identified and designed, others are only identified in a general sense (i.e. “one new park”) and their specific location and design will develop during the Plans’ ongoing implementation, through interagency and community coordination. In summary, the Improvements Program includes

- One new park in each neighborhood, and one park renovation in each neighborhood, as developed by the Urban Design frameworks for each Area Plan
- A network of green streets, as developed by the Urban Design frameworks for each Area Plan
- Transit, pedestrian and bicycle improvements across the neighborhoods, to be provided through the Eastern Neighborhoods Transportation Implementation Study to be led by SFMTA, which will provide further analysis, identification and design of specific transportation project.
- Support for community facilities, to be addressed and funded primarily at the Citywide level, through existing programs and through additional funding should plan sources be made available.
- Support for neighborhood businesses, to be addressed and funded primarily at the Citywide level, through existing programs.
- Increased provision of affordable housing at all income levels below market, to be addressed through existing Mayor’s Office of Housing and Redevelopment Agency projects and supplemented by a land dedication proposal that would allow developers to dedicate sites for very low and low income level units; through expansion of the City’s Inclusionary Housing Program which provides moderate income housing; and through a new program alternative that would encourage developers to provide middle income housing without public subsidy.

2. The **Funding Strategy** proposes specific funding strategies and sources to finance the various facilities and improvements identified in the Improvements Plan, and matches these sources to estimated costs. It includes *existing sources* that are identified and verified, *new sources* of exactions which will be established by the Plan, such as the Eastern Neighborhoods Impact Fee and new housing requirements, and *future revenue sources*, which includes three opportunity areas which will require future efforts by individual agencies and the Mayor and the Board of Supervisors. This section calls for several immediate actions to further these future opportunities, including establishment of an oversight position or office to maintain responsibility for the coordination of grant applications throughout the City; exploration of the costs and benefits to be offered through a version of tax increment financing, and continued development of future revenue sources such as commercial district CBDs, park assessment districts and Mello Roos infrastructure financing districts. It is important that the actions needed to further these future revenue sources be directed concurrent with Plan adoption or shortly thereafter, so that these possible sources move forward as the Plan is being implemented.

A key policy goal of the Eastern Neighborhoods Plans is to provide significant amount of new housing affordable a range of households, along with “complete neighborhoods” that provide appropriate amenities for these new residents. The Funding Strategy includes the following schedule of exactions for new development to contribute towards these goals, by providing a contribution towards affordable housing needs through an Eastern Neighborhoods Impact Fee.

	Tier	Description	Previous Zoning Districts	Resid Fee*	Comm Fee**	Inclusionary requirement	Alternatives		
							Middle Income	Land Dedication	
Existing Residential/ Comm. Zones	1	Projects without height increase	SLR, MUR SSO, NC, RM	\$8	\$16	15% onsite 20% offsite	x	x	Focused towards improved neighborhoods
	2	Projects with 1-2 story height increase	SLR, SSO, NC, RM	\$12	\$20	15% onsite 20% offsite	x	x	
	3	Projects with 3+ height increase,	SLR, MUR SSO, NC, RM	\$16	\$24	15% onsite 20% offsite	x	x	
Formerly Industrial Zones	A	UMU/Projects without height increase	M1, M2, CM	\$8	\$16	18% onsite 23% offsite	30-40%	35%	Focused towards expanding affordability
	B	UMU/Projects with 1-2 story hgt increase	M1, M2, CM	\$8	\$20	20% onsite 25% offsite	40-50%	40%	
	C	UMU/Projects with 3+ hgt increase; other designated districts	M1, M2, CM	\$8	\$24	22% onsite 27% offsite	50-60%	50%	

\* Fees are in gross square foot (\$8/gsf=\$10/nsf, etc)

\*\* Fees will be reduced where duplication occurs: most commercial fees will be reduced by \$10 per gsf per TIDF.

\*\*\* Range for middle income represents 2 bedroom requirement; i.e 30% if project meets min 2 bedroom requirement; 40% if project provides all micro units.

3. A section on **Program Administration** establishes roles for the community and City agencies, provides responsibilities for each, and outlines the steps required to implement the program. It presents a model for infrastructure provision based on community and interagency coordination, that requires the four Plan Areas to coordinate so that implementation of public benefits can meet the needs of all plan area residents, and be leveraged across Plan boundaries; and that closely tracks growth on a geographic basis, so that improvements follow intense development.

This section also describes the monitoring program to ensure plan implementation, according to the objectives, policies and implementation actions that are intended to guide the development, and improvement, of the four neighborhoods. The Matrix of Actions forms the basis for monitoring, and sets forth the actions which the City government and other agencies shall undertake in the future to implement the policies and achieve the goals of the Plans, identifies the lead agency/ies responsible, and includes

a timeline for its achievement. A separate resolution establishing this program, and adopting the Matrix of Actions by reference, follows this case report.

## **Public Benefits Program for the Eastern Neighborhoods Plans**

### **I. Improvements Program**

#### **A. Identification of Need**

To form the basis for the Improvements Program to be provided with the Area Plans, the Planning Department used both quantitative and qualitative measures to determine the need for community infrastructure within each Plan area. The quantitative analysis was developed through a consultant-directed Needs Assessment, which provided a standards-based, “by-the-numbers” account of improvements, facilities and services needed to serve both existing residents as well as new ones. Together with the findings of the Needs Assessment described below, the input gleaned from community input formed the basis for the improvements and infrastructure proposed within the Improvements Program.

Seifel Consulting Inc. (Seifel) assessed the current and future need for key community infrastructure, services and amenities in the Eastern Neighborhoods, to inform the Planning Department’s development of a comprehensive public benefits package. Needs were assessed according to existing City service standards in the following categories:

- Open space and recreational facilities
- Community facilities and services, including educational needs, health care, human services, art and cultural centers, libraries and child care
- Neighborhood serving businesses
- Transit and transportation, including streetscape and public realm improvements, and addressing pedestrian, bicycle, transit and vehicular improvements.
- Affordable Housing

For the creation of this Needs Assessment, Seifel evaluated the current and future needs in each of the four neighborhoods within the Eastern Neighborhoods – Mission, Showplace Square/Potrero Hill, Eastern South of Market Area (SOMA), and the Central Waterfront. (Seifel also assessed the current needs in the Western SOMA neighborhood, which is not described in this section). In determining the future need, Seifel used the 2025 demographic projections for the Option B Revised land use scenario developed by the Planning Department, introduced in the February 2003 report *Community Planning in the Eastern Neighborhoods: Rezoning Options Workbook* and used in the *Eastern Neighborhoods EIR*. In addition, Seifel used the socioeconomic data contained in the *Socioeconomic Impact Analysis*, prepared by Hausrath Associates.

Four main techniques were used to perform the needs analysis and to reach the preliminary conclusions:

1. Review of available studies, maps and reports, including the General Plan, existing City impact fee studies, departmental databases, and facilities plans.
2. Review of analysis performed to date on the potential expansion of the City’s development impact fee program.

3. Interviews regarding future capital needs and planning with personnel from other key City departments, including: Department of Aging and Adult Services, Department of Children, Youth and Families (DCYF), Human Service Agency, San Francisco Fire Department (SFFD), San Francisco Police Department (SFPD), Department of Public Health (DPH), Recreation and Park Department (RPD), and San Francisco Unified School District (SFUSD).
4. Estimates of current and future need assuming that the City meets existing City service standards for the Eastern Neighborhoods in each key need area.

The Needs Assessment evaluated current levels of service and projected need for service in the Eastern Neighborhoods under existing development conditions. Current levels of service were found to be adequate in the categories of Citywide open space, high school facilities, library facilities, and police and fire stations; significant gaps were identified in neighborhood-serving open space and all other categories.

The Needs Assessment then reviewed projected need at build-out under the proposed rezoning scenario. Based on the build out projections, needs were found for additional open space, particularly neighborhood parks, and recreational facilities; licensed child care spaces; library materials; public health, human service and cultural centers; middle and elementary schools; and neighborhood serving businesses. While needs were anecdotally identified in the category of transit and transportation, a full assessment of current and future needs will be fully determined by the forthcoming the Eastern Neighborhoods Transportation Study. The Assessment also restated the need for affordable housing cited in the City's Housing Element, and further reflected by a recent Board resolution.

The primary conclusions of the Needs Assessment were:

- While there is not a great need for access to Citywide open space (i.e. large, destination parks such as Golden Gate Park), there is a need for neighborhood open space both to meet existing deficiencies, and to meet new demand (over 14 acres).
- Based on current levels of recreation facilities, there will be a need for some 395,000 square feet of facilities to serve existing residents, and another 312,000 new square feet to meet new demand.
- New open spaces in the Eastern Neighborhoods will require at least one new gardener and one new custodian to service new parks and recreation facilities, conservatively.
- While student capacity calculations demonstrate capacity in existing schools to handle projected need for elementary schools, the location of elementary schools are weighted to the western side of the study area. In order to best meet neighborhood needs, a new elementary school is recommended for the eastern portion of the study area.
- Added capacity may be needed to meet growing middle school needs in the eastern portion of the study area.

- Library facilities will be sufficient, with the planned upgrades to the Potrero Branch Library, but new library materials will be needed to meet added demand by new residents.
- Police stations are sufficient per the San Francisco Police Department's evaluation; additional officers and squad cars will be determined per the Police Department's system wide approach.
- Fire stations are sufficient to meet required response times.
- Expansion of health care centers will be needed to serve new growth if the existing resident-to-service ratio is to be maintained.
- Consolidation of existing human service providers, rather than increased, dispersed provision of centers, will better serve existing and new growth.
- A minimal expansion of art and cultural facilities will be needed to serve new growth if the existing resident-to-service ratio is to be maintained.
- Over 4,600 child care spaces are needed simply to meet existing needs, and another 5,800 spaces will be needed to meet new demand from incoming residents and workers.
- Neighborhood-serving businesses will be needed to meet the daily needs of local residents. A major supermarket or several neighborhood scale markets, a mid-size pharmacy, several full service and takeout restaurants, and some small personal service providers are estimated to meet the needs of new residents.
- To meet Housing Element targets, over 4,000 units will need to be affordable to very-low, low and moderate income households.

In summary, existing needs were found in the categories of neighborhood open space, recreation facilities, child care and affordable housing. Additional new needs, generated by incoming development were found in the categories of neighborhood open space and recreation facilities, health care centers, human service and art and cultural facilities, child care spaces, library materials, and increased businesses and services to serve the neighborhood.

These findings are intended to identify quantifiable levels of public infrastructure and improvements that are required for basic livability in the Eastern Neighborhoods. They provide a standard against which improvements in the Eastern Neighborhoods can be measured, and a basis for understanding what levels of open space, transit and public realm improvements, community facilities and services, neighborhood services and affordable housing will be, at a minimum, sufficient. The full Needs Assessment is included as Appendix B to this document.



## **B. Neighborhood Improvement Program**

Based on the results of the Seifel Needs Assessment and information gathered from the community during the planning process, Planning Department staff developed a program of neighborhood improvements for each neighborhood, and for the Eastern Neighborhoods as a whole. While some of the improvements within the program have been specifically identified, many of the projects are described only in a general sense. Specifics for these projects will be developed from ongoing planning and implementation work, such as coordination with San Francisco Municipal Transportation Agency (SFMTA) and San Francisco County Transportation Authority (SFCTA) on the Eastern Neighborhoods Transportation Implementation Study, cooperative efforts with the Department of Recreation and Parks on site acquisition and park improvements, and other ongoing department and community coordination. Additionally, other projects will evolve as needs emerge, as directed by the community through its Community Advisory Committee in collaboration with the Interagency Plan Implementation Committee (see Section IV: *Program Administration*).

It should be noted that the Improvement Program that follows represents all the improvements needed to meet a primary goal of the Plans- to create “complete neighborhoods,” where the public infrastructure provided meets the needs of residents and workers, and enhances their quality of life. This means the Improvements Program is composed of projects which address existing deficiencies, based on *pre-existing needs* (needs already in place, under current conditions); as well as projects which address *new impacts or needs*<sup>1</sup> (those caused by or exacerbated by future development); to arrive at a total package of improvements that the Plans should provide<sup>2</sup>.

While the focus of the plan is on providing the elements of public infrastructure and improvements that are required to create a livable neighborhood, a fundamental component of ensuring this livability is ongoing operations and maintenance. It should be noted that all of the improvements must be accompanied by increased operating (for transportation, recreation, community facilities and even for operating affordable housing programs) and maintenance (for open space, streetscape improvements) funding. While the Improvement Program focuses on the capital investment necessary to achieve basic

---

<sup>1</sup> It should be noted that the impacts referenced here are not considered “thresholds of significance” under CEQA.

<sup>2</sup> The purpose of this section is to set forth a program of City actions to create these improvements; how the need for the improvement was generated is not relevant here. However, the distinction between pre-existing needs and new impacts will be critical in future sections of this document, as it underlies the City’s ability to collect and expend an impact fee, as fully described in Appendix C, Nexus Studies.

livability in the Eastern Neighborhoods, it is implicit that these improvements must be complemented by an increased public investment for ongoing upkeep; otherwise, the investment will be for naught.

### ***1. Open Space and Streetscape Improvements***

The Needs Assessment recognizes that the citywide parks –spaces such as Golden Gate Park, the Embarcadero, and other “destination” open spaces - are sufficiently provided; but that neighborhood parks – accessible open spaces within a walkable distance of home or work – are in many cases inadequate. The analysis illustrates that more neighborhood parks<sup>3</sup> will be needed in the Eastern Neighborhoods to serve the growth in population. Even more critical than quantity of parks, however, is their location, and the Plan therefore strives for a goal of a park accessible (within walking distance) to every home.

To meet this identified need for open space, the Improvements Program has three main goals:

1. The acquisition of a new park site in each of the four neighborhoods.
2. The renovation of an existing park in each of the four neighborhoods.
3. A number of public realm improvements.

The Plans also include increased private open space requirements and incentives for private developers to provide public open space, which will support the Improvements Program. These are described below.

#### **a) Park Site Acquisition**

In order to determine locations for a new public park in each neighborhood, Planning Department staff used data from the Recreation & Park Department’s “Gap Analysis” to determine where neighborhood open space was most needed,<sup>4</sup>. Some available park sites were identified by this analysis, including the proposed Townsend Circle and 16<sup>th</sup> and Irwin Plaza in Showplace Square, the Brannan Street Wharf in East SoMa, and the IM Scott School site in the Central Waterfront; others will require ongoing effort to identify and secure.

Public parcels have been identified within each neighborhood as potential park sites for these remaining unidentified park sites, but ongoing community outreach and negotiation

---

<sup>3</sup> Using the ideal factor of one acre of neighborhood park per 1000 residents, the needs assessment identifies a ideal provision of 14.5 acres of new neighborhood parks to serve over 14,000 new residents.

<sup>4</sup> Areas of need were determined as 1) not within 1/8 mile of a park less than one acre in size (“subneighborhood park”), 2) not within 1/4 mile of a park of one to 10 acres in size (“neighborhood park”), 3) not within 3/8 mile of a park of 10 or more acres in size (“district park”) or 4) within the distances denoted above, but isolated from proximal parks by obstructions such as highways or railroad tracks.

with the agencies that own the land will need to be completed before the appropriateness of these sites can be confirmed. Should there be inadequate resources on these public parcels to meet the full need for parks, private parcels that will be considered. The sites must also meet all of the Recreation and Park Department's acquisition policy requirements, having limited slopes, a usable size<sup>5</sup>, good access to sunlight, low traffic volumes, good security and pedestrian safety, limited noise, connectivity to the open space system and access to public transit.

**b) Park Renovation**

There are a total of 20 existing parks owned by the Recreation and Parks Department in the Eastern Neighborhoods; over the life of the Plans all these parks will require renovation. The Recreation and Parks Department estimates the total cost to renovate all these parks is \$95 million in current dollars, far more than could be supported by Plan revenues. Thus, the Eastern Neighborhoods Area Plans propose to renovate one park in each neighborhood as a part of its Improvements Program over the life of the Plans; continuing efforts will be required to identify and secure funding sources to renovate the other parks.

**c) Public Realm Improvements**

In built-out neighborhoods, the public right-of-way can be a valued component of urban open space. Thus, in addition to the acquisition of at least one new park in each neighborhood, the Improvements Program includes projects that will fully utilize the streets and sidewalks as open space amenities and places for neighborhood life.

The Eastern Neighborhoods Plans call for a fundamental rethinking of how the city designs and uses its streets. The Area Plans propose an open space network of "Green Connector" streets, with wider sidewalks, places to sit and enjoy, significant landscaping and gracious street trees that would provide linkages between larger open spaces and diffuse the recreational and aesthetic benefits of these spaces into the neighborhood. In addition to Green Connector streets, smaller streets and alleys are proposed to be converted into "living streets," where through-traffic is calmed and paving and landscaping are designed to reflect what is envisioned as the pedestrian primacy of these streets. The Planning Department is currently working with the Redevelopment Agency and the Department of Public Works on the redesign of Minna, Natoma and Russ Streets between 6<sup>th</sup> and 7<sup>th</sup> Streets. These streets will set the standard for additional living streets to be designed throughout the Plan areas.

The East SoMa Area Plan has one additional type of intervention, the Civic Boulevard. The Folsom Street Civic Boulevard of, connecting the emerging Transbay and Rincon

---

<sup>5</sup> Parks must be a minimum of ¼ of an acre in size; a one acre park is highly preferable.

Hill Areas, East and West SoMa, and the Mission District, is envisioned as a green street linking public open spaces, cultural and social destinations, and transit connections. It would be heavily landscaped with a strong design aesthetic, including pocket parks, plazas, and spaces for cafes and neighborhood retail lining the entire corridor, with wide sidewalks and a distinctive lighting character.

**d) Private Open Space Requirements**

Many portions of the Eastern Neighborhoods are in previously industrial areas, with low private open space requirements applied to new residential development and no open space requirements applied to commercial uses. The Area Plans propose to double open space requirements for residential development, from 36 square feet per unit to 80 square feet per unit, excluding Single Room Occupancy hotels, and to require commercial developments to provide open space.

The Plans also incentivize provision of publicly accessible open space, by allowing a reduction in the required amount (from 80 square feet to 52 square feet per unit for residential developments) if the space meets specific standards regarding design and public accessibility. The Plans also allow projects sponsors the option to provide half of their required open space off-site, within a one-block walk of the project, if the space is publicly accessible, allowing flexibility for developments on constrained sites. Finally, the plans continue to allow sponsors a waiver from their open space requirements provided they pay an in-lieu fee to accommodate the construction of an equivalent amount of open space in the public realm.

**e) Maintenance**

San Francisco Charter Section F.102 (Proposition C, passed by the voters in November 2003) requires that the City establish standards for street, sidewalk, and park maintenance. Since July 2004, the Controller's Office's City Services Auditor (CSA) Division has worked with the Departments of Recreation and Parks (RPD) and Public Works (DPW) to develop and implement compliance with these standards. According to these standards, the park sin the Eastern Neighborhoods are relatively well-maintained, with an average score of 84%, but neighborhood residents continue to report maintenance deficiencies.

New open spaces and improved streets will come with an added burden of maintenance needs, including gardeners, custodians for recreational facilities, and added upkeep for public streets under Public Work's control, which will require ongoing public funding for RPD and DPW programs. The Plans also encourages DPW to work with property owners to improve right-of-ways in front of properties, and property owners will be responsible for ongoing maintenance.

**2. *Transit and Transportation Improvements***

In order to accommodate pedestrians, bicyclists and public transit in areas historically concentrated around the movement of vehicles and trucks, and to coordinate this movement with support for production, distribution and repair (PDR) businesses so that they can continue to thrive, new traffic signals, enhanced transit service, and bicycle and

pedestrian facilities will be required to meet the transportation needs of new residents, visitors and employees in the Eastern Neighborhoods.

These types of improvements are not well-suited to the standards-based approach, as needs for transit, streetscape and public realm improvements are largely dependent on the quality of existing services, and cannot be reliably calculated on a per-resident basis. Rather, site-specific needs must be determined on an as-needed basis over the life of the Plans, by related city agencies based on community input. The Planning Department will continue to work with the San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), the Department of Public Works (DPW) and others to identify transit and transportation improvements that meet the policy-level objectives of the Plans, in two ways:

1. By developing a *Transportation Implementation Study* to further identify longer term projects that will be needed to further Plan objectives as population within the Plan Areas grows;
2. By continuing to develop and design transportation projects already identified within the Eastern Neighborhoods, including the *Near Term Projects* called for by the Area Plans, the improvements called for in SFMTA's *Transit Effectiveness Project*, and ongoing interagency-developed improvements.

**a) Transportation Implementation Study**

Implementation of the transportation objectives, policies and concepts contained in the Area Plans will require sustained multi-agency coordination. While the Area Plans provide a roadmap for improvements recommended for the Eastern Neighborhoods, further analysis, identification and design of specific transportation projects is required.

This analysis and identification will occur in the Eastern Neighborhoods in the Transportation Implementation Study to be led by SFMTA beginning in 2008. The scope for this study was developed by SFMTA, Planning Department and the SFCTA. The Transportation Implementation Study will produce a comprehensive multi-modal transportation improvement program and funding plan.

**b) Near-term Projects**

The SFMTA has identified near-term transportation projects for implementation in the Eastern Neighborhoods. These are projects that are either partially funded or being planned by SFMTA as a result of existing deficiencies, and pending final design, funding or environmental clearance. Many of these projects have been identified in the *Transit Effectiveness Project* (TEP), intended to increase the effectiveness of the City's Muni transit system, and are part of the preliminary service and route proposals now available for public review.

- *16th Street Transit Improvements*: The project will install transit signal priority at various intersections. In addition, the project will install trolley coach infrastructure into Mission Bay along 16th Street and Third Street for a length of less than one mile to accommodate an extension that will reroute the 22-Fillmore

along 16th Street east of Kansas Street to a terminal on Third Street in Mission Bay. The improvements along the 22-Line will be complemented by installation of improved passenger amenities (e.g. upgraded shelters, real-time travel information, improved lighting, etc.) to further brand the trolley coach service for this high ridership line.

- *30-Stockton/45-Union/Stockton Extension:* The plan is to extend either the 30-Stockton or the 45-Union/Stockton trolley coach line from its existing terminal at Fourth and Townsend, through Mission Bay, across 16<sup>th</sup> Street, and over a portion of the current 22-line on Potrero Hill to the existing 22-line terminal at Third and Twentieth Street. This service requires the construction of new streets in Mission Bay as well as new overhead wires and purchase of six additional trolley coaches. This change would also require overhead wires over Caltrain tracks.
- *Potrero Avenue Corridor Transit Improvements:* In the Municipal Transportation Agency Short Range Transit Plan, Potrero Avenue is listed as a Conceptual Bus Rapid Transit (BRT) Route and was also studied as a major Transit Preferential Streets (TPS) corridor. Part of the BRT or TPS plan would be to run conduit and fiber optics to connect with the SFGO control center. Some other improvements would include video detection system cameras and traffic monitoring cameras.
- *Mission Street Corridor Transit Improvements:* The project will consist of three actions. It builds upon earlier projects to install transit signal priority at several intersections along Mission Street and to install 13 bus bulbs at selected limited and express stops on Mission Street. The first action will consist of the installation of transit signal priority hardware at the 14 remaining intersections that are lacking this equipment on Mission Street between South Van Ness Avenue and Geneva Avenue. The second action will consist of the installation of 14 bus bulbs at SFMTA stops served by limited / express service. The installation of bus bulbs will be accompanied by an installation of improved passenger amenities (e.g. upgraded shelters, real-time travel information, improved lighting, etc.). The new bulbs and shelters will utilize a distinctive design to help brand the service so passengers will identify the enhanced stops as limited or express service stops. The third action will consist of the renovation and upgrade of 13 existing bus bulbs so they are integrated with the proposed new bulbs. All of these actions would be integrated with the function of Mission as one of the major bus corridors benefiting from the BRT treatments, which will significantly increase transit travel speeds between SOMA and the northern part of the city.
- *Market Street:* The Market Street Corridor is considered for numerous multi-modal improvements that give priority to transit, pedestrian and bicycle movement. These include transit signal, lane and boarding island improvements, pedestrian crosswalk changes and bike lane striping.
- *SOMA Pedestrian Improvements:* Locations are being considered for mid-block signals and bulb-outs at several locations in the SOMA to improve pedestrian circulation and safety. In addition, there is the need for sidewalks (where none now exist) along Townsend Street between 4<sup>th</sup> to 7<sup>th</sup> Streets. New sidewalk on Townsend Street is legislated to be ten feet wide.
- *Potrero Hill Traffic Calming Project:* Traffic calming uses a combination of self-enforcing physical measure like speed humps, traffic circles, bulb-outs, and

median islands, to improve traffic safety. This project is in the planning stages, so the number and location of the measures is not known at this time. This is a very near-term project, as Planning should be completed by June of 2008, and implementation is expected to begin in 2009.

- *2nd, 5th Streets and Townsend Bike Improvements*: Bicycle circulation improvements in SoMa include a combination of new bike lanes and shared lane markings on these streets. This project is, however, contingent on environmental clearance of San Francisco Bicycle Plan.

It should be noted that these projects are listed only as examples of the kinds of projects that could be identified and implemented by the Eastern Neighborhoods Transportation Implementation Study. These projects have not been finalized, nor are they proposed for implementation by this document. Fee revenue from the proposed impact fee is not earmarked for these or other projects, and could go towards a variety of projects to be further determined by the Study.

### **c) Operations**

Due to underfunding, in past years Muni has been unable to invest in the kinds of equipment and infrastructure it needs to proactively manage service. Recent efforts initiated along with the *Transit Effectiveness Project* (TEP) had jumpstarted a process to build a state-of-the-art Control Center, which will provide Muni operations staff with better ability to actively manage service reliability. Other capital improvements are planned that will modernize Muni's practices and improve its performance.

San Francisco voters recently approved Proposition A, which provides additional funding for Muni and will allow the agency to further improve reliability and begin to address the agency's structural operating budget deficit. While these resources will be spread across service needs Citywide, they will provide systemwide monitoring, performance and scheduling improvements which will benefit service in the Eastern Neighborhoods, and provide a venue for potential expansions of service in these areas as proposed by the TEP and the upcoming Eastern Neighborhoods Transportation Implementation Study.

### **3. *Community Facilities and Services***

Community facilities play a critical role in the everyday life of the Eastern Neighborhoods' varying communities. The provision of language, communication, and education programs, job training, family support, tutoring and youth development, arts and cultural resources centers, provide a support network that is critical for the current community. Community facilities are particularly necessary for families - improved schooling, upgraded libraries, improved and expanded recreational facilities, family resource centers, and increased child care facilities are critical to maintaining an acceptable quality of life for San Francisco's families. Thus, the community's continued need for health care, human services, art and cultural centers, for libraries and for child care is a fundamental component of the Improvements Program. And it can be expected that new services – or expansion of existing facilities – will be needed to serve new residents, as well as to support the continued operation of existing facilities.

The Improvements Program includes funding proposals for child care, library services, other social needs such as human services, health care, and cultural facilities<sup>6</sup>. Capital needs for services clearly impacted by new development such as child care and library services are addressed through an impact fee. Other services needs, however, such as social services serving existing populations and operations for all types of facilities, will have to be addressed at a Citywide level, through a more flexible type of financial support.

#### **a) Child Care**

Child care needs are calculated on a service rate per resident or worker, based on standards developed by the Department of Children, Youth and their Families (DCYF) as a part of their efforts to impose a citywide child care impact fee. The need projections assume a demand rate consistent with current demand rate trends except for pre-school age children, which was increased in order to meet the Mayor's established policy objectives regarding the city's commitment to universal pre-school opportunities.

Existing child care supply was determined by neighborhood using the San Francisco Child Care Information Management System, which illustrated an existing need for 3,472 child care spaces just to meet needs already existing in the Eastern Neighborhoods. New development is anticipated to increase that need by 975 spaces, for a total future need of 4,447 spaces.

---

<sup>6</sup> Services already provided through existing public programs, such as police and fire protection (administered on a Citywide basis and funded through the City's General Fund) and schools (administered and funded by the Unified School District) are not proposed addressed on a local basis through this Improvements Program.



**b) Library Services and Materials**

The San Francisco Public Library (SFPL) deemed facilities sufficient for the Eastern Neighborhoods, and found no need for new library branches<sup>7</sup>. Library needs within those branches, however, were expected to increase with new users, and so were calculated on a service rate per resident per consultation with SFPL. The SFPL estimated that materials necessary for new residents will cost \$74 dollars per new resident, based on cost escalation from the \$69 estimate used in the Rincon Hill, Visitation Valley and Eastern Neighborhoods Plan Areas. This results in a total cost of \$ 1,066,342 based on projected growth in the Eastern Neighborhoods.

**c) Human Services, Health Care and Art & Cultural Facilities**

Human services, health care, and art & cultural facilities provide important infrastructure for community-based programs and services. It is the goal of the Plans to make sure these programs can stay in place to serve their constituents, and grow to serve new residents, as the Plans are implemented. Increases in commercial rents, displacement, or other consequences of new development can have a detrimental impact on nonprofit arts and human service organizations, and on their ability to serve their constituents. Such an impact has already been demonstrated in the increase in displacement of small and neighborhood arts organizations in the Mission and South of Market.<sup>8</sup> However, it should be noted that zoning requirements will also ensure that new ground floor retail, PDR, and small office space will be provided throughout the Eastern Neighborhoods, and, in combination with City subsidies, may offer the ability for new locations or expansions.

Because a comprehensive assessment of specific needs for social services is not possible through the Area Plans, the Improvements Program does not earmark specific improvements for individual human services, health care, and art & cultural facilities. It does, however, encourage relevant agencies to pay ongoing attention to these needs, and recommend the dedication of area-generated revenue to support them, such as tax increment.

**d) Operations and Other Ongoing Needs**

Because the key function of most community facilities is service provision, there will obviously be needs for increased staffing and programming to provide this service. In San

---

<sup>7</sup> The Library Department did indicate that improvements may be needed in the future at the Potrero Branch, but were unable to provide estimates of improvements at this time.

<sup>8</sup> See *A Comprehensive Profile of San Francisco's Nonprofit Human Service Providers*, by San Francisco Urban Institute, San Francisco State University, 2001.

Francisco, as in other cities, the City often relies on Community-Based Organizations (CBOs) to provide services where government functions cannot address community needs. Increased service provision may require not only added City resources, but additional funding for CBOs as well.

In particular, the operation of and funding for child care is critical. Child care needs are not limited to physical child care spaces – the lack of available subsidies impacts low-income families. Several of the Eastern Neighborhoods, including the Inner and Outer Mission and SoMa, are cited in the San Francisco Child Care Planning and Advisory Council's latest study as being neighborhoods with some of the highest level of unmet needs in terms of subsidy or subsidized care<sup>9</sup>. Increased subsidies are needed to make up the gap between care costs and what the family can reasonably afford, and the proposed expansion of a child care impact fee will not cover this cost.

---

<sup>9</sup> Child Care Needs Assessment 2007, San Francisco Child Care Planning and Advisory Council

#### ***4. Local and Neighborhood Serving Businesses***

Small and locally owned businesses are a vibrant component of a strong neighborhood, and many exist throughout the Eastern Neighborhoods. Similar to community facilities, they often provide community-based goods and services, that connect to the cultural background and needs of local residents. Increasing the local residential and employee population in the Eastern Neighborhoods will have positive effects on existing businesses, and help to generate new businesses, by bringing new clientele to the area. However, development can also increase pressure on existing businesses. It is a goal of the Plans to ensure these types of businesses can remain in the Eastern Neighborhoods, and grow to serve new residents, through support at the Citywide level.

Initiatives to support small and locally owned businesses should continue on a Citywide level, through existing programs such as the Neighborhood Marketplace Initiative (NMI) which is designed to assist neighborhood commercial districts in San Francisco's low-and moderate-income neighborhoods, with particular attention to business support of existing neighborhood - especially locally-owned – businesses. The Office of Small Business is one existing resource for Eastern Neighborhood businesses to support small business retention in its commercial areas. MOEWD should also consider targeting programs towards the Eastern Neighborhoods where appropriate, in order to provide support mechanisms for locally owned or small businesses that might be at greater risks due to development pressures, and to allow local businesses to continue to stay to serve the communities they serve, similar to community facilities. An example might be a NMI initiative on one of the Plan Area's key local commercial corridors such as 24<sup>th</sup> or Mission Streets, or support of a leasing program that would support smaller businesses in their quest for neighborhood space, assisting with negotiating terms, providing credit, etc.

## ***5. Affordable Housing***

Just as the Housing Element of the city's General Plan identifies affordable housing as a critical need for the city, the Area Plans and the Needs Assessment prioritize this need for the Eastern Neighborhoods. These neighborhoods have historically provided a significant amount of low-cost housing, due to their older housing stock and large number of rental properties, but as rents rise, and with incoming pressures from new development, the need for affordable housing is rising. In recognition of this need, the Board of Supervisors adopted a resolution directing that the Eastern Neighborhoods process take into account this great need, and that the Area Plans work to produce the targets of the Housing Element<sup>10</sup>.

In addition to existing strategies and funding sources for affordable housing development and assistance, the Plans include two primary methods to address the widespread need for affordable housing production in the Eastern Neighborhoods<sup>11</sup>:

1. Increased inclusionary housing requirements for new zoning districts in formerly industrial areas, requiring deeper affordability and enabling new options outside of current inclusionary options.
2. New funding sources for affordable housing programs such as impact fee revenue and tax increment financing.

---

<sup>10</sup> The housing production targets set by ABAG, and cited in the 2004 Housing Element, set a goal of 64% of housing development affordable to very low, low and median income households.

<sup>11</sup> It should be noted that the SocioEconomic Impacts Assessment (SEIA) Report prepared for the City by Hausrath Economics Group, concluded that the growth anticipated to occur under the proposed rezoning would represent a net improvement over existing affordable housing deficiencies.

The Improvements Program also strives to balance provision of affordable housing across all categories of need. To address the full range of housing needs of all income categories, including low, moderate and middle income families and individuals, the increased inclusionary housing requirements proposed here provide programs which address all of these income levels, as follows:

1. *Low Income Households (those making below 80% of median income):* Current housing programs through the Mayor's Office of Housing and the San Francisco Redevelopment Agency target very low and low income levels. However, due to the low supply and high costs of land in the City, agencies are often at a disadvantage for housing sites. An alternative to the city's Inclusionary Housing Program will allow developers to dedicate sites for very low and low income level units, with public subsidy covering the cost of producing units on these sites.
2. *Moderate Income Households (those making between 80-120% of median income):* The City's Inclusionary Housing Program provides affordable housing primarily at the moderate income levels through on-site provision of for-sale, below-market rate units to households making between 80% and 120% of the San Francisco median income. Continuation and expansion of the Inclusionary Housing Program will allow provision of these moderate income units to increase.
3. *Middle Income Households (those making between 120-150% of median income):* The City has no current programs to fund affordable housing to those at "middle" income levels, people well below the 200% area median income level estimated to be required to purchase market rate housing yet above the 120% threshold required for the Inclusionary Housing Program. A new alternative will allow developers to provide "middle" income level units, *with no public subsidy required.*

#### **a) Increased Inclusionary Housing Requirements**

The Eastern Neighborhoods is a target area for development of new housing to meet San Francisco's identified housing targets for low, moderate and middle income units. Some of the area's formerly industrial lands, no longer needed to meet current industrial or PDR needs, offer an opportunity to achieve higher affordability. The Improvements Program, through Planning Code changes, increases to the City's inclusionary housing requirements in these areas, as a developer-supported method of increasing affordable housing.

##### *Existing Inclusionary Housing Requirements*

The City of San Francisco's Inclusionary Affordable Housing Policy requires housing projects with 5 or more units to provide 15% of those units within the project as affordable housing. To meet the requirements of the program, project sponsors may also choose two other options: to construct the units off-site within 1 mile of the proposed project at an increased (20%) percentage, or to pay an in-lieu fee to the Mayor's Office of Housing for that same increased percentage of units. The affordability standards of this program requires that affordable rental units be available to people earning 60% or less of the San Francisco area median income (SFAMI), and that ownership units be available to

people earning up to 100% of the local SFAMI. Once these units are available, the Mayor's Office of Housing works with the developer to qualify and occupy potential buyers and renters through a lottery process.

*Increased Inclusionary Housing Requirements*

In the formerly industrial zoning districts of the Eastern Neighborhoods, a new zoning designation of Urban Mixed Use (UMU) requires increased affordable housing above the City's inclusionary program as described above. This district is comprised of areas formerly zoned as M-1, M-2 and C-M, where market rate housing was permitted only with a conditional use. In the new UMU zoning district, market rate housing is now permitted as-of-right provided it is accompanied by an increased amount of below market rate (BMR) housing through increased inclusionary requirements, or through two new alternative methods that are described in further detail below.

The increased housing requirements are predicated on the fact that the proposed new zoning increases the feasibility of development on many parcels in formerly industrial areas removing conditional use requirements for housing, through removal of density limits, and in some cases through height increases. The dedication requirements are generally structured upon this increase in financial feasibility.

*Table II-1*  
*HOUSING REQUIREMENTS FOR THE UMU DISTRICT<sup>12</sup>*

Tier	Description	On-Site Housing Requirement	Off-Site/ In-Lieu Requirement	Middle Income Alternative	Land Dedication Alternative
A	Projects that remain at current height.	18%	23%	40%	35%
B	Projects in the UMU rezoned with minimal (1-2 story) increase in height.	20%	25%	50%	40%
C	Projects in the UMU rezoned with significant (3 or more) increase in height; other designated districts	22%	27%	60%	50%

<sup>12</sup> Note that the *Residential Nexus Analysis*, prepared for the City and County of San Francisco by Keyser Marston Associates in April 2007, determined that 100 market rate condominium units generate impacts that result in the demand for 43.31 units, translating to impacts supporting 30% of units affordable. Housing requirements for the UMU district fall well below the nexus findings of this study, as do the cost equivalent of meeting requirements via the middle income and land dedication alternatives – [see Attachment TBD for these equivalencies.](#)

As is the case in all other areas of the City, the affordable housing policies and impact fees have been carefully calibrated to be aggressive, but in most cases still financially feasible - – see the *Feasibility Analysis* (Appendix TBD) for the feasibility analysis performed to assess the proposed increased requirements. From the Department's perspective, it is important that the fee levels and the affordable housing policies be achievable, because without this balance new housing development will slow and prevent the City's policy goal to provide a significant amount of new housing. However, it should be noted that on some parcels in the district, where density limits were already set at a high level, no significant gain in development intensity occurs. Thus the increased cost burden of the new affordability requirements may discourage housing production, and preserve existing uses on many parcels. The result is an intended mix of increased residential uses, greater affordability, and preservation of existing PDR uses.

#### *Land Dedication Affordability Option*

The land dedication option enables project sponsors with large sites in the UMU district to dedicate a portion of the proposed development site to the Mayor's Office of Housing for the development of affordable housing, in substitution of traditional inclusionary requirements. This addresses the need for developable affordable housing sites within the Eastern Neighborhoods Plan Areas, and will enable the Mayor's Office of Housing to provide nearly twice as many affordable homes as would occur through inclusionary zoning.

The land dedication option is limited to those sites within formerly industrial areas large enough to accommodate sufficient units on the dedicated site to make affordable development feasible. According to current development models used by Mayor's Office of Housing, this would mean accepting all suitable sites that could accommodate 40 units at a minimum. On a case-by-case basis the Mayor's Office of Housing may allow dedication sites of a smaller size, if demand existed for those sites as affordable housing. The land dedication approach could produce more units than could be achieved under the City's inclusionary housing ordinance both in terms of number of units and the income targeting of the households served. The dedication requirements have been structured to maintain or even some cases even increase financial returns when compared to current development options, and in most cases will simultaneously reduce a developer's cost as compared to compliance through traditional inclusionary option (see *Feasibility Analysis*). It is estimated that approximately 500 units could be created on dedicated sites, based on an estimated 8-10 large scale sites appropriate for land dedication in the rezoned UMU district.

*“Middle” Income Affordability Option*

The gap between the income required to purchase a market-priced housing unit, and the income of the average working San Franciscan –the City’s teachers, police officers, public and social servants - increases each year. In mid-2007, the median price of a home in the City was \$825,000, requiring an income more than \$150,000 over the City’s median income of \$80,000 (for a four-person family that same year)<sup>13</sup>. And while the City’s inclusionary program provides a modest amount of housing for those at the lower end of this gap, there are no programs to address people at “middle” incomes, making far less than the 200 percent San Francisco Median Income (SFMI) required to purchase the average priced home. The middle income option is intended to address this gap through market-based methods, and would operate on top of the City’s inclusionary policy. It would require no subsidy from the City, allowing Mayor’s Office Of Housing to continue to focus its funding on very low and low income levels.

The “middle” income option is restricted to infill sites in the UMU district, and allows developers to opt to provide a higher number of affordable units at a higher price, affordable to households with incomes averaging at 135 percent of (SFMI), in substitution of traditional inclusionary requirements. Developers would be able to price units at their discretion to be affordable to households between 120 – 150 percent of SFMI as long as the average equaled 135 percent of SFMI, in order to differentiate among unit prices and avoid being too close in price to the market rate units. The resulting market-produced units would be a first step to addressing the income exodus of small families unable to afford a home in the City, *without requiring any public subsidy*.

New procedures would ensure the viability of the program, and will be amended into the Procedures Manual. Prospective buyers will be required to be first-time homebuyers, to qualify for a mortgage through a preferred lender, and to take a homebuyer education class. The buyer will hold a mortgage for the price-restricted sales price; the difference between that sales price and the estimated market value would be held by the Mayor’s Office of Housing as a silent second mortgage. Buyers will be required to maintain occupancy within the unit for 5 years; resale of the unit before the occupancy period concludes would require return of any appreciation in the sales price of the unit back to the Mayor’s Office of Housing, for use in future affordable housing programs. After the occupancy period concludes, the unit could be resold as unrestricted; however it is expected that such units would resell under market rate prices, because of affordable construction practices (lower level of amenities, lower cost finishes, etc) and the smaller size units that would be provided in such projects in order to make them profitable under price restrictions.

---

<sup>13</sup> Source: DataQuick Information Systems, [www.DQNews.com](http://www.DQNews.com). Figure was for June 2007.



Like the land dedication option, this option will reduce costs compared to compliance with the traditional inclusionary option – see *Feasibility Analysis* (Appendix TBD) for a feasibility analysis. It is estimated that approximately 1500 such units could be created using this option on underutilized small infill sites in the rezoned UMU districts; a review of the program’s effectiveness will occur during the Plan Monitoring Program described later in this section.

#### **b) New Funding Sources**

The amount of affordable housing the City, through the Mayor’s Office of Housing, can support and produce is tied to funding. The Mayor’s Office of Housing and the San Francisco Redevelopment Agency primarily fund affordable housing development through federal funds such as HOME, Community Development Block Grants (CDBG), the HUD 202/811 programs; State funds such as the Multi-family Housing Program and the Supportive Housing Program; private equity raised through Low-Income Housing Tax Credits; local funds such as inclusionary in-lieu fees, Jobs-Housing Linkage Fees and General Fund; and conventional debt.

Additional funding sources, including an impact fee, are proposed to bolster the amount of housing that can be created in the Eastern Neighborhoods<sup>14</sup>. These sources will be further explained in Section 3, *Funding Strategy*. Portions of the impact fee resulting from upzoning, generated in areas designated for housing stabilization such as the MUR or the Mission NCT, may be directed towards construction of new housing and preservation of affordability of existing housing within the Plan Areas. To further the goal of maintaining affordable housing in the face of rising property values, an acquisition and rehabilitation program should be used to purchase existing rental housing for low income households. Funds could be used to buy existing properties that would otherwise be at risk of condominium conversion or rent increases.

---

<sup>14</sup> The San Francisco Redevelopment Agency currently pledges 50% of the funds it receives from tax increment in its redevelopment project areas towards housing that is affordable to households of low and very low incomes.

## **II. Funding Strategy**

### **A. Funding Mechanisms & Methods**

Planning Department staff and consultants analyzed the effectiveness and appropriateness of a range of methods that could fund and implement the planned improvements described above. After evaluation, staff confirmed a recommended set of mechanisms to fund capital improvements in the Eastern Neighborhoods, which fall into three categories:

1. *Existing sources*, which require no further action and are in most cases already providing funding streams for improvements in the Plan Areas. These include existing impact fees, already funded projects, and verified state and local bonds;
2. *New sources* which will be established by adoption of the Plan. These include an Eastern Neighborhoods Impact Fee, zoning requirements and incentives achieved through planning code changes; and
3. *Future revenue opportunities*, which will require ongoing efforts and implementation after Plan adoption. Mechanisms in this category include future State and local grants, dedication of public revenue via tax increment financing, and varied forms of assessment or facility districts.

These mechanisms, and their applicability to plan elements and project implementation, are summarized in Table II-1, *Funding Mechanisms & Methods*, below. The existing sources and new sources shown on this table will be *in place at the time of Plan adoption*. However, future revenue opportunities will require additional vigilance by a range of City agencies tasked with furthering their development; a fundamental component of this Public Benefits Program will be their continued implementation.

It should also be noted that while the focus of the funding strategy is on providing the elements of public infrastructure and improvements that are required to create a livable neighborhood, a fundamental component of ensuring this livability is ongoing operations and maintenance. As the public infrastructure called for the plan is put in place, it is critical that the City support Plan improvements with continued investment towards maintenance and operations. There are ongoing costs associated with the proposed community benefits (gardeners to maintain new parks, services to complement affordable housing development, subsidies to go with the child care centers) that cannot be funded with many of the potential funding sources described. Thus, in addition to public revenue, the Plan proposes ongoing interdepartmental efforts to devise and implement creative maintenance strategies, such as assessment districts for existing and new parks and open spaces, landscape and lighting districts to maintain upkeep on improved streets, and operations funding for transportation.

**Table II-1, Funding Mechanisms & Methods**

Source	Description	Open Space & Public Realm			Transit & Transportation		Community Services			Nghbd Business	Affordable Housing	
		New Parks	Public Realm	Maint.	Capital Costs	Operating Costs	Capital Costs	Materials	Services	Programs	New Hsg	Program Support
Existing Impact Fees or Programs	New development projects may be subject to existing citywide and downtown fees and programs, including: the School Fee, PUC fee, Citywide Transit Impact Development Fee, the Childcare Program, and the Jobs Housing Linkage Fee.				X	X	X				X	X
Funded Projects	Capital improvement projects that are already completely or substantially funded through existing sources, such as the Brannan Street Wharf open space project.	X			X							
State and Local Bonds	Bonds are loans to state or local governments from lenders and institutions to fund needed capital projects. General obligation (GO) bonds are currently being used to fund transportation, affordable housing, parks and other local infrastructure.	X	X		X		X				X	X
Property Tax Revenue	Bonds are loans to state or local governments from lenders and institutions to fund needed capital projects. General obligation (GO) bonds are currently being used to fund transportation, affordable housing, parks and other local infrastructure.	X	X		X		X				X	X
Eastern Neighborhoods Impact Fee	Charges fee on new private development to pay for specific facilities needed to accommodate growth. waivers may be granted where payment of this fee would be redundant with existing impact fees.	X	X		X		X	X			X	X
Plan Policies and Zoning Requirements	Requires City agencies to implement policy actions as adopted through the Plan, and imposes specific requirements through zoning for developers to provide in-kind community needs such as inclusionary housing or open space.	X	X				X				X	
State and Local Grants	Transportation and open space grants from federal, state and nonprofit groups. This category also includes funds granted from Proposition K, as administered by the SFCITA.	X	X	X	X	X	X	X	X	X	X	
Tax Increment Financing	A state-sanctioned method of pledging a portion of the increased taxes that result when property values increase as a result of public action or investment, back to the area from which the tax increase is collected.	X	X	X	X		X	X	X	X	X	X
Benefit or Assessment Districts	Property owners within set boundaries vote to pay for enhanced services, such as maintenance, security, marketing, economic development, parking and special events through additional assessments on property.			X		X		X	X	X		
Mello-Roos/Community Facility Districts	A CFD requires approval for a special tax by 2/3 of residents or, if there are fewer than 12 residents, land owners. The sponsoring agency then issues Mello-Roos bonds to finance public infrastructure.	X	X		X		X					

## ***1. Existing Sources***

The City already has projects underway in the Eastern Neighborhoods, supported by a combination of General Fund, grant and bond funding. It is critical that the City support the completion of already funded projects, and wherever possible leverage Citywide funding towards continued improvements in the Eastern Neighborhoods.

### **a) Funded Projects**

In some cases public and community revenue has already been dedicated to community improvements in the Plan Areas. Major neighborhood improvements in the Plan Areas that are already funded include:

- *Living Streets in East SoMa: Between 6<sup>th</sup> and 7<sup>th</sup> Streets: Minna, Natoma and Russ Street* The Redevelopment Agency is funding the design and construction of these living streets; work should be completed by 2009.
- *Mission Playground Renovation.* This renovation was passed as part of the 2008 GO bond, which provides \$7.5 million in funding to renovate this facility.
- *Brannan Street Wharf Open Space.* The Port is funding \$17 million of the \$20.6 million needed for the proposed open space replacing Pier 36 and the former Pier 34; the additional \$3 million required was passed as part of the February 2008 GO bond.

### **b) Property Tax Revenue**

As the Eastern Neighborhoods increases in development density, there will be a corresponding increase paid by property taxes in this area. Tax revenue from new development in the Eastern Neighborhoods is expected to reach over \$120 in current dollars million over the life of the plan (to 2025), after pass-throughs to the SF Community College District, the Unified School District, the Bay Area Air Quality Management District, BART, and the Educational Revenue Augmentation Fund (ERAF)<sup>15</sup>. Of this new revenue, approximately 57 percent will be diverted directly to the City for local expenditures.

The City's discretionary property tax proceeds are deposited into the General Fund, and are available for the appropriation to any public purpose. New property tax revenue covers ongoing service and maintenance expenses for the City; and it can also be set aside for specified purposes, such as the Parks Recreation and Open Space Fund, the Children's Fund and the Library Preservation Fund. Theoretically, new property tax

---

<sup>15</sup> This estimate is based on completion of the projected 7,365 housing units analyzed by the Option B Growth Scenario. It does not include commercial property taxes, sales taxes or other potential tax revenue or gains from property sales. See **Attachment TBD for the full analysis**.

revenue should cover maintenance and services of facilities and infrastructure as they support the tax base; however given San Francisco's historic under-expenditure on facilities maintenance and Proposition 13's impact on local revenue generation, it is likely that the tax rates on the new development will be directed to area wide maintenance and services, thereby thinning the revenue's direct impact on the Eastern Neighborhoods.

## **2. Plan Provided Sources**

It is important to note that of the variety of potential revenue sources cited in the report, the only ones that can be accomplished directly through the Plans are the Eastern Neighborhoods Impact Fee and zoning requirements. These sources go a long way in mitigating the immediate effects of projects, but do not extend beyond the immediate development project to remedy existing deficiencies in the neighborhoods.

### **a) Eastern Neighborhoods Impact Fee**

One key method of financing improvements needed to serve new development that can be adopted through the zoning and provide an immediate source of funding as development occurs, is a development impact fee. Development impact fees are one time charges applied to new developments to mitigate their impacts on public infrastructure. These funds can be used towards the construction or expansion of facilities needed to serve the new development. They are subject to state law AB 1600, the Mitigation Fee Act, which requires that they only be used to fund capital infrastructure needs demanded by new residents. Infrastructure that services existing residents or non capital needs must be funded through other sources. See *Nexus Studies* (Appendix TBD) for the nexus studies prepared to support the Eastern Neighborhood Impact Fee.

Establishment of an impact fee has been discussed in regard part of the Eastern Neighborhoods planning process, beginning with the introduction of the public benefit concept with regards to the Eastern Neighborhoods through a September 2003 notice, a formal presentation at a public hearing on October 16, 2003, and many discussions throughout the workshop series from February 2004 to current. The draft Eastern Neighborhoods Area Plans, released in fall 2007, described an impact-fee based system of exactions, including targets for publication of a nexus study and fee schedule.

### *Impact Fee Structure*

Typically, impact fees are set at 85 to 95 percent of the full costs attributable to new development, to ensure fees do not exceed reasonable costs, to avoid overcharging new development and to avoid double counting. In certain cases impact fees are set even lower than that 85%, as was the case in the Transit Impact Development Fee (TIDF) where the City set rates well below nexus to reduce costs to developments subject to other fees. Recognizing these practices, the Eastern Neighborhoods Impact Fee is structured to be 1) safely under the established nexus, and 2) generally feasible under current market conditions, particularly considering projects whose financial feasibility is increased through density and/or height increases<sup>16</sup>.

Based on the nexus studies developed for the Eastern Neighborhoods Plan Areas, and further refined by financial analysis that demonstrates such fees provide sufficient economic incentive to encourage development as permitted under the rezoning<sup>17</sup>, the Plans propose the following public benefit tiers:

*Table II-2*

#### *FEE SCHEDULE FOR EASTERN NEIGHBORHOODS PLAN AREAS*

Tier	Description	Residential	Commercial
1	Projects that remain at current height; Projects under increased housing requirements (UMU); Affordable housing or other “protected” development types.	\$8/gsf	\$16/gsf
2	Projects rezoned with minimal (1-2 story) increase in height.	\$12/gsf	\$20/gsf
3	Projects rezoned with significant (3 or more) increase in height; other designated districts	\$16/gsf	\$24/gsf

- *It should be noted that all fees are based on net addition of gross square feet (gsf) of any use type. Based on assumptions of 80% efficiency across buildings, gross square feet calculation translates roughly to 1.25 x net square feet (i.e. \$8/gsf is equivalent to \$10/nsf).*
- *Fees will be reduced where duplication occurs: most commercial fees will be reduced by \$8-10 per gsf per TIDF.*

<sup>16</sup> As demonstrated in the nexus studies in *Nexus Studies* (Appendix TBD), the Planning Department calculated a separate demand rate for new residential uses and for new commercial uses in each need category, including open space and recreation; transit, streetscape and public realm improvements; and community facilities such as child care and library materials. Fees for residential uses were set at between 40-80% of that nexus amount. Fees for nonresidential uses were set by selecting the lowest nexus of all the nonresidential activity type categories, and then set at between 75-95% of that nexus amount.

<sup>17</sup> A financial analysis conducted by the City’s consultants shows that sites which are rezoned to include a height increase see a significant increase in land value – see *Feasibility Analysis* (Appendix TBD). The analysis demonstrates that the result is a more profitable project, which is therefore able to pay closer to its full level of impact

The base fee of \$8 per gross square foot for residential uses and \$16-20 per gross square foot for nonresidential uses shall apply to projects who do not receive a net increase in floor space through the rezoning. The increased fees under Tiers 2 and 3 apply to projects who do receive an increase in square footage through an increase in height, and those fees apply to all square footage within the project, including floor space permitted under existing zoning. Fees will be assessed on all residential development, including affordable housing<sup>18</sup>, and on all nonresidential development which results in new gross square footage. In order to promote PDR development, impact fees will not be assessed on PDR development. Additionally, as significant affordable housing contributions are expected from development within the UMU districts, all development in the UMU shall be assessed at the base fee, and shall not be required to pay higher level fees regardless of upzoning. Any shortfall in fee revenue from projects paying at lower fee levels shall be funded through other mechanisms, as described in this chapter.

It is a policy goal of the Plans to incentivize development of underutilized properties and to preserve existing viable development, a fee reduction may be offered to projects proposed for vacant lots. Projects proposed for vacant lots may reduce their required Eastern Neighborhoods Impact Fee by one tier, or \$4/gsf.

In addition to the proposed Eastern Neighborhoods Impact Fee, new development in the area will be subject to Citywide fees and exactions such as the Citywide Transit Impact Development Fee (TIDF), the School Impact Fee, and the recently approved PUC capacity and hookup fees. In cases where existing Citywide fees are redundant with areas funded by the Eastern Neighborhoods Impact Fee, such as the TIDF, projects will receive fee offsets so that no project is doubly charged.

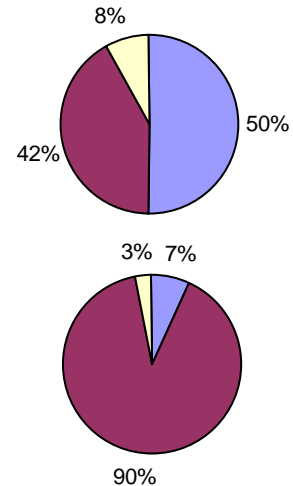
---

<sup>18</sup> However, an impact fee waiver may be granted to affordable projects providing units below 50% AMI and tied to federal, state, or local subsidies. Such a waiver may not be applied to “middle” income or inclusionary units.

### *Breakdown of Eastern Neighborhoods Public Benefit Fee*

Impact fees will be used to fund capital infrastructure and improvements demanded by new development, including open space and recreational facilities, transit and transportation improvements, community facilities such as child care and public library needs. The fee may also be used to fund housing needs, such as housing construction and preservation. The base fee of \$8/residential gsf and \$16 gsf shall always be directed towards infrastructure, and increased fee revenue above that base level shall generally be directed towards infrastructure as well. Fee revenue should be allocated to accounts by improvement type as supported by Eastern Neighborhoods Nexus Studies, according to the following percentages:

- *For residential development:* open space and recreational facilities = 50%, transit, streetscape and public realm improvements = 42%, community facilities (child care and library materials) = 8%.
- *For commercial development:* open space and recreational facilities = 7%, transit, streetscape and public realm improvements = 90%, community facilities (child care and library materials) = 3%.



However, in areas designated for housing stabilization such as the MUR or the Mission NCT, portions of the impact fee resulting from upzoning may be directed towards affordable housing construction and preservation. In these areas, the increased fee revenue above the base \$8 collected for residential development may be used to further mitigate impacts on affordable housing, including acquisition and rehabilitation programs to support existing residents.

Preliminary analysis based on development projections in the Eastern Neighborhoods Draft EIR shows that such a fee could generate from \$77-130 million over the life of the plan. Fee levels will be reviewed on a five-year basis and raised accordingly to ensure the fee increases with the cost of providing neighborhood improvements. All fees shall be deposited into the Eastern Neighborhoods Public Benefits Fund, and used to fund neighborhood improvement needs generated by new development.

### **b) Direct Provision through Zoning Requirements**

Existing Planning Code policies, in cooperation with proposed changes to the Planning Code, are integral to the delivery of public benefits. As described in Section II, *Improvements Program*, under Affordable Housing, new zoning requirements provide a key mechanism for increasing affordable housing provision in the Eastern Neighborhoods, with higher inclusionary requirements and new options that will provide land for construction of affordable housing and market-provided “middle” income housing. Additionally, other policies directing open space provision, transportation and



public realm requirements equate to direct provision of public benefits as development occurs. Key code provisions that implement public benefits are listed below:

#### Open Space and Recreation

- Provide private and common open space
- Increased private open space requirements
- Incentives for providing public open space

#### Transit, Streetscape and Public Realm Improvements

- Plant street trees; provide street improvements if required in front of their building
- Curb cut restrictions
- Eliminate parking requirements
- Required bicycle parking in new office construction
- Greening streets and alleys
- Separate parking costs from housing costs, remove parking requirements
- Alley provisions required across large parcels
- Protect Transit function along TPS streets and designate transit-supportive uses along key transit stops and corridors

#### Community Facilities

- Allow ground floor provision of community or cultural facilities

#### Affordable Housing

- Increased affordability requirements, including land dedication, provision of middle income housing, or increased inclusionary requirements in the UMU district (as previously discussed).
- Existing inclusionary requirements in non-UMU zones
- Jobs housing linkage fee and other affordable housing obligations required throughout Plan Areas.

#### Other Enhanced Livability Requirements

- Neighborhood serving businesses required on the ground floor of select streets; permitted throughout RTO, NCT, and DTR districts.
- Increased rear yard requirements for all new development, including SROs and other use types previously exempt from such provisions.

In addition, any identified impacts addressed through the Eastern Neighborhoods Impact Fee may be alternately mitigated through provision of in-kind improvements, provided such in-kind improvements are recommended by the case planner and meet an identified community need as analyzed in the Eastern Neighborhoods Needs Assessment. Also encouraged are provisions of on-site public open space, provision of low- or no-cost space to community facilities or services such as childcare and job training services, and streetscape and public realm improvements where such are greatly needed.

Finally, Conditions of Development provide a mechanism for achieving improvements along with project and/or permit approval. Certain investments that support transportation improvements in the Eastern Neighborhoods, such as sidewalk widenings and streetscape enhancements, may be secured upon the development permit approval as part of the administrative function of the Planning Department.

### **3. Future Revenue Opportunities**

Future revenue opportunities will require additional interdepartmental efforts that continue after the Plan's adoption. The three opportunity areas proposed here - grant applications, tax increment, and assessment districts - all require further efforts by the individual agencies responsible, and future authorization by the Mayor and the Board of Supervisors.

Grants and bonds will require ongoing collaborative efforts amongst agencies, best served by a City office that could provide leadership, expertise and coordination. Any tax increment financing proposal will require support by the Mayor and the Board of Supervisors support for exploration into tax increment financing potential, as a way to backfill past underinvestment and needs of future growth, further action by the relevant City departments, and ultimate approval by the Mayor and Board of Supervisors. A pilot program for assessment districts around new neighborhood assets will require leadership from responsible agencies such as the Mayor's Office of Economic and Workforce Development, to further other ideas such as a pilot program for assessment districts around new neighborhood assets, possibilities for commercial district CBDs, and potential for Mello Roos districts. It is important that the actions needed to further these future revenue sources be directed *concurrent with Plan adoption or shortly thereafter*, so that these possible sources move forward as the Plan is being implemented.

#### **a) Bonds and Grants**

Many local, regional and federal agencies, as well as the State of California, offer potential grants and private activity bonds to fund needed capital projects. Currently, the State Department of Housing and Community Development has as much as \$60 million dollars earmarked as possible grant funding for infrastructure projects in northern California through Proposition 1C. This type of grant provides a powerful funding source to carry out needed transportation, affordable housing, parks and other infrastructure projects. San Francisco has historically been successful in leveraging these funds with Prop K transportation sales tax dollars serving as local match<sup>19</sup>, but as competition increases throughout the region the City will need coordinated efforts across agencies to be successful in applying for such funding.

Currently, there is not central agency in the City tasked with seeking funds in this manner; rather individual agencies seek funds on their own, using staff ill-trained in

---

<sup>19</sup> The San Francisco County Transportation Authority administers Proposition K, which is a locally administered fund for San Francisco transportation and transit projects.

grant-writing or overtasked with regular projects. While the San Francisco County Transportation Authority (SFCTA) does assist in achieving state and federal transportation dollars, there is no such similar agency regarding parks, etc. And while agencies such as the Department of Public Health (DPH), the Human Services Agency (HSA), and the Department of Children, Youth and Families (DCYF) do have full time grant-writing staff, they are focused on individual department projects and not centralized to meet overall City goals.

Thus it is critical that the City work to establish an oversight position or office to maintain responsibility for the coordination of funding applications for special improvement projects throughout the City to ensure the City is best positioned to achieve grant funds. This function will also be critical in following General Plan mandates to prioritize projects of highest need, to ensure that the most needed projects are the ones focused on for submittal, and that individual grant applications within the City do not compete against each other. This is a function well suited for a neutral City office, such as the City Administrators Office, which is responsible for the management and implementation of the City's policies, or the Controller's Office, responsible for financial systems of the City

Local grant and bond sources to be pursued by the Plan, particularly those most likely to apply to the Eastern Neighborhoods, are listed below:

*Table II-3*  
**GRANT SOURCES**

<b>State Bonds</b>	<b>Description</b>	<b>Available Funding</b>
Proposition 1C (2006)	California voters approved the infill incentive bond measure, including housing and infrastructure programs, for \$2.85 billion, in November 2006.	Up to 60 million for northern California in the 2008 funding round.
Proposition 1B (2006)	In 2006, voters approved Proposition 1B to fund transportation projects. SFMTA and DPW will receive substantial amounts of discretionary funding from this source over the next 10 years.	Statewide, \$4 billion for public transportation, \$11.3 billion for highway, and local road improvements, \$3.2 billion for air quality, and \$1.5 billion for safety and security.
Proposition 84 (2006)	Proposition 84 allocates competitive grants for local and regional parks. The detailed guidelines on the program should be introduced in legislation in spring or summer of 2008, but this bond also requires enabling legislation that will determine the guidelines for the grant applications, so it is difficult to assess the City's potential eligibility for these funds.	\$400 million statewide for competitive grants for local and regional parks.
<b>Open Space Grants</b>	<b>Description</b>	<b>Available Funding</b>

Habitat Conservation Fund Grant	Acquisition for restoration project (i.e., habitat for endangered or threatened species, riparian, wetland habitat) or for trails. Must include matching funds.	\$20,000-\$500,000
Land & Water Conservation Fund Program	Trails, Picnic Areas, Natural areas and cultural areas, open turf, play fields and courts, Aquatic Facilities and access, playground equipment, Golf facilities. Must include matching funds.	\$50,000-\$200,000
Pre-Disaster Mitigation Grant Program 2009	Voluntary acquisition of real property (i.e., structures or land, where necessary) for conversion to open space in perpetuity.	Up to \$3 mil
Urban Stream Restoration Program	Acquisition of parcels critical for flood management and are part of larger project to provide flood or erosion control while enhancing and restoring a natural environment	Up to \$1 mil
Environmental Enhancement and Mitigation Program	1) Resource Lands -- Projects for the acquisition, restoration, or enhancement of watersheds, wildlife habitat, wetlands, forests, or other natural areas. 2) Roadside Recreational -- Projects for the acquisition and/or development of roadside recreational opportunities	Up to \$350,000
<b>Transportation Grants</b>	<b>Description</b>	<b>Available Funding</b>
Proposition K	A half-cent local transportation sales tax program. The San Francisco County Transportation Authority leverages state and federal transportation dollars to complement Prop K revenues.	Annually
Regional Transportation Fund for Clean Air (BAAQMD)	Clean air projects that reduce vehicle emissions.	\$1,500,000
Local Transportation Fund for Clean Air (SFCTA)	Clean air projects that reduce vehicle emissions.	\$800,000
Safe Routes to Transit (Regional)	Projects that improve the safety and convenience of bicycling and walking to regional transit.	\$1,000,000
Safe Routes to Schools (State)	Capital improvements that will substantially improve the ability of students to walk and bicycle to school; non-capital projects intended to change community behavior, attitudes and social norms to make it safer for children in grades K-8 to walk and bicycle to school.	\$900,000
Safe Routes to Schools (Federal)	Capital improvements that will substantially improve the ability of students to walk and bicycle to school; non-capital projects intended to change community behavior, attitudes and social norms to make it safer for children in grades K-8 to walk and bicycle to school.	\$1,000,000
Regional Bicycle and	Construction of regional bike network and	\$2,740,000

Pedestrian Program (SFCTA)	regionally significant pedestrian projects.	
Transportation for Livable Communities (MTC/SFCTA)	Community-based plans that lead to bike/ped improvements, streetscapes, traffic calming, transit stop amenities.	\$3,000,000
Bicycle Transportation Account (Caltrans)	Construction of new trails, amenities and other elements directly related to trail construction	\$1,250,000

## b) Tax Increment Financing

Tax increment financing (TIF) is a form of revenue dedication that pledges a portion of the increased taxes back to area from where the tax increase is collected as property values increase. Pre-redevelopment taxes remain untouched by tax increment financing; all previous tax base revenues continue to go to the General Fund and other mandated sources. Under current California state law, tax increment financing is only available through designation of a redevelopment area and establishment of a redevelopment plan, which requires a finding of blight - ‘buildings and structures which are deteriorated or unfit or unsafe.’ However, the possibility of using the redevelopment tool of tax increment, without the burden of redevelopment designation, has been raised at the state and local level, and offers a practical, viable solution for funding portion of the Eastern Neighborhoods Improvements Program.

Tax increment financing is a valuable tool because of its flexibility – unlike development impact fees, it can finance capital, operating, or other needs; such financing also can be bonded against to provide immediate revenue for a long-term public project. It provides ongoing revenue over time, rather than just at the point of development. TIF has been used in other cities along this model successfully, including in Chicago, where the city raises \$600 million annually to use in creative ways that benefit the City as a whole.

In order to enable tax increment as a financing source for the Eastern Neighborhoods, the City would need state legislation to allow tax increment to be collected under criteria other than redevelopment designation<sup>20</sup>. Legislation could be designed to restrict the amount of additional or incremental tax revenue generated that would be directed away from the General Fund,<sup>21</sup> so that revenue generated from the area could be split between

<sup>20</sup> A similar proposal relating to transit-oriented development has been raised at the CA State legislature in recent years. Also, this idea has been spreading to other states. A relevant example is Florida, where redevelopment districts can be defined solely by inadequacy of transportation facilities.

<sup>21</sup> Redevelopment scenarios in San Francisco typically take 100% of the total local allocation, after existing taxing entities such as the school district receive their share. Of that 100% remaining, 40% goes towards affordable housing,

local and Citywide needs – for example, the split of tax increment dedicated toward the Plan Areas could be structured as equivalent to the amount of new growth generated by the plan. Initial exploration of its capacity as a tool indicate that it could provide as much as \$200 million dollars in bonding capacity, and that this funding could support needed capital investment as well as provide flexible funding for non-capital needs in the neighborhoods.

It is important to note that economic feasibility is critical to the successful implementation of a tax increment financing scheme. Fee levels and other exactions including affordable housing policies must be financially feasible, because if development does not occur, there will be no increased tax base to draw from. Thus if such a proposal is pursued, it should be partnered with a feasible proposal for development impact fees and other exactions, so as not to disincentivize development.

### **c) Community Benefit or Assessment Districts**

One of the negatives of many of the sources described thus far is that they are one-time funding sources that cannot support operations or maintenance needs. They also depend entirely upon new development and do not allow existing residences or commercial establishments to support needed improvements. Community Benefit and Assessment Districts allow for consistent annual revenue, by taxing private individuals and businesses for maintenance projects from which they specifically benefit. They are established by majority votes of stakeholders, and provide flexible sources of revenue that are suitable for smaller, ongoing expenses such as rehabilitation and maintenance.

#### *Community Benefits Districts*

CBDs, also called Business Improvement Districts or BIDs, are established when commercial property owners assess themselves a small fee to fund neighborhood beautification projects. They have proved a useful tool in the development of neighborhood improvements along neighborhood commercial strips in San Francisco. The Mayor's Office of Economic and Workforce Development facilitates the development of these districts and offers grants to fund the development of these districts. Eight CBDs have been established in San Francisco, at Union Square, Central/Mid-Market, Castro/Upper Market, Noe Valley, North Market/Tenderloin, Mission District, Fisherman's Wharf and the Fillmore. Funding typically goes towards street improvements and beautification efforts such as graffiti removal and tree maintenance,

---

and the remaining 60% towards project area infrastructure and activities. No revenues are dedicated towards the state under redevelopment law.

but also often support programming deemed appropriate by the community board such as additional street cleaning or community arts. CBDs could be an appropriate model for some neighborhood commercial areas within the Plan Areas.

#### *Assessment Districts*

Assessment districts work in a similar fashion, by levying a tax on property owners for a specific set of community improvements. Establishment of an assessment district requires majority approval by affected property owners. Within the context of the Eastern Neighborhoods Public Benefits Program, assessment districts would be most relevant to projects where residents have direct ownership and use the improvement, such as living alleyways, newly established parks or open spaces, etc. Because this is a relatively new use of assessment districts in the City, a pilot program that establishes one such district in each neighborhood might be an appropriate way to test their applicability and support by residents.

#### *Mello-Roos Community Facilities District*

A Mello Roos CFD is a special taxing authority that is publicly owned and run, and may be formed to finance certain designated public services such as police and fire services, schools and libraries. They are supported by special taxes calculated on each parcel by assigning a maximum special tax estimated by the total cost of improvements, and then by assigning an actual annual special tax – required to fall below this maximum - based on the interest and principal due on the bonds for the current fiscal year, services costs, and administrative expenses. San Francisco has one Citywide approved Community Facilities District (No. 1990-1), created to pay for repairs and improvements of school district buildings damaged by a earthquake, and bring schools and child care centers up to present standards for earthquake and fire safety, and several other CFDs in plan areas such as Mission Bay, one on Rincon Hill, and most recently, one at Mint Plaza.. Marin County used a voter-approved Mello-Roos bond assessed on property owners located in close proximity to their preserved open space to manage that land area.

CFDs may be a good option for developers who did not anticipate the imposition of new fees. However, given the dispersed area and benefits of the Eastern Neighborhoods, such a district requires significant coordination to achieve. To further pursue the viability of this option, the Mayor's Office of Economic and Workforce Development has committed to forming a Public Benefits Finance Workgroup to expand on CFDs as well as many of the other future revenue sources described above. MOEWD has set a goal of producing a final report with legislative recommendations to the Planning Commission and Board of Supervisors by fall of this year.

#### **B. Matching Methods to Improvements**

The Planning Department developed cost estimates for the full range of planned neighborhood improvements, including the acquisition of parks and development of urban plazas, the proposed public realm improvements, the transportation studies and proposed early start transportation projects and community facilities. The known capital costs of projects vary greatly – some estimates are based on specific site plan designs,



while others require further studies. Yet these cost projections serve as reasonable estimates for the overall costs expected to be required to cover essential community infrastructure in the Plan Areas. All costs are projected in current dollars as the specific timing of projects is unknown and in most cases related to the rate of growth/new development.

Table II-4, the Cost Revenue Matrix, provides a summary of projected costs for neighborhood improvements in current dollars, and matches these costs to funding sources.

- Version A describes a program of improvements for which funding is already secured or certain for the future, including revenue from existing programs; through plan provided sources, such as the Eastern Neighborhoods Impact Fee; and through the future revenue that can be reasonably relied upon, such as future grants with funds earmarked for northern California. It represents a minimal level of investment from other City sources, and by itself cannot address the full cost of providing the public benefits proposed by the Plans.
- Version B includes a program of improvements possible under expanded funding, if future revenue opportunities are included in the mix. This proposal illustrates the possibilities for improvements if a share of the tax revenue gained from new development in the Eastern Neighborhoods (diverting 62% of the revenue, or approximately \$100 million dollars, that would ordinarily go towards the City's General Fund) was directed back to improvements in the Plan Areas. To proceed according to this proposed budget, the Mayor and Board of Supervisors would need to pledge a portion of locally generated tax revenue, perhaps through the implementation of tax increment financing, which could be used to fund major capital improvements in the neighborhoods. Even this program cannot fully fund affordable housing and community facility needs, but it provides a basic funding scenario to meet the needs quantified in the Needs Assessment as essential for basic livability.

These two versions of the matrix illustrate clearly that additional revenue sources will be required if the infrastructure of the Eastern Neighborhoods is to be well provided with sufficient levels of open space, transit and public realm improvements, community facilities and services, and affordable housing.

TABLE II-4 - A  
COST -REVENUE MATRIX

**PUBLIC BENEFITS PROGRAM: COSTS VS. REVENUES**

**ALT A: Includes Ongoing Agency Funding, Fee Revenue & Grants**

Program of Improvements includes:

- One new park in each neighborhood, and one park renovation in each neighborhood.
- A limited network of "Green Streets", focused on East SoMa and key transit spines.
- 16th Street Transit Improvements and 30-Stockton/45-Union/Stockton Extension.
- General streetscape, pedestrian and bicycle improvements across the neighborhoods.
- Community facilities demanded by new development, as funded by impact fees..
- Affordable housing funded by existing Citywide and new Eastern Neighborhood programs.

Funding Source	Projected Costs	Funding Available
Secured Funding		\$28,993,500
Existing Program Revenue		TBD
Potential Grant Funding*		\$100,000,000
Impact Fee Revenue		\$116,000,000
<b>Total Revenue</b>		<b>\$244,993,500</b>

Public Improvements	Projected Costs	Secured Funding	
<b>Open Space Improvements</b>			
New Parks	\$48,000,000	\$4,005,000	GO Bond
Park Renovation	\$40,000,000	\$7,500,000	GO Bond
<b>Public Realm Improvements</b>			
Green Connector Streets	\$12,825,000	\$15,000	Design Grant
Living Streets	\$5,196,000	\$4,000,000	Redevelopment
Civic Boulevard (SoMa)	\$11,002,668		
General Streetscape	\$8,850,000	\$6,100,000	
<b>Transportation Improvements</b>			
Transportation Study	\$1,250,000	\$500,000	Developer Fees
Transit	\$79,800,000		
Pedestrian & Bicycle	\$5,600,000	\$2,123,500	Grant/Prop K match
Traffic Calming	\$7,750,000	\$1,750,000	Grant/Prop K match
Traffic	\$10,500,000	\$3,000,000	Port/Prop K match
<b>Community Facilities and Services</b>			
Child Care (10)	\$12,265,000		
Library Materials	\$1,067,000		
<b>Affordable Housing</b>			
30% provided through Plan zoning, inclusionary	\$331,500,000	\$331,500,000	
<b>Total Improvements Cost</b>	<b>\$244,105,668</b>	<b>\$28,993,500</b>	

TABLE II-4 - B  
COST -REVENUE MATRIX

**PUBLIC BENEFITS PROGRAM: COSTS VS. REVENUES**

**ALT B: Includes Dedication of Proportion of Tax Revenue & Increased Grant Capacity**

Program of Improvements is expanded to include:

- Additional parks at Townsend Circle in Showplace Square and in East SoMa
- The full proposed network of "Green Streets" and Living Streets
- Expanded transit including Potrero Avenue, Mission Corridor and key transit stop/station upgrades.

Funding Source	Projected Costs	Funding Available
Secured Funding		\$44,493,500
Tax Revenue (Increment or Dedication)		\$100,000,000
Potential Grant Funding*		\$135,000,000
Impact Fee Revenue		\$116,000,000
<b>Total Revenue</b>		<b>\$395,493,500</b>

Public Improvements	Projected Costs	Secured Funding	
<b>Open Space Improvements</b>			
New Parks	\$69,265,000	\$4,005,000	GO Bond
Blue Greenway Projects	\$40,000,000	\$15,500,000	Mission Bay/Port/GO
Park Renovation	\$40,000,000	\$7,500,000	GO Bond
<b>Public Realm Improvements</b>			
Green Connector Streets (3)	\$36,100,000	\$15,000	Design Grant
Living Streets	\$15,196,000	\$4,000,000	Redevelopment
Civic Boulevard (SoMa)	\$11,002,668		
General Streetscape (4)	\$8,850,000	\$6,100,000	
<i>Valencia Street sidewalks, bulbs, trees</i>	<i>\$6,100,000</i>		
<i>3rd/4th Street streetscape</i>	<i>\$2,150,400</i>		
<i>3rd/4th Street curb bulbs</i>	<i>\$600,000</i>		
<b>Transportation Improvements</b>			
Transportation Study	\$1,250,000	\$500,000	Developer Fees
Transit	\$136,000,000		
Pedestrian & Bicycle	\$5,600,000	\$2,123,500	Grant/Prop K match
Traffic Calming	\$7,750,000	\$1,750,000	Grant/Prop K match
Traffic	\$10,500,000	\$3,000,000	Port/Prop K match
<b>Community Facilities and Services</b>			
Child Care	\$12,250,000		
Library Materials	\$1,067,000		
<b>Total Improvements Cost</b>	<b>\$394,830,668</b>	<b>\$44,493,500</b>	

### **III. Program Administration**

The Public Benefits Program will require a new model of infrastructure provision, one that is dependent on community and interagency coordination. Several models for program administration exist, such as those developed for the SoMa Stabilization Fund and the Market and Octavia Community Improvements Fund; and these should be built upon to create a community-based, yet workable, administration plan for the Public Benefits Program. There are however, some unique aspects to the Eastern Neighborhoods Public Benefits Program that must be considered in the development of this administration program.

1. *Improvements should be flexible: they must be allowed to grow and change over the life of the Plans.* Specific improvements should grow out of identified needs from this program, based on future planning and implementation work with IPIC agencies such as the Department of Recreation and Parks, the San Francisco Municipal Transportation Agency (SFMTA) and San Francisco County Transportation Authority (SFCTA), and other relevant departments; and on ongoing community coordination with the CAC.
2. *Inter-plan area coordination is critical to effective provision of improvements.* Many public benefits are system-based improvements, and will transcend plan boundaries – for example, transit line improvements cross many Plan Areas and neighborhoods, public parks are used by nearby residents regardless of plan boundaries, and community facilities are generally used by all residents within a ¼ to 1/2 mile of the service. Thus implementation of public benefits should be considered on an Eastern Neighborhoods -wide basis, to meet the needs of all plan area residents, and to allow funds to be leveraged across Plan boundaries so that projects can move forward quickly and efficiently.
3. *Implementation of public benefits should closely track growth on a geographic basis.* While the public benefits are intended to benefit both new and existing residents, needs will certainly be exacerbated where growth occurs. Therefore, to the extent possible projects should be prioritized based on where development is occurring, to ensure existing residents see the benefits of growth, as well as to ensure that fees are expended to mitigate the direct impact for which they were collected.

#### **A. Participants and Roles**

The successful implementation of the Public Benefits Program requires that the City's agencies continue to work together to pursue projects long after the adoption of these Plans. To ensure this continued coordination, adoption of the Plans will formalize two bodies to carry out implementation of the Eastern Neighborhoods Public Benefits Program:

- Citizens Advisory Committee (established with Plan adoption)
- Interagency Plan Implementation Committee (established by the Administrative Code Section 36)

**Citizens Advisory Committee (ENCAC):** The Eastern Neighborhoods Citizen Advisory Committee (CAC) will be established to provide a formal venue for the community to participate in the implementation process. Members of the CAC are responsible for representing the community's perspective on all items brought before the committee.

The Mayor and the Board of Supervisors shall jointly appoint 9-12 members of the public to serve on the ENCAC. The composition of the committee should represent the four specific neighborhoods comprising the larger Plan Area, and include citywide interests, residential and business perspectives as well. Committee members shall be appointed for two-year terms, with half of the initial members appointed for one or three year terms to allow for overlap of committee appointments over time. No individual may sit on the ENCAC and any other CAC simultaneously.

The primary purpose of the committee is to continue the community's relationship with the Eastern Neighborhoods planning process and city government, to provide guidance on projects not specified within the Plans, and to ensure implementation of projects that meet the community's stated needs. Roles and responsibilities include:

- Gather input about the Public Benefits Program and Plan implementation from the constituency represented and communicate committee decisions to constituency represented.
- Prioritize Public Benefits and Programming. Based on information provided by the IPIC, the committee shall prioritize potential improvements as they become implementable. This prioritization shall be used to influence work programs and budgeting.
- Continue to work with City agencies to pursue mechanisms not put in place with Plan adoption, such as future grants and bonds from State and local programs, dedicated revenue sources such as property tax set-asides or tax increment financing; and benefit or assessment districts, as further methods for community based revenue.
- Coordinate with community, neighborhood and merchants associations to establish benefits and assessment districts where appropriate.
- Review Plan monitoring and reporting documents. The Planning Department shall provide committee members with all published monitoring reports related to the Eastern Neighborhoods Plan – including those required by Section 249, 326, and 341 of the Planning Code. The committee is responsible for disseminating this information to community members and formulating a response, when appropriate.
- Attend all CAC meetings. The CAC shall meet quarterly, as needed. Failure to attend meetings can result in removal from the committee.

CAC and program administration shall be funded through annual collection of fee revenue. The CAC shall be staffed by the lead agency tasked with implementation of the Neighborhood Improvements Program. Should no specific implementation agency be set up in advance of the ENCAC's inception, a position shall be set up within the Planning Department.

**Interagency Plan Implementation Committee (IPIC):** The IPIC, set up through Administrative Code Section 36, provides a strong foundation and vision for the coordination of the Public Benefits Program with implementing city and, as needed, regional agencies. Specifically the Code establishes an interagency working group, the Interagency Plan Implementation Committee (IPIC) that will work to prioritize neighborhood improvements, integrate projects into agencies work programs, and identify additional funding for program projects. The Planning Department (the Planning Director or representative) will coordinate these bodies through acting as chair of the IPIC. Agencies shall be added to the committee as improvements that come under their jurisdiction are prioritized.

Specific tasks of the IPIC in the Eastern Neighborhoods context should include:

- Identify and implement key pilot projects in the first years of implementation, according to the projects already identified. Work with agencies on ongoing implementation efforts to define projects, including their design and implementation, beyond that first year.
- Identify opportunities for synergies between the Eastern Neighborhoods Public Benefits Program and implementing agencies' work programs, particularly where programmed agency work coincides with improvements identified in the Eastern Neighborhoods Improvements Program.
- Integrate Eastern Neighborhoods Public Benefits projects into agency work programs, especially based on growth projections provided by the Planning Department's Pipeline Report and the Growth Allocation Model, as applicable.
- Establish Memoranda of Understanding between Planning Department (as chair of the IPIC) and all relevant project implementation agencies so that general geography and timing of expenditures can be specified but the specifics of projects can be flexibly developed as emerging needs projects are identified by those departments, in cooperation with the Planning Department.
- Coordinate with the relevant administrative and community bodies, especially the Capital Planning Committee, the City Administrator, the Board of Supervisors, the Planning Commission, and the Community Advisory Committee.
- Provide staff recommendation on additional funding for the Public Benefits Program, including State and local grant and bond sources, and coordinate those efforts Citywide so that San Francisco, and particularly Eastern Neighborhoods, projects do not compete with each other.
- Work with the ENCAC and City agencies to pursue mechanisms not put in place with Plan adoption, such as future grants and bonds from State and local programs, dedicated revenue sources such as property tax set-asides or tax increment financing; and benefit or assessment districts, as further methods for community based revenue.

**B. Project Prioritization**

In order to set the framework for each year's achievements, priorities for project implementation will be set by the CAC on an annual basis, in consultation with the IPIC

to ensure realizable prioritization, based on plan policies, current City programs and projects, funding resources and restrictions. Project priorities for expenditures must be based upon a balance of need, while considering how new funding sources can be used to leverage additional resources, as follows:

1. At its initiation, the CAC shall establish strict criteria to guide priorities and project approvals over the life of the plan. Criteria shall include requirements that priorities and projects shall relate directly to adopted plan policies, and that implementation shall generally be tracked according to growth in the Plan Areas.
2. The CAC will meet annually to set annual priorities according to those established criteria. The CAC shall also meet quarterly, to review projects proposed according to this criteria.
3. As-yet unidentified projects, such as specific park site acquisition or transit line changes, and emerging needs projects, such as support for the continued existence of a community art facility, shall first be developed by relevant agency staff, under direction of these set priorities, and in cooperation with the Planning Department, per the plan's adopted policies.
4. Once a project is fully defined, including design and implementation, relevant agencies will bring that project to the IPIC for evaluation and consideration.
5. Once the IPIC determines that such a project is: a) in line with the Public Improvements Program, and b) a feasible project, it shall evaluate funding opportunities for the project, and prioritize recommendations according to potential overlap with other sources (e.g. if a matching grant were available). If the IPIC recommends prioritization, it will bring the project forward to the CAC for recommendation.
6. The CAC shall review this recommendation from a balanced and comprehensive public perspective, and evaluate its relevance according to annual priorities. If they support this recommendation, they may forward recommending approval to the Board of Supervisors. If they do not, the recommendation will be forwarded without support.
7. The Board of Supervisors shall provide authorization of funding, from the Eastern Neighborhoods Public Benefits Fund or other sources.

Because many project specifics will be made with the CAC and the IPIC over the Plan's lifespan, the program does not include a timeframe for project implementation. Rather, it calls for public benefits projects to develop over time, and to be coordinated with City efforts as well as with private development projects, to maximize efficiency, and leverage public funding. This will allow plan-specific dollars, such as those from the Eastern Neighborhoods Impact Fee, to be used more effectively.

### **C. Finance & Administration**

All revenue generated specifically from plan-specific strategies, such as the Eastern Neighborhoods Impact Fee, future establishment of assessment districts, or future revenue from tax increment or other dedicated revenue sources, shall be deposited in the Eastern Neighborhoods Public Benefit Fund. The IPIC shall act as the requesting agency,

until and unless another agency is designated to supervise implementation of adopted Eastern Neighborhood Area Plans. The Board of Supervisors shall be responsible for appropriating funds annually from this Fund.

***1. Eastern Neighborhoods Impact Fee Administration***

The City shall collect the Eastern Neighborhoods Impact Fee when a site permit is issued, and shall work to coordinate fee collection with other fees due at this time. Funds are to be used for programming public benefits according to this program document, to the Plan policies, and to the priorities set by the CAC; and shall be accounted for by improvement type in separate funds. Fee revenue shall solely support projects which directly mitigate impacts caused by new development.

***2. Accountability - Reporting and Monitoring***

A separate resolution will establish a monitoring program for the Eastern Neighborhoods Public Benefit Fund. The program will dictate reporting requirements to be carried out by the Planning Department two years after plan adoption, and every five years thereafter, in coordination with the staff of the ENCAC.

The Eastern Neighborhoods required Monitoring Program is similar to that required by the *Downtown Plan of 1985*. The monitoring program will be used to evaluate progress towards the Plans' objectives, and the effectiveness of the Plan's policies. The monitoring program will determine whether actions have been implemented according to the timeline specified, and whether infrastructure improvements have kept pace with development in the Plan Area. This five-year report will be completed in coordination with relevant city agencies, and shall be presented to the Planning Commission, the Board of Supervisors, and an appointed community group, the Eastern Neighborhoods Citizens Advisory Committee, described later in this document. It shall accomplish the following:

1. *Monitor progress towards the Eastern Neighborhoods Plans' objectives and policies, by evaluating advancement according to each Plan's matrix of implementation actions.* The Matrix of Actions sets forth the actions which the City government, its agencies, and where relevant, regional and even private agencies, shall undertake in the future to implement the policies and achieve the goals of the Plans. Monitoring shall evaluate progress towards each action by the lead agency/ies responsible (or any future office that specifically addresses the topic noted), according to the specified timeline for its achievement. It should be noted that while it is appropriate for some program actions to be ongoing, others may require discrete implementation steps and conclusions, and should occur within a minimum specified period of time. As a part of this Monitoring Program, the Matrix of Actions should be reviewed and updated when new actions come to light to meet ongoing goals. This matrix then, as it is periodically revised in light of changing conditions, will continue to form the framework for action with the Eastern Neighborhoods, and implementing the Area Plans' goals.
2. *Measure the balance of growth against needed improvements, according to*



*standards established in the Needs Assessment.* As described previously in this document, the Eastern Neighborhoods Needs Assessment provides a standard against which improvements in the Eastern Neighborhoods can be measured, and a basis for understanding what levels of open space, transit and public realm improvements, community facilities and services, neighborhood services and affordable housing will be needed to accompany new growth.

3. *Analyze and update fee levels.* As a part of these monitoring requirements, the Planning Department shall request that the Controller's Office indexing information to update the Eastern Neighborhoods fee ordinance and its fee levels to be commensurate with construction costs. Should the Planning Department or other relevant city agencies develop new strategies for planning for capital improvements, that information should be used to update this program document. Revisions of fee amounts shall be reviewed annually and implemented at least every five years to accommodate increases in the cost of constructing capital improvements. Fee revisions and amendments should be made in coordination with updates to other department fees, such as the *Market & Octavia Community Improvements* fee, the *Visitation Valley Facilities & Infrastructure Fund* fee, and the *Rincon Hill Community Infrastructure* fee.

If monitoring surveys indicate failure in key areas – either a lack of participation by implementing agencies, or failure for improvements to keep up with growth - appropriate responses should be made by the Planning Department, Planning Commission and Board of Supervisors. Responses might include further study of specific conditions, temporary or permanent alterations to Plan policies, amendments to the Planning Code, changes to revenue allocations and/or the dedication of additional revenue for planned improvements.

These reporting efforts shall be coordinated with other Planning Department monitoring programs and presented similarly. Monitoring reports shall be published in a timely fashion and presented to the Planning Commission, the Citizen's Advisory Committee, the Interagency Plan Implementation Committee, and the Board of Supervisors and Mayor.

**Exhibit VI-2**

**Draft Planning Commission Resolution on  
Monitoring and Review  
of the Eastern Neighborhoods Area Plans Implementation**

SAN FRANCISCO

PLANNING COMMISSION

RESOLUTION NO. \_\_\_\_\_

**WHEREAS**, The Planning Commission has adopted the Eastern Neighborhoods Area Plans as part of the General Plan of the City and County of San Francisco; and

The Area Plans outline specific goals that cumulatively frame the community's vision for the management of growth and development in the Eastern Neighborhoods. The Eastern Neighborhoods Area Plans introduce innovative policies and land use controls to achieve the plan goals. Successful realization of the plan's goals requires a coordinated implementation of land use controls, community and public service delivery, key policies, and community infrastructure improvements; and

It is the expressed desire of this Commission and the Planning Department to provide rigorous monitoring and review of the effectiveness of the Eastern Neighborhoods Area Plans, to ensure rational growth in these neighborhoods, and to ensure implementation of improvements to accompany this growth.

**NOW, THEREFORE BE IT RESOLVED**, that upon adoption of this Resolution, the Department shall implement monitoring and review procedures, as specified in Planning Code Section 342 and below, in order to review development activity and progress towards the Eastern Neighborhoods implementation measures, as attached in Exhibit VI-3. At a minimum, the monitoring program shall:

1. Produce a full report two years after plan adoption, and every five years thereafter
2. Monitor progress towards the Eastern Neighborhoods Plans' objectives and policies, by evaluating advancement according to each Plan's matrix of implementation actions.

3. Measure the balance of growth against needed improvements, according to standards established in the Needs Assessment.
4. Analyze and update fee levels.

If monitoring surveys indicate an imbalance in growth of neighborhood infrastructure and support, the Planning Department shall recommend policy changes to balance development with infrastructure and services. Appropriate responses may include further study of specific conditions, temporary or permanent alterations to Eastern Neighborhoods Neighborhood Plan policies, amendments to the Planning Code, or the dedication of additional revenue for planned improvements.

The Planning Commission finds that, with the establishment of this monitoring program, the Eastern Neighborhoods Public Benefits Program and the Eastern Neighborhoods Implementation Matrix, adopted by reference with this resolution, the Planning Department and the many City agencies responsible for plan implementation shall be held to the standards noted above, and in Section 342.2 of the Planning Code, for monitoring and review of the Eastern Neighborhoods Area Plans.

I hereby certify that the foregoing Resolution was ADOPTED by the Planning Commission on \_\_\_\_\_.

Linda Avery  
Commission Secretary

Attachments:

- Exhibit VI-3 - Eastern Neighborhoods Plan Implementation Matrices
- Exhibit VI-4 - Eastern Neighborhoods Needs Assessment

## Central Waterfront Area Plan

LAND USE							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
1.1	ENCOURAGE THE TRANSITION OF PORTIONS OF THE CENTRAL WATERFRONT TO A MORE MIXED USE CHARACTER, WHILE PROTECTING THE NEIGHBORHOOD'S CORE OF PDR USES AS WELL AS THE HISTORIC DOGPATCH NEIGHBORHOOD	1.1.1	Revise land use controls in the core PDR area generally south of 23rd Street, to protect and promote PDR activities, as well as the arts, by prohibiting construction of new housing and limiting the amount of office and retail uses that can be introduced.	1.1.1.1	Amend the Planning Code to establish a new "PDR-2" district in this area	Planning	Upon Plan adoption
		1.1.2	Revise land use controls in formerly industrial areas outside the core Central Waterfront industrial area, to create new mixed use areas, allowing mixed-income housing as a principal use, as well as limited amounts of retail, office, and research and development, while protecting against the wholesale displacement of PDR uses.	1.1.2.1	Amend the Planning Code to establish a new "Urban Mixed Use" district in this area.	Planning	Upon Plan adoption
		1.1.3	Permit and encourage life science and medical related uses in the northern portion of the Central Waterfront, close to Mission Bay, by eliminating restrictions on life-science and medical-related office and clinical uses that might otherwise apply.	1.1.3.1	Amend the Planning Code to establish a "Life Science and Medical Special Use District" within the Urban Mixed Use and PDR-2 Districts of the Central Waterfront.	Planning	Upon Plan adoption
		1.1.4	Maintain the integrity of the historic Dogpatch neighborhood.	1.1.4.1	Continue existing residential zoning in this area.	Planning	Completed
		1.1.5	Create a buffer around the Dogpatch neighborhood to protect against encroachment of larger office and life science research uses	1.1.5.1	When establishing the Life Science / Medical Special Use District in the northern portion of the Central Waterfront, create a buffer zone including the Dogpatch neighborhood where the provisions of the Special Use District do not apply.	Planning	Upon Plan adoption
		1.1.6	Permit and encourage small and moderate size retail establishments in neighborhood commercial areas of Central Waterfront, while allowing larger retail in the new Urban Mixed Use districts only when part of a mixed-use development.	1.1.6.1	Maintain existing Planning Code provisions that permit small and moderate sized retail establishments for the neighborhood commercial districts along 22nd and 3rd Streets.	Planning	Completed
		1.1.7	Ensure that future development of the Port's Pier 70 Mixed Use Opportunity Site supports the Port's revenue-raising goals while remaining complementary to the maritime and industrial nature of the area.	1.1.7.1	Continue and complete the Port-sponsored planning process for Pier 70. Retain the existing M2 heavy industrial zoning in this area until the planning process concludes and then amend the Planning Code accordingly.	Port of San Francisco	2 years
		1.1.8	Consider the Potrero power plant site as an opportunity for reuse for larger-scale commercial and research establishments.	1.1.8.1	Retain the existing M2 heavy industrial zoning in this area until after a community planning process has occurred and then amend the Planning Code accordingly.	Planning	5 years

1.2	IN AREAS OF THE CENTRAL WATERFRONT WHERE HOUSING AND MIXED USE IS ENCOURAGED, MAXIMIZE DEVELOPMENT POTENTIAL IN KEEPING WITH NEIGHBORHOOD CHARACTER	1.2.1	Ensure that in-fill housing development is compatible with its surroundings.	1.2.1.1	Amend the Planning code to adopt design controls; See design guidelines discussed in the Built Form chapter, air quality and noise objectives below, and affordability requirements in the Housing chapter.	Planning	Upon Plan adoption
		1.2.2	For new construction, and as part of major expansion of existing buildings in neighborhood commercial districts require housing development over commercial. In other mixed use districts encourage housing over commercial or PDR where appropriate.	1.2.2.1	Amend the Planning Code to only allow large retail with a conditional use permit and require it be part of a mixed-use development in the Urban Mixed Use District.	Planning	Upon Plan adoption
		1.2.3	In general, where residential development is permitted, control residential density through building height and bulk guidelines and bedroom mix requirements	1.2.3.1	Amend the Planning Code for all new zoning districts that permit housing to remove maximum density controls and institute building height, bulk, and bedroom mix requirement.	Planning	Upon Plan adoption
		1.2.4	Identify Portions of the Central Waterfront where it would be appropriate to increase maximum heights for residential development.	1.2.4.1	Amend the height and bulk controls for Central Waterfront to increase height limits in appropriate places. Develop increased levels of public benefits fees to cover these areas.	Planning	Upon Plan adoption
1.3	INSTITUTE FLEXIBLE "LEGAL NONCONFORMING USE" PROVISIONS TO ENSURE A CONTINUED MIX OF USES IN CENTRAL WATERFRONT	1.3.1	Continue existing legal nonconforming rules, which permit pre-existing establishments to remain legally even if they no longer conform to new zoning provisions, as long as the use was legally established in the first place.	1.3.1.1	Continue existing Planning Code regulations for legal nonconforming uses.	Planning	Completed
		1.3.2	Provide flexibility for legal housing units to continue in districts where housing is no longer permitted.	1.3.2.1	Amend the Planning Code to allow housing units in PDR districts to continue as nonconforming uses, subject to other code requirements.	Planning	Upon Plan adoption
1.4	SUPPORT A ROLE FOR "KNOWLEDGE SECTOR" BUSINESSES IN APPROPRIATE PORTIONS OF THE CENTRAL WATERFRONT	1.4.1	Continue to permit manufacturing uses that support the Knowledge Sector in the Mixed Use and PDR districts of the Central Waterfront.	1.4.1.1	Continue to permit manufacturing uses in Mixed Use and PDR districts.	Planning	Completed
		1.4.2	Allow medical office and life science uses in portions of the Central Waterfront where it is appropriate.	1.4.2.1	Amend the Planning Code to establish a Life Science/Medical Special Use District, which permits medical office and life science uses in the northern portions of the Central Waterfront.	Planning	Upon Plan adoption
		1.4.3	Allow other Knowledge Sector office uses in portions of the Central Waterfront where it is appropriate.	1.4.3.1	Amend the Planning Code to permit limited amounts of office above the ground floor in Mixed Use and PDR-1 districts.	Planning	Upon Plan adoption
		1.4.4	Identify portions of the Central Waterfront where it would be appropriate to allow other research and development uses that support the Knowledge Sector.	1.4.4.1	Continue to permit R&D-oriented manufacturing uses in Mixed Use and PDR districts. Permit limited amounts of R&D office above the ground floor in other Mixed Use and PDR districts.	Planning	Upon Plan adoption
1.5	MINIMIZE THE IMPACT OF NOISE ON AFFECTED AREAS AND ENSURE GENERAL PLAN NOISE REQUIREMENTS ARE MET	1.5.1	Reduce potential land use conflicts by providing accurate background noise-level data for planning.	1.5.1.1	Update the 1972 San Francisco Transportation Noise-level map in the General Plan Noise Element to reflect current conditions and to ensure compatible land use planning.	Planning	Upon Plan adoption

		1.5.2	Reduce potential land use conflicts by carefully considering the location and design of both noise generating uses and sensitive uses in the Central Waterfront.	1.5.2.1	For proposed new uses that are expected to generate noise levels that contribute to increased ambient noise levels, work with the Department of Public Health to identify any existing sensitive uses near the location of the proposed new noise generating use and analyze the potential impacts of the proposed noise generating use on those nearby sensitive uses as part of the project design and environmental review process.	DPH	Ongoing
				1.5.2.2	For proposed new sensitive uses, work with the Department of Public Health to identify any existing noise generating uses near the location of the proposed new sensitive use and analyze the potential impacts on the proposed new sensitive use as part of project design and the environmental review process.	DPH	Ongoing
1.6	IMPROVE INDOOR AIR QUALITY FOR SENSITIVE LAND USES IN THE CENTRAL WATERFRONT	1.6.1	Minimize exposure to air pollutants from existing traffic sources for new residential developments, schools, daycare and medical facilities.	1.6.1.1	For proposed sensitive uses, including residential, childcare and school facilities, work with the Department of Public Health to perform appropriate air quality exposure analysis as part of the project design and environmental review process.	DPH	Ongoing
1.7	RETAIN THE ROLE OF CENTRAL WATERFRONT AS AN IMPORTANT LOCATION FOR PRODUCTION, DISTRIBUTION, AND REPAIR (PDR) ACTIVITIES	1.7.1	In areas designated for PDR, protect the stock of existing buildings used by, or appropriate for, PDR businesses by restricting conversions of industrial buildings to other building types.	1.7.1.1	Amend the Planning Code to extend PDR demolition controls to new PDR districts	Planning	Upon Plan adoption
		1.7.2	Ensure that any future rezoning of areas within PDR districts is proposed within the context of periodic evaluation of the city's needs for PDR space.	1.7.2.1	As part of the 5-year monitoring report, Planning staff will recommend any appropriate changes to land use controls, based on new conditions.	Planning	5 years
		1.7.3	Require development of flexible buildings with generous floor-to-ceiling heights, large floor plates, and other features that will allow the structure to support various businesses.	1.7.3.1	Amend the Planning code to adopt design controls; See design guidelines discussed in the Built Form chapter.	Planning	Upon Plan adoption
1.8	PROTECT MARITIME AND MARITIME-RELATED ACTIVITIES IN THE CENTRAL WATERFRONT	1.8.1	Ensure that development adjacent to the Pier 70 and Pier 80 facilities does not conflict with intensive 24-hour industrial operations characteristic of these sites or conflict with transportation access to these areas.	1.8.1.1	Amend the Planning Code to establish a new "PDR-2" district generally east of Illinois Street, prohibiting residential development.	Planning	Upon Plan adoption
		1.8.2	To better serve businesses and industry, enhance the infrastructure and working environment within areas designated for maritime uses.	1.8.2.1	See Built Form and Transportation Chapters.	Planning	NA

HOUSING							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
2.1	ENSURE THAT A SIGNIFICANT PERCENTAGE OF NEW HOUSING CREATED IN THE CENTRAL WATERFRONT IS AFFORDABLE TO PEOPLE WITH A WIDE RANGE OF INCOMES	2.1.1	Require developers in some formally industrial areas to contribute towards the City's very low, low, moderate and middle income needs as identified in the Housing Element of the General Plan.	2.1.1.1	Amend the Planning Code to designate an "Urban Mixed Use" (UMU) zoning district in some formerly industrial areas, imposing "mixed income" housing requirements	Planning	Upon Plan adoption
		2.1.2	Provide land and funding for the construction of new housing affordable to very low and low income households.	2.1.2.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to dedicate land for construction of affordable housing.	Planning	Upon Plan adoption
		2.1.3	Provide units that are affordable to households at moderate and "middle incomes" – working households earning above traditional below-market rate thresholds but still well below what is needed to buy a market priced home, with restrictions to ensure affordability continues.	2.1.3.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to construct housing priced for moderate and "middle" incomes.	Planning	Upon Plan adoption
		2.1.4	Allow single-resident occupancy hotels (SROs) and "efficiency" units to continue to be an affordable type of dwelling option, and recognize their role as an appropriate source of housing for small households.	2.1.4.1	Consider adjustments to current inclusionary policies that would enable SROs to contribute to affordable housing stock.	Planning	Upon Plan adoption
				2.1.4.2	Amend the Planning Code to exempt SROs and other small household types such as affordable senior housing from requirements to provide a minimum of 40% two-bedroom units.	Planning	Upon Plan adoption
				2.1.4.3	Amend the Planning Code to require SRO development to adhere to moderate and "middle income" pricing requirements.	Planning	Upon Plan adoption
				2.1.4.4	Maintain an inventory of SRO hotels and units. Include in the Plan's regular monitoring program a review of affordability levels of SROs. If monitoring demonstrates that SROs are no longer a reliable source of affordable housing, revise SRO policies above.	Planning	Upon completion of each periodic monitoring report
2.2	RETAIN AND IMPROVE EXISTING HOUSING AFFORDABLE TO PEOPLE OF ALL INCOMES	2.2.1	Adopt Citywide demolition policies that discourage demolition of sound housing, and encourage replacement of affordable units.	2.2.1.1	Consider affordability and tenure type of replacement units as criteria for demolition.	Planning	Ongoing
		2.2.2	Preserve viability of existing rental units	2.2.2.1	Explore programs to acquire and rehabilitate existing at-risk rental housing.	MOH	Ongoing
		2.2.3	Consider acquisition of existing housing for rehabilitation and dedication as permanently affordable housing.	2.2.3.1	The Mayor's Office of Housing will continue to allocate funds for rehabilitation projects, and pursue acquisition and rehabilitation of major projects.	MOH	2 years
		2.2.4	Ensure that at-risk tenants, including low-income families, seniors, and people with disabilities, are not evicted without adequate protection.	2.2.4.1	The Mayor's Office of Housing will work with the Rent Board and other agencies to prevent unfair evictions.	MOH	Ongoing

				2.2.4.2	The Mayor's of Housing will continue to provide housing for at-risk residents through existing programs.	MOH	Ongoing
2.3	ENSURE THAT NEW RESIDENTIAL DEVELOPMENTS SATISFY AN ARRAY OF HOUSING NEEDS WITH RESPECT TO TENURE, UNIT MIX AND COMMUNITY SERVICES	2.3.1	Target the provision of affordable units for families.	2.3.1.1	Work with the Mayor's Office of Housing to identify potential development sites for family housing.	MOH	2 years
				2.3.1.2	The Mayors Office of Housing will work with relevant city agencies to explore ways to increase public funding for family-sized units.	MOH	Ongoing
				2.3.1.3	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.2	Prioritize the development of affordable family housing, both rental and ownership, particularly along transit corridors and adjacent to community amenities.	2.3.2.1	Draft design guidelines for family friendly housing to guide development in these areas.	Planning	2 years
				2.3.2.2	Prioritize funding for family and rental units in distribution of affordable housing monies in transit and amenity-rich areas.	MOH	Ongoing
		2.3.3	Require that a significant number of units in new developments have two or more bedrooms, except Senior Housing and SRO developments.	2.3.3.1	Amend the Planning Code to eliminate residential densities, instead regulate by bedroom number.	Planning	Upon Plan adoption
				2.3.3.2	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.4	Encourage the creation of family supportive services, such as childcare facilities, parks and recreation, or other facilities, in affordable housing or mixed use developments.	2.3.4.1	Ensure design guidelines contain specifications for child care facilities within multifamily housing.	Planning	2 years
				2.3.4.2	Apprise developers of available incentives, including, for example, grant funding, for licensed childcare centers.	Planning	Ongoing
				2.3.4.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community improvements in the project area.	Planning	Upon Plan adoption
		2.3.5	Explore a range of revenue-generating tools including impact fees, public funds and grants, assessment districts, and other private funding sources, to fund community and neighborhood improvements.	2.3.5.1	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrators Office and Controller's Office	2 years
				2.3.5.2	MOEWD will work with the Recreation and Park Department to create neighborhood assessment districts to support maintenance of new parks.	MOEWD	5 years (or with the establishment of a new park)



				2.3.5.3	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
		2.3.6	Establish an impact fee to be allocated towards an Eastern Neighborhoods Public Benefit Fund to mitigate the impacts of new development on transit, pedestrian, bicycle, and street improvements, park and recreational facilities, and community facilities such as libraries, child care and other neighborhood services in the area.	2.3.6.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure.	Planning	Upon Plan adoption
2.4	LOWER THE COST OF THE PRODUCTION OF HOUSING	2.4.1	Require developers to separate the cost of parking from the cost of housing in both for sale and rental developments.	2.4.1.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
				2.4.1.2	Monitor the sales prices of parking spaces in new developments, and re-evaluate policies based on information.	Planning	Ongoing
		2.4.2	Revise residential parking requirements so that structured or off-street parking is permitted up to specified maximum amounts in certain districts, but is not required.	2.4.2.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
		2.4.3	Encourage construction of units that are "affordable by design."	2.4.3.1	Establish a working group including representatives of the development community, the Department of Building Inspection and the Department of Public Health to explore making changes to the Planning and Building Codes, as appropriate, that will make development less costly without compromising design excellence.	Planning	2 years
		2.4.4	Facilitate housing production by simplifying the approval process wherever possible.	2.4.4.1	Eliminate the majority of conditional use permit requirements in the Eastern Neighborhoods.	Planning	Upon Plan adoption
				2.4.4.2	Explore ways to facilitate efficient environmental review of individual projects by developing and adopting comprehensive local guidance for land use projects that includes significance thresholds, best-practice analytic methods, and standard feasible mitigations. Borrow from best practices in local guidance development from other California jurisdictions.	Planning	5 years
				2.4.4.3	Utilize state authorized infill exemptions where appropriate to limit environmental review of residential development consistent with this plan.	Planning	Ongoing

2.5	PROMOTE HEALTH THROUGH RESIDENTIAL DEVELOPMENT DESIGN AND LOCATION	2.5.1	Consider how the production of new housing can improve the conditions required for health of San Francisco residents.	2.5.1.1	In an effort to evaluate the healthfulness of project location and/or design choices, encourage new residential development projects to use the San Francisco Healthy Development Measurement Tool (HDMT) at the design or project review phase.	Planning	Ongoing
		2.5.2	Develop affordable family housing in areas where families can safely walk to schools, parks, retail, and other services.	2.5.2.1	The Mayor's Office of Housing and the SF Housing Authority will work with the Department of Recreation and Parks and the SFUSD to seek sites for family housing with good access to community amenities like parks, social services, and schools.	MOH	Ongoing
				2.5.2.2	Draft design guidelines for family friendly housing, and include guidelines for licensed childcare centers and licensed family childcare in multi- family housing.	Planning	2 years
				2.5.2.3	The Mayor's Office of Housing will work with Department of Children, Youth, and Families to co-locate affordable licensed childcare in new affordable family housing units.	MOH	Ongoing
		2.5.3	Require new development to meet minimum levels of "green" construction.	2.5.3.1	Follow pending legislation, Chapter 13C of the Building Code.	Planning	Upon Plan Adoption
		2.5.4	Provide design guidance for the construction of healthy neighborhoods and buildings.	2.5.4.1	Establish a workgroup with participants from DBI, DPH, and Planning and the building design community to consider and recommend health-based building design guidelines and, where appropriate, related amendments to the Planning Code or Building Code.	DPH	5 years
2.6	CONTINUE AND EXPAND THE CITY'S EFFORTS TO INCREASE PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND AVAILABILITY	2.6.1	Continue and strengthen innovative programs that help to make both rental and ownership housing more affordable and available.	2.6.1.1	Support efforts of the Mayor's Office of Housing and other City departments by continuing to provide departmental resources.	Planning	Ongoing
		2.6.2	Explore housing policy changes at the Citywide level that preserve and augment the stock of existing rental and ownership housing.	2.6.2.1	Amend the Planning Code to allow pre-existing, nonconforming units such as Live/Work lofts, to pay retroactive development impact fees to achieve conformance status.	Planning	Upon Plan adoption
				2.6.2.2	Continue to monitor neighborhood support for accessory dwelling units (ADUs), and provide information to interested groups on the topic.	Planning	Ongoing
				2.6.2.3	The Mayor's Office of Housing will work with the Board of Supervisors to develop citywide housing initiatives, including bond funding, housing redevelopment programs, and employer subsidies for workforce housing.	MOH	Ongoing

		2.6.3	Research and pursue innovative revenue sources for the construction of affordable housing, such as tax increment financing, or other dedicated City funds.	2.6.3.1	The Mayor's Office of Housing will keep apprised of existing state, Federal and other housing grants and opportunities which can leverage the City's ability to construct or rehabilitate affordable housing.	MOH	Ongoing
				2.6.3.2	Work in cooperation with the Mayor's Office and other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### BUILT FORM

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
3.1	PROMOTE AN URBAN FORM THAT REINFORCES THE CENTRAL WATERFRONT'S DISTINCTIVE PLACE IN THE CITY'S LARGER FORM AND STRENGTHENS ITS PHYSICAL FABRIC AND CHARACTER.	3.1.1	Adopt heights that are appropriate for the Central Waterfront's location in the city, the prevailing street and block pattern, and the anticipated land uses, while producing buildings compatible with the neighborhood's character.	3.1.1.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.2	Development should step down in height as it approaches the Bay to reinforce the city's natural topography and to encourage and active and public waterfront.	3.1.2.1	Work with the Port to step heights down as they approach the Bay.	Planning and Port	Upon Plan adoption
		3.1.3	Relate the prevailing heights of buildings to street and alley width throughout the plan area.	3.1.3.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
		3.1.4	Heights should reflect the importance of key streets in the city's overall urban pattern, while respecting the lower scale development of Dogpatch (see heights map).	3.1.4.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.5	Respect public view corridors.	3.1.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.6	New buildings should epitomize the best in contemporary architecture, but should do so with full awareness of, and respect for, the height, mass, articulation and materials of the best of the older buildings that surrounds them.	3.1.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.7	Attractively screen rooftop HVAC systems and other building utilities from view.	3.1.7.1	Amend the Planning Code to require HVAC screening.	Planning	Upon Plan adoption
		3.1.8	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have greater flexibility as to where open space can be located.	3.1.8.1	Amend the Planning Code to allow greater flexibility for the placement of rear yards in new Mixed Use zones that do not have an established mid-block rear yard open space pattern.	Planning	Upon Plan adoption
		3.1.9	Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.	3.1.9.1	Amend the Planning Code to allow office and housing uses without restriction in appropriate historic buildings to encourage rehabilitation and preservation.	Planning	Upon Plan adoption

		3.1.10	After results are obtained from the historic resources surveys, make necessary adjustments to these built form guidelines to ensure that new structures, particularly in historic districts, will be compatible with the surrounding historic context.	3.1.10.1	Revise design guidelines in the Central Waterfront Area Plan, as appropriate upon completion of the historic resource surveys.	Planning	2 years
		3.1.11	Establish and require height limits along alleyways to create the intimate feeling of being in an urban room.	3.1.11.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
		3.1.12	Establish and require height limits and upper story setbacks to maintain adequate light and air to sidewalks and frontages along alleys.	3.1.12.1	Amend the Planning Code to set alley guidelines.	Planning	Upon Plan adoption
3.2	PROMOTE AN URBAN FORM AND ARCHITECTURAL CHARACTER THAT SUPPORTS WALKING AND SUSTAINS A DIVERSE, ACTIVE AND SAFE PUBLIC REALM.	3.2.1	Require high quality design of street-facing building exteriors.	3.2.1.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.2	Make ground floor retail and PDR uses as tall, roomy and permeable as possible.	3.2.2.1	Amend the Planning code to allow 15' ground floor heights and to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
		3.2.3	Minimize the visual impact of parking.	3.2.3.1	Amend the Planning code to require parking be wrapped with active uses and to minimize the size and impact of garage entrances.	Planning	Upon Plan adoption
		3.2.4	Strengthen the relationship between a building and its fronting sidewalk.	3.2.4.1	Amend the planning code to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
		3.2.5	Building form should celebrate corner locations.	3.2.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.6	Sidewalks abutting new developments should be constructed in accordance with locally appropriate guidelines based on established best practices in streetscape design.	3.2.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.7	Strengthen the pedestrian network by extending alleyways to adjacent streets or alleyways wherever possible, or by providing new publicly accessible mid-block rights of way.	3.2.7.1	Amend the Planning Code to require developments on properties with 300' or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				3.2.7.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
3.3	PROMOTE THE ENVIRONMENTAL SUSTAINABILITY, ECOLOGICAL FUNCTIONING AND THE OVERALL QUALITY OF THE	3.3.1	Require new development to adhere to a new performance-based ecological evaluation tool to improve the amount and quality of green landscaping.	3.3.1.1	Work with the Department of Building Inspection and Public Utilities Commission to implement these performance-based requirements.	Planning	2 years

OVERALL QUALITY OF THE NATURAL ENVIRONMENT IN THE PLAN AREA	3.3.2	Discourage new surface parking lots and explore ways to encourage retrofitting existing surface parking lots and off-street loading areas to minimize negative effects on microclimate and stormwater infiltration. The city's Stormwater Master Plan, upon completion, will provide guidance on how best to adhere to these guidelines.	3.3.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC and Planning	2 years
	3.3.3	Enhance the connection between building form and ecological sustainability by promoting use of renewable energy, energy-efficient building envelopes, passive heating and cooling, and sustainable materials	3.3.3.1	Adopt these requirements as design guidelines. Follow pending legislation Chapter 13C of the Building Code.	Planning	Ongoing
	3.3.4	Compliance with strict environmental efficiency standards for new buildings is strongly encouraged.	3.3.4.1	Adopt these requirements as design guidelines.	Planning	Ongoing

TRANSPORTATION						
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY
#	Objective	#	Policy	#	Action	
4.1	IMPROVE PUBLIC TRANSIT TO BETTER SERVE EXISTING AND NEW DEVELOPMENT IN THE CENTRAL WATERFRONT	4.1.1	Commit resources to an analysis of the street grid, the transportation impacts of new zoning, and mobility needs in the Mission / Eastern Neighborhoods to develop a plan that prioritizes transit while addressing needs of all modes (transit, vehicle traffic, bicyclists, pedestrians).	4.1.1.1	The San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), the Department of Public Works (DPW), and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study.	SFMTA
				4.1.1.2	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, the SFMTA, SFCTA, DPW and the Planning Department should work together to identify and secure funding for the study recommendations, and collaborate to begin implementing the recommendations as soon as study findings are available.	SFMTA
		4.1.2	Decrease transit travel time and improve reliability through a variety of means, such as transit-only lanes, transit signal priority, transit "queue jumps," lengthening of spacing between stops, and establishment of limited or express service.	4.1.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning should identify locations and transit lines for specific transit improvements.	SFMTA
		4.1.3	Implement the service recommendations of the Transit Effectiveness Project (TEP).	4.1.3.1	SFMTA will work with other city agencies to implement the recommendations of the Transit Effectiveness Project.	SFMTA
		4.1.4	Reduce existing curb cuts where possible and restrict new curb cuts to prevent vehicular conflicts with transit on important transit and neighborhood commercial streets.	4.1.4.1	Amend Planning Code to restrict construction of curb cuts along key transit and pedestrian streets.	Planning

		4.1.5	Ensure Muni's Storage and Maintenance facility needs are met to serve increased transit demand and provide enhanced service.	4.1.5.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, Planning, SFMTA, SFCTA and the Port will identify future transit facility needs in the Eastern Neighborhoods.	SFMTA	2 years
		4.1.6	Improve public transit in the Central Waterfront including cross-town routes and connections the 22nd Street Caltrain Station and Third Street Light Rail.	4.1.6.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, the San Francisco County Transportation Authority (SFCTA) and Planning should identify specific transit service improvements and funding.	SFMTA	2 years
4.2	INCREASE TRANSIT RIDERSHIP BY MAKING IT MORE COMFORTABLE AND EASIER TO USE	4.2.1	Improve the safety and quality of streets, stops and stations used by transit passengers.	4.2.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, DPW and Planning will identify key transit streets, stops and stations to be prioritized for improvements.	SFMTA	2 years
				4.2.1.2	The Planning Department and Caltrain will work to identify and fund specific improvements to the 22nd Street Caltrain Station.	Planning and Caltrain	5 years
		4.2.2	Provide comprehensive and real-time passenger information, both on vehicles and at stops and stations.	4.2.2.1	SFMTA, BART and Caltrain will establish programs for improved passenger information in the Eastern Neighborhoods, linked to the agency's overall information program.	SFMTA, BART, Caltrain	Ongoing
4.3	ESTABLISH PARKING POLICIES THAT IMPROVE THE QUALITY OF NEIGHBORHOODS AND REDUCE CONGESTION AND PRIVATE VEHICLE TRIPS BY ENCOURAGING TRAVEL BY NON-AUTO MODES	4.3.1	For new residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing reasonable parking caps.	4.3.1.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.2	For new non-residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing caps generally equal to the previous minimum requirements. For office uses, parking should be limited relative to transit accessibility.	4.3.2.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.3	Make the cost of parking visible to users, by requiring parking to be rented, leased or sold separately from residential and commercial space for all new major development.	4.3.3.1	Apply existing provisions in Code Section 167 to the Central Waterfront.	Planning	Upon Plan adoption
		4.3.4	Encourage, or require where appropriate, innovative parking arrangements that make efficient use of space, particularly where cars will not be used on a daily basis.	4.3.4.1	Amend the Planning Code to allow, and in some cases require, the use of mechanical parking lifts, tandem parking arrangements or valet services in lieu of independently accessible parking arrangements.	Planning	Upon Plan adoption
		4.3.5	Permit construction of new parking garages in Mixed Use districts only if they are part of shared parking arrangements that efficiently use space, are appropriately designed, and reduce the overall need for off-street parking in the area.	4.3.5.1	Amend the Planning Code to require that any new parking garages be part of mixed-use development, be wrapped in active uses, be generally available to the public, provide ample spaces for car sharing vehicles, and not be sited on key transit, neighborhood commercial, or pedestrian street frontages.	Planning	Upon Plan adoption

		4.3.6	Reconsider and revise the way that on-street parking is managed in both commercial and residential districts in order to more efficiently use street parking space and increase turnover and parking availability.	4.3.6.1	SFMTA and SFCTA will continue to study implementation of best practices in parking management.	SFMTA & SFCTA	Ongoing
4.4	SUPPORT THE CIRCULATION NEEDS OF EXISTING AND NEW PDR AND MARITIME USES IN THE CENTRAL WATERFRONT	4.4.1	Provide an adequate amount of short term, on-street curbside freight loading spaces in PDR areas of the Central Waterfront.	4.4.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will determine if adequate on-street truck parking spaces are provided in the Central Waterfront. If needed, SFMTA will pursue implementation of new truck parking spaces and meters.	SFMTA	2 years
		4.4.2	Continue to require off-street facilities for freight loading and service vehicles in new large non-residential developments.	4.4.2.1	Continue to enforce Planning Code provisions regarding off-street freight loading.	Planning	Ongoing
		4.4.3	In areas with a significant number of PDR establishments and particularly along Illinois Street, design streets to serve the needs and access requirements of trucks while maintaining a safe pedestrian and bicycle environment.	4.4.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify where conflicts exist between PDR vehicles and pedestrians and propose appropriate mitigations.	SFMTA	2 years
				4.4.3.2	SFMTA will assess current priority freight routes as identified in the General Plan, actual truck volumes on streets, and impacts of truck route proximity to residential zoning.	SFMTA	10 years
		4.4.4	Allow existing street encroachments in public rights-of-way to continue if their use will not significantly detract from efficient and safe public use of the street, and the use of the existing development presents strong justifications for occupying the street area.	4.4.4.1	Place a Notice of Special Restrictions (NSR) on the property describing the permitted use of the public ROW. The NSR will state that the City should rescind the encroachment permit if (1) the industrial use of the site changes and the site no longer supports industrial uses, (2) structures on the adjacent site are demolished, enlarged or substantially changed, or (3) the encroachment permit is not used for its original permitted use.	Planning	2 years
		4.4.5	Maintain and enhance rail access to maritime facilities.	4.4.5.1	The Port will support PDR and maritime activity with the completion of the Illinois Street bridge.	Port of San Francisco	Completed
4.5	CONSIDER THE STREET NETWORK IN CENTRAL WATERFRONT AS A CITY RESOURCE ESSENTIAL TO MULTI-MODAL MOVEMENT AND PUBLIC OPEN SPACE	4.5.1	Maintain a strong presumption against the vacation or sale of streets or alleys except in cases where significant public benefits can be achieved.	4.5.1.1	Evaluate street vacation or sale proposals for consistency with General Plan.	Planning	Ongoing
		4.5.2	As part of a development project's open space requirement, require publicly accessible alleys that break up the scale of large developments and allow additional access to buildings in the project.	4.5.2.1	Amend the Planning Code to require developments on properties with 300' or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption

				4.5.2.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
		4.5.3	Redesign underutilized streets not needed for PDR business circulation needs in the Central Waterfront for creation of Living Streets and other usable public space.	4.5.3.1	See Streets and Open Space chapter for a discussion of living streets and public space concepts.	Planning	10 years
		4.5.4	Extend and rebuild the street grid, especially in the direction of the Bay.	4.5.4.1	Work with the Port of San Francisco to extend the street grid as opportunities arise and to reestablish connections to the Bay.	Planning and Port	Ongoing
		4.5.5	Reclaim public rights-of-way that have been vacated or incorporated into private parcels.	4.5.5.1	Work with the Port of San Francisco to identify street extensions, new rights-of-way, and opportunities to improve unimproved rights-of-way as part of the planning processes for Pier 70 and the power plant site.	Planning and Port	Ongoing
4.6	SUPPORT WALKING AS A KEY TRANSPORTATION MODE BY IMPROVING PEDESTRIAN CIRCULATION WITHIN CENTRAL WATERFRONT AND TO OTHER PARTS OF THE CITY	4.6.1	Use established street design standards and guidelines to make the pedestrian environment safer and more comfortable for walk trips.	4.6.1.1	SFMTA, the Department of Public Works (DPW), the Public Utilities Commission (PUC) and Planning will use accepted street design guidelines to guide street improvements.	Planning	Ongoing
		4.6.2	Prioritize pedestrian safety improvements at intersections and in areas with historically high frequencies of pedestrian injury collisions.	4.6.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will propose pedestrian improvements targeting locations – including intersections, street segments, and small areas - with high frequencies of pedestrian injury collisions.	SFMTA	2 years
		4.6.3	Improve pedestrian access to transit stops including Third Street light rail and the 22nd Street Caltrain Station.	4.6.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify pedestrian improvements in the Central Waterfront.	SFMTA	2 years
		4.6.4	Facilitate improved pedestrian crossings at several locations to better connect the Central Waterfront and surrounding areas - Potrero Hill, Mission Bay, and Showplace Square.	4.6.4.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify pedestrian and streetscape improvements in the Central Waterfront.	SFMTA	2 years
		4.6.5	Facilitate completion of the sidewalk network in Central Waterfront, especially where new development is planned to occur.	4.6.5.1	The Department of Public Works (DPW), SFMTA and the Port will work with developers and property owners in areas lacking sidewalks to plan and fund new sidewalk construction	DPW and Port on Port properties	Ongoing



		4.6.6	Explore opportunities to identify and expand waterfront recreational trails and opportunities including the Bay Trail and Blue-Greenway.	4.6.6.1	The Port, SFMTA and ABAG should work together to identify opportunities for Bay Trail waterfront trail alignments and signage through the Central Waterfront.	SFMTA , Port & ABAG	Ongoing
				4.6.6.2	SFMTA and the Port will examine Blue-Greenway proposals for issues related to safety, feasibility and implementation.	SFMTA and Port on Port properties	2 years
4.7	IMPROVE AND EXPAND INFRASTRUCTURE FOR BICYCLING AS AN IMPORTANT MODE OF TRANSPORTATION	4.7.1	Provide a continuous network of safe, convenient and attractive bicycle facilities connecting the Central Waterfront to the citywide bicycle network and conforming to the San Francisco Bicycle Plan.	4.7.1.1	The SFMTA's Bicycle Program will work to implement planned bicycle network improvements.	SFMTA	Ongoing
				4.7.1.2	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate additional areas for potential bicycle improvements.	SFMTA	2 years
		4.7.2	Provide secure, accessible and abundant bicycle parking, particularly at transit stations, within shopping areas and at concentrations of employment.	4.7.2.1	The SFMTA's Bicycle Program will prioritize locations for additional bicycle parking.	SFMTA	Ongoing
		4.7.3	Support the establishment of the Blue-Greenway by including safe, quality pedestrian and bicycle connections from Central Waterfront.	4.7.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate the potential for safe, quality pedestrian and bicycle connections to the Blue-Greenway.	SFMTA	2 yrs from Plan adoption
4.8	ENCOURAGE ALTERNATIVES TO CAR OWNERSHIP AND THE REDUCTION OF PRIVATE VEHICLE TRIPS	4.8.1	Continue to require car-sharing arrangements in new residential and commercial developments, as well as any new parking garages.	4.8.1.1	Continue to enforce the Planning Code provisions requiring car-sharing spaces in new developments.	Planning	Ongoing
		4.8.2	Require large retail establishments, particularly supermarkets, to provide shuttle and delivery services to customers.	4.8.2.1	Amend Planning Code to require such services be provided by retail uses over 20,000 sf.	Planning	Upon Plan adoption
		4.8.3	Develop a Transportation Demand Management (TDM) program for the Eastern Neighborhoods that provides information and incentives for employees, visitors and residents to use alternative transportation modes and travel times.	4.8.3.1	Amend Planning Code to require as a condition of approval for new large office development or substantial alteration, the provision of "transportation demand management" programs or onsite transportation brokerage services.	Planning	Upon Plan adoption
				4.8.3.2	Planning, SFMTA, SFCTA and the Department of the Environment will develop a plan for implementation of Transportation Demand Management (TDM) measures in the Eastern Neighborhoods, which will include TDM program benchmarks and periodic monitoring to determine the success of measures and needed revisions in standards, charges and procedures.	Planning	5 years

				4.8.3.3	Work with SFMTA, SFCTA, Department of the Environment and Mayor's Office of Housing to explore the feasibility of a program requiring that transit passes be provided to residents in large new developments (i.e. 50+ units) as part of homeowner association fees or other methods.	Planning & SFMTA	5 yrs
4.9	FACILITATE MOVEMENT OF AUTOMOBILES BY MANAGING CONGESTION AND OTHER NEGATIVE IMPACTS OF VEHICLE TRAFFIC	4.9.1	Introduce traffic calming measures where warranted to improve pedestrian safety and comfort, reduce speeding and traffic spillover from arterial streets onto residential streets and alleyways.	4.9.1.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate locations for traffic calming measures in the Central Waterfront.	SFMTA	2 years
		4.9.2	Decrease auto congestion through implementation of Intelligent Traffic Management Systems (ITMS) strategies such as smart parking technology, progressive metering of traffic signals and the SFMTA "SFGO" program.	4.9.2.1	SFMTA will evaluate the potential for increased use of ITMS in Central Waterfront.	SFMTA	Ongoing
4.10	DEVELOP A COMPREHENSIVE FUNDING PLAN FOR TRANSPORTATION IMPROVEMENTS	4.10.1	As part of the Eastern Neighborhoods Public Benefits Program, pursue funding for transit, pedestrian, bicycle and auto improvements through developer impact fees, in-kind contributions, community facilities districts, dedication of tax revenues, and state or federal grant sources.	4.10.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will develop a funding strategy for transportation improvements identified in the study.	SFMTA	2 years
				4.10.1.2	Amend the Planning Code to require impact fees to address the impact of new residential and non-residential development on neighborhood infrastructure and be applied towards transit and transportation improvements.	Planning	Upon Plan adoption
				4.10.1.3	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrators Office and Controller's Office	2 years
				4.10.1.4	The Capital Planning Committee shall give consideration toward "emerging needs" improvements that are part of adopted area plans for funding from the Capital Plan, should its current priorities of seismic improvements, good repair/renewal needs, disability access improvements, and branch library improvement program allow.	Capital Planning Committee	5 years
				4.10.1.5	During the City's budgeting process, the Mayor and the Board of Supervisors should support the completion of already funded projects, and wherever possible leverage General or other Citywide funding towards public improvements, in the Eastern Neighborhoods	Mayor's Office	Ongoing

				4.10.1.6	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, shall establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				4.10.1.7	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### STREETS AND OPEN SPACE

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
5.1	PROVIDE PUBLIC PARKS AND OPEN SPACES THAT MEET THE NEEDS OF RESIDENTS, WORKERS AND VISITORS	5.1.1	Identify opportunities to create new public parks and open spaces and provide at least one new public park or open space serving the Central Waterfront.	5.1.1.1	Evaluate sites for the ability to provide opportunities for passive and active recreation. Work with the Recreation and Park Department to identify a site that is a minimum of 1/4 acre, but preferably up to one acre in Central Waterfront.	Planning and RPD	10 years
				5.1.1.2	Amend the Planning Code to require impact fees for new residential and non-residential development to address the need they create for new public open space.	Planning	Upon Plan adoption
				5.1.1.3	The City Administrator's Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrator's Office and Controller's Office	2 years
				5.1.1.4	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, will establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				5.1.1.5	Work in cooperation with the Mayor's Office and other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

				5.1.1.6	Employ public, participatory process in design of and selection of facilities in new public open spaces.	RPD	Prior to park Acquisition.
		5.1.2	Require new residential and commercial development to contribute to the creation of public open space.	5.1.2.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address the need they create for new public open space.	Planning	Upon Plan Adoption
5.2	ENSURE THAT NEW DEVELOPMENT INCLUDES HIGH QUALITY PRIVATE OPEN SPACE	5.2.1	Require new residential and mixed-use residential development to provide on-site private open space designed to meet the needs of residents.	5.2.1.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible.	Planning	Upon Plan Adoption
		5.2.2	Establish requirements for commercial development to provide on-site open space.	5.2.2.1	Amend the Planning Code to apply requirements for open space for commercial development to all of the Eastern Neighborhoods but allow an in-lieu open space fee if project sponsors are unable to provide the space on-site due to site constraints.	Planning	Upon Plan adoption
		5.2.3	Encourage private open space to be provided as common spaces for residents and workers of the building wherever possible.	5.2.3.1	Amend the Planning Code to remove the current provision that disincentivizes common open space. Instead, allow sponsors the option to provide space as common or as private open space.	Planning	Upon Plan Adoption
		5.2.4	Encourage publicly accessible open space as part of new residential and commercial development.	5.2.4.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible. Allow 50% of this required open space to be off-site if within 800 feet of the project site.	Planning	Upon Plan adoption
				5.2.4.2	Amend the Planning Code to incentivize commercial developments to provide their open space as publicly accessible open space.	Planning	Upon Plan adoption
		5.2.5	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have flexibility as to where open space can be located.	5.2.5.1	Amend the Planning Code to apply existing allowances for greater flexibility for the placement of rear yards for projects that do not have an established mid-block rear yard open space pattern to the new Mixed Use zones in the Showplace Square/Potrero area.	Planning	Upon Plan Adoption

		5.2.6	Ensure quality open space is provided in flexible and creative ways, adding a well used, well-cared for amenity for residents of a highly urbanized neighborhood. Private open space should meet the following design guidelines: A. Designed to allow for a diversity of uses, including elements for children, as appropriate. B. Maximize sunlight exposure and protection from wind C. Adhere to the performance-based evaluation tool.	5.2.6.1	Amend the Planning code to require private open spaces follow these design controls.	Planning	Upon Plan Adoption
5.3	CREATE A NETWORK OF GREEN STREETS THAT CONNECTS OPEN SPACES AND IMPROVES THE WALKABILITY, AESTHETICS AND ECOLOGICAL SUSTAINABILITY OF THE NEIGHBORHOOD	5.3.1	Redesign underutilized portions of streets as public open spaces, including widened sidewalks or medians, curb bulb-outs, "living streets" or green connector streets.	5.3.1.1	Identify and map areas in need of improvement. Work with DPW and MTA to prioritize improvements.	Planning with assistance from SFMTA and DPW	2 years
		5.3.2	Maximize sidewalk landscaping, street trees and pedestrian scale street furnishing to the greatest extent feasible.	5.3.2.1	Review all projects against street design guidelines and standards prior to project approval to ensure that new developments improve adjacent street frontages according to the latest guidelines and standards.	Planning	Upon Plan Adoption
		5.3.3	Design the intersections of major streets to reflect their prominence as public spaces.	5.3.3.1	Identify and map areas in need of improvement. Work with DPW and SFMTA to prioritize improvements.	Planning	2 years
		5.3.4	Enhance the pedestrian environment by requiring new development to plant street trees along abutting sidewalks. When this is not feasible, plant trees on development sites or elsewhere in the plan area.	5.3.4.1	Amend Planning Code to require that a project sponsor provide an in-lieu payment to DPW/Bureau of Urban Forest for a tree to be planted and maintained within the Central Waterfront should it not be possible to plant a tree every 20 feet.	Planning	Upon Plan Adoption
		5.3.5	Significant above grade infrastructure, such as freeways, should be retrofitted with architectural lighting to foster pedestrian connections beneath.	5.3.5.1	The Department of Public Works will work with CalTrans to encourage lighting along the freeways.	DPW	5 years
		5.3.6	Where possible, transform unused freeway and rail rights-of-way into landscaped features that provide a pleasant and comforting route for pedestrians.	5.3.6.1	Identify and map excess portions of freeway right of way.	DPW	2 years
				5.3.6.2	Identify agency ownership of space.	DPW	2 years
				5.3.6.3	The Department of Public Works will work with CalTrans to develop a plan to meet existing landscaping requirements per existing CalTrans code.	DPW	2 years
		5.3.7	Develop a continuous loop of public open space along Islais Creek.	5.3.7.1	Pursue development of this loop with the Port, SFMTA and DPW.	Planning and Port	5 years

		5.3.8	Pursue acquisition or conversion of the Tubbs Cordage Factory alignment to public access. Should it be infeasible to purchase the necessary property, future development should include the following improvements: • Good night-time lighting for pedestrian safety and comfort. • Limit ground cover to 24" to maximize visibility. • If benches are provided, they should be placed only at the street.	5.3.8.1	Work with SFMTA and DPW to pursue implementation of these Green Connector Streets.	Planning	10 years
		5.3.9	Explore opportunities to identify and expand waterfront recreational trails and opportunities including the Bay Trail and Blue-Greenway.	5.3.9.1	The Port, SFMTA, and ABAG should work together to identify opportunities for Bay Trail waterfront trail alignments and signage through the Central Waterfront	ABAG, SFMTA and Port	Ongoing
				5.3.9.2	SFMTA and the Port will examine Blue-Greenway proposals for issues related to safety, feasibility and implementation.	Planning and SFMTA	2 years
5.4	THE OPEN SPACE SYSTEM SHOULD BOTH BEAUTIFY THE NEIGHBORHOOD AND STRENGTHEN THE ENVIRONMENT	5.4.1	Increase the environmental sustainability of the Central Waterfront's system of public and private open spaces by improving the ecological functioning of all open space.	5.4.1.1	Work with the Department of Building Inspection and Public Utilities Commission to implement landscaping and stormwater requirements.	Planning	Upon Plan Adoption
		5.4.2	Explore ways to retrofit existing parking and paved areas to minimize negative impacts on microclimate and allow for stormwater infiltration.	5.4.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC	Upon Plan Adoption
		5.4.3	Encourage public art in existing and proposed open spaces.	5.4.3.1	Work with neighborhood groups and the San Francisco Arts Commission to expand public art exhibits.	Arts Commission	10 years
				5.4.3.2	Work with the San Francisco Arts Commission, Port of San Francisco and MOCD to incorporate public art into Southeast Waterfront by continuing and expanding upon the Blue Greenway Temporary Public Art Program.	Arts Commission	10 years
		5.5	ENSURE THAT EXISTING OPEN SPACE, RECREATION AND PARK FACILITIES ARE WELL MAINTAINED	5.5.1	Prioritize funds and staffing to better maintain existing parks and obtain additional funding for a new park and open space facilities.	5.5.1.1	The Recreation and Park Department will determine the level of staffing resources required to adequately maintain existing and proposed park sites.
5.5.1.2	MOEWD will work with the Recreation and Park Department to pursue alternate financing mechanisms for ongoing maintenance, including Community Benefits Districts, Business Improvement Districts, and landscape assessment districts.					MOEWD	2 years
5.5.2	Renovate run-down or outmoded park facilities to provide high quality, safe and long-lasting facilities. Identify at least one existing park or recreation facility in the Central Waterfront for renovation.			5.5.2.1	Work with Recreation and Park Department to identify necessary capital improvements at existing park sites.	RPD	10 years
		5.5.2.2	Seek to direct impact fees and/or other new revenues generated by new development for improvements to existing parks.	Planning	Upon Plan Adoption		

5.5.3	Explore opportunities to use existing recreation facilities, such as school yards, more efficiently.	5.5.3.1	Work with Recreation and Park Department and the San Francisco Unified School District to explore programming the schoolyard of IM Scot school as a public open space.	RPD with assistance from Planning	5 years
-------	--	---------	--	-----------------------------------	---------

#### ECONOMIC AND WORKFORCE DEVELOPMENT

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
6.1	SUPPORT THE ECONOMIC WELLBEING OF A VARIETY OF BUSINESSES IN THE EASTERN NEIGHBORHOODS	6.1.1	Provide business assistance for new and existing PDR businesses in the Eastern Neighborhoods.	6.1.1.1	The Mayor's Office of Economic and Workforce Development (MOEWD) will continue to administer the Industrial Business Initiative to retain existing PDR businesses, identify and target industrial sectors poised for job growth, and support the creation of competitive industrial business districts.	MOEWD	Ongoing
				6.1.1.2	PDR businesses will continue to be staffed by an MOEWD industrial manager who serves as a single point of contact for information on real estate, technical assistance, tax incentives, workforce training and hiring programs, and assistance navigating city government.	MOEWD	Ongoing
				6.1.1.3	MOEWD will continue to provide assistance in the creation of sector specific industrial business associations.	MOEWD	Ongoing
		6.1.2	Provide business assistance for new and existing Knowledge Sector businesses in the Eastern Neighborhoods.	6.1.2.1	Targeted Knowledge Sector industries will be staffed by MOEWD sector specific industry managers, who serve as a single-point of contact for information on real estate, tax incentives, workforce training and hiring programs, and assistance navigating city government. Targeted Knowledge Sector industries may include but not be limited to clean technology, life science and digital media.	MOEWD	Ongoing
				6.1.2.2	MOEWD Knowledge Sector Industry Initiatives will retain existing businesses, work to recruit and support the growth of new Knowledge Sector businesses, and develop initiatives to strengthen and grow the industry in San Francisco.	MOEWD	Ongoing

		6.1.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods.	6.1.3.1	Develop a strategic plan in collaboration with MOEWD, the Mayor's Office of Community Development (MOCD), local Neighborhood Economic Development Organizations and the Small Business Commission. This strategic plan will focus on creating a system to manage small business interaction with the City, providing outreach to local businesses, exploring financial incentive programs, designating the roles and responsibilities of relevant city agencies and non-profit partners, and streamlining the permit and licensing process for new and existing small businesses.	MOEWD	2 years
				6.1.3.2	Create business assistance resources that includes: web, print, telephone and a "one-stop" small business technical assistance center.	MOEWD	2 years
				6.1.3.3	To support both the economic and environmental benefits of participating in the green business movement, MOEWD will encourage commercial businesses in the Eastern Neighborhoods to seek green business certification.	MOEWD	Ongoing
6.2	INCREASE ECONOMIC SECURITY FOR WORKERS BY PROVIDING ACCESS TO SOUGHT-AFTER JOB SKILLS	6.2.1	Provide workforce development training for those who work in and live in the Eastern Neighborhoods, particularly those who do not have a college degree.	6.2.1.1	MOEWD is focused on seven industries for employment and training services and business service development. These industries were identified because they currently require a significant number of jobs, or are expected to in the near future. The seven industries are: Health Care and Social Assistance, Biotechnology, Information Technology, Hospitality, Retail, Construction, and Transportation. MOEWD and HSA will identify strategies to link low income and low skilled San Francisco residents to sector based training programs for skills development.	MOEWD and HSA	Ongoing
				6.2.1.2	MOEWD and HSA will continue to identify and develop high quality sector-based training programs that have the capacity to transition program participants into sustainable employment.	MOEWD and HSA	Ongoing
				6.2.1.3	MOEWD will continue to develop a citywide strategic workforce development plan. The planning process incorporates the assistance of MOEWD's workforce partners. The partners include representatives from educational institutions (both K-12 and higher education); labor unions; workforce not-for profits; government entities and employers.	MOEWD	Ongoing



OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
7.1	PROVIDE ESSENTIAL COMMUNITY SERVICES AND FACILITIES	7.1.1	Support the siting of new facilities to meet the needs of a growing community and to provide opportunities for residents of all age levels.	7.1.1.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facilities.	Planning	Upon Plan adoption
				7.1.1.2	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan adoption
				7.1.1.3	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profit providers.	Planning	Ongoing
		7.1.2	Recognize the value of existing facilities and support their expansion and continued use.	7.1.2.1	Utilize existing city revenue and impact fee revenue to expand existing facilities to support increased usage from new residents.	RPD, MOCD	Upon Plan adoption
				7.1.2.2	Work with the San Francisco Unified School District, the Department of Children Youth and Families, the San Francisco Redevelopment Agency and the Mayor's Office of Community Development to explore revitalizing older or closed schools and other unused community and public facilities as multi-use facilities, with joint use agreements and leases or other appropriate arrangements that permit co-location of neighborhood services such as youth-serving community-based organizations, low-income clinics, recreation centers and job skills training sites.	Mayor's Office and SFUSD	10 years
				7.1.2.3	The Mayor's Office of Education and the SFUSD will continue monitoring the pilot program that enables use of selected school playgrounds on weekends and select holidays, and work with the Department of Children, Youth and Families and other agencies to continue exploring possibilities for joint use of school playgrounds outside of school hours. (See Streets and Open Space Chapter for further discussion).	Mayor's Office and SFUSD	5 years
		7.1.3	Ensure childcare services are located where they will best serve neighborhood workers and residents.	7.1.3.1	Ensure that zoning permits childcare facilities in schools, near residential	Planning	Upon Plan adoption
				7.1.3.2	Continue to require office or hotel development projects to pay the childcare impact fee to mitigate the impact on the availability of child care facilities.	Planning	Ongoing
				7.1.3.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facilities such as child care facilities.	Planning	Upon Plan adoption

				7.1.3.4	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan adoption
		7.1.4	Seek the San Francisco Unified School District's consideration of middle school options in this neighborhood, or in the Showplace Square/Potrero Hill or East SoMa neighborhoods, or the expansion of existing schools to accommodate middle school demand from projected population growth in the Eastern Neighborhoods.	7.1.4.1	Work with the San Francisco Unified School District, as new development occurs in this area, to continue to monitor attendance and population trends in the Central Waterfront, and the Potrero Hill and East SoMa neighborhoods, as well as future school relocation, closure and merger decisions data to determine the need for new or expanded school facilities.	Mayor's Office of Education and SFUSD	Ongoing
		7.1.5	Ensure public libraries that serve the plan area have sufficient materials to meet projected growth to continue quality services and access for residents of the area.	7.1.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure in the project area, including library materials.	Planning	Upon Plan adoption
7.2	ENSURE CONTINUED SUPPORT FOR HUMAN SERVICE PROVIDERS AND SOCIAL AND CULTURAL INSTITUTIONS THROUGHOUT THE EASTERN NEIGHBORHOODS	7.2.1	Promote the continued operation of existing human and health services that serve low-income and immigrant communities in the Eastern Neighborhoods.	7.2.1.1	Work with the Mayor's Office of Community Development, local economic development organizations and other relevant organizations to explore providing financial incentive programs and other strategies to protect existing facilities from displacement.	MOCD	Ongoing
		7.2.2	Encourage new facilities and spaces for providers of services such as English as a Second Language, employment training services, art, education and youth programming.	7.2.2.1	The Mayors Office of Community Development will serve to connect interested project sponsors with service providers to develop mutually supportive development plans in areas with identified service gaps.	MOCD	Ongoing
				7.2.2.2	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profits.	Planning	Ongoing
				7.2.2.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facility space.	Planning	Upon Plan adoption
		7.2.3	Explore a range of revenue-generating tools to support the ongoing operations and maintenance of public health and community facilities, including public funds and grants as well as private funding sources.	7.2.3.1	The Mayor's Office of Community Development will work in cooperation with implementing agencies such as the Human Services Agency, to secure grant and bond funding for community services.	MOCD	Ongoing
				7.2.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

				7.2.3.3	MOEWD will work with the Recreation and Park Department and other city agencies to create neighborhood assessment districts to support maintenance of new recreation and community facilities.	MOEWD	5 years
				7.2.3.4	All implementing agencies will continue coordinated efforts to prioritize adopted area plans for state and regional funding applications, including bonds and grants.	All agencies	Ongoing
				7.2.3.5	The City Administrators Office and Controller's Office will establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years
		7.2.4	Support efforts to preserve and enhance social and cultural institutions.	7.2.4.1	The Arts Commission will work to secure grant and bond funding for social and cultural institutions.	Arts Commission	Ongoing
				7.2.4.2	Recognize the work of cultural and social institutions in the Central Waterfront through creative strategies - events, awards, and physical signs and placards - that acknowledge their contributions.	Arts Commission	Ongoing
		7.2.5	Encourage the creation of new social and cultural facilities in the Central Waterfront area.	7.2.5.1	The Mayors Office of Community Development will connect interested project sponsors with social and cultural organizations to develop mutually supportive development plans.	MOCD	Ongoing
				7.2.5.2	Encourage development agreements that provide favorable leases or purchase agreements to new social and cultural facilities.	Planning	Ongoing

#### HISTORIC PRESERVATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
8.1	IDENTIFY AND EVALUATE HISTORIC AND CULTURAL RESOURCES WITHIN THE CENTRAL WATERFRONT AREA PLAN	8.1.1	Periodically update context-based historic resource surveys within the Central Waterfront area plan.	8.1.1.1	The Planning Department has completed a survey of historical resources in the Central Waterfront area plan and will continue to update this document as needed.	Planning	Ongoing
		8.1.2	Pursue formal designation of the Pier 70 Waterfront, the Third Street Industrial District and other historic and cultural resources for Article 10 designation, as appropriate.	8.1.2.1	Work with the Port and the community to support additional nominations for listing of resources on the National Register or California Register, as well as nominations for local designation under Article 10 of the Planning Code and the Pier 70 Plan, in conformance with the Landmarks Preservation Advisory Board's annual work plan and based on the results of the historic resource surveys within the Central Waterfront area plan.	Planning	5 years

		8.1.3	Recognize and evaluate historic and cultural resources that are less than fifty years old and may display exceptional significance to the recent past.	8.1.3.1	Continue to identify and document significant cultural and architectural resources from the recent past within the Central Waterfront area plan through survey, property specific historic resource evaluations and context development.	Planning	Ongoing
		8.1.4	Protect important examples of engineering achievements such as bridges and tunnels in the Central Waterfront.	8.1.4.1	Designate, as appropriate, engineering achievements as city landmarks or as contributors to historic districts.	Planning	Ongoing
8.2	PROTECT, PRESERVE, AND REUSE HISTORIC RESOURCES WITHIN THE CENTRAL WATERFRONT AREA PLAN	8.2.1	Protect individually significant historic and cultural resources and historic districts in the Central Waterfront area plan from demolition or adverse alteration, particularly those elements of the Maritime and Industrial Area east of Illinois Street.	8.2.1.1	A Planning Department Preservation Technical Specialist will work with neighborhood planning, the Port and the community to carefully evaluate projects for their impacts to historic resources as well as to the overall historic character of the area, and to develop a preservation strategy for eligible districts like the Pier 70 area.	Planning	Ongoing
				8.2.1.2	Scrutinize all proposals to demolish or significantly alter any historic or cultural resource within the Central Waterfront plan area in an effort to protect the character and quality of historic and cultural resources.	Planning	Ongoing
				8.2.1.3	Develop design guidelines that provide guidance for the rehabilitation of the Central Waterfront area plan's historic resources and will work with the Port to develop detailed design guidelines for Port properties as necessary. The design guidelines will provide specific examples and case studies as guidance for appropriate historic rehabilitation in order to prevent adverse alteration.	Planning	5 years
		8.2.2	Apply the Secretary of the Interior's Standards for the Treatment of Historic Properties in conjunction with the Central Waterfront Area Plan objectives and policies for all projects involving historic or cultural resources.	8.2.2.1	A Planning Department Preservation Technical Specialist will apply the Secretary of the Interior Standards for the Treatment of Historic Properties in conjunction with the preservation policies and objectives of the Central Waterfront Area Plan to minimize the overall impact upon historic or cultural resources.	Planning	Ongoing
		8.2.3	Promote and offer incentives for the rehabilitation and adaptive reuse of historic buildings in the Central Waterfront plan area.	8.2.3.1	Amend the Planning Code to allow for market rate housing in certain planning districts where such designation promotes preservation and rehabilitation of historic or cultural resources pursuant to the Secretary of the Interior's Standards.	Planning	Upon Plan Adoption
8.3	ENSURE THAT HISTORIC PRESERVATION	8.3.1	Pursue and encourage opportunities consistent with the objectives of	8.3.1.1	Work with the Mayor's Office of Housing to develop protocols that	Planning and MOH	5 years

CONCERNS CONTINUE TO BE AN INTEGRAL PART OF THE ONGOING PLANNING PROCESSES FOR THE CENTRAL WATERFRONT PLAN AREA AS THEY EVOLVE OVER TIME		historic preservation, to increase the supply of affordable housing within the Central Waterfront plan area.	8.3.1.2	Continue to work with the Department of Building Inspection to apply priority processing of all applications filed for projects that provide 100% affordable housing to low and moderate income households.	Planning and DBI	Ongoing
			8.3.1.3	Continue to work with the public agencies and the private sector to develop legislation and programs for projects that retain and rehabilitate historic resources for low-income and workforce housing.	Planning and MOH	5 years
	8.3.2	Ensure a more efficient and transparent evaluation of project proposals which involve historic resources and minimize impacts to historic resources per CEQA guidelines.	8.3.2.1	Update Planning Department Bulletin #16, "City and County of San Francisco Planning Department CEQA Review Procedures for Historic Resources" which outlines the requirements and procedures regarding how a property is evaluated as a potential historic resource and whether proposals are in keeping with current preservation policies.	Planning	5 years
	8.3.3	Prevent destruction of historic and cultural resources resulting from owner neglect or inappropriate actions.	8.3.3.1	Seek remedies in cases of neglect or impairment of historic or cultural resources through owner action/inaction within the Central Waterfront plan area.	Planning	Ongoing
			8.3.3.2	Work with the Department of Building Inspection, in cases of resource deterioration or diminishment due to unapproved owner activity/inactivity, to seek corrective remedies such as restoration, repair, and maintenance, through enforcement, as appropriate	Planning and DBI	Ongoing
	8.3.4	Consider the Central Waterfront's historic and cultural resources in emergency preparedness and response efforts.	8.3.4.1	Work with the Department of Building Inspection and the Department of Emergency Services to develop programs to abate hazards posed by existing buildings and structures, while preserving resources and their character-defining features.	Planning , DBI and DEM	5 years
			8.3.4.2	Develop plans in the preparation and response to natural disasters including earthquakes and fires, and ensure the future welfare of historic and cultural resources.	Planning and DEM	5 years
	8.3.5	Protect and retrofit local, state, or nationally designated UMB (Unreinforced Masonry Buildings) found in the Plan Area.	8.3.5.1	Work with the Department of Building Inspection to develop ways for property owners to facilitate the seismic upgrade of the City's unreinforced historic and cultural resources. This collaboration shall also develop a protocol to minimize the demolition of historic and culturally significant resources that are identified as UMBs through neglect and non-compliance with safety and health codes.	Planning and DBI	Ongoing

8.4	PROMOTE THE PRINCIPLES OF SUSTAINABILITY FOR THE BUILT ENVIRONMENT THROUGH THE INHERENTLY "GREEN" STRATEGY OF HISTORIC PRESERVATION	8.4.1	Encourage the retention and rehabilitation of historic and cultural resources as an option for increased sustainability and consistency with the goals and objectives of the Sustainability Plan for the City and County of San Francisco.	8.4.1.1	Continue to evaluate means of encouraging or mandating green building strategies, and historic preservation will be considered among those.	Planning	Ongoing
8.5	PROVIDE PRESERVATION INCENTIVES, GUIDANCE, AND LEADERSHIP WITHIN THE CENTRAL WATERFRONT AREA PLAN	8.5.1	Disseminate information about the availability of financial incentives for qualifying historic preservation projects.	8.5.1.1	Promote awareness and support the use of preservation incentives and provide this information to the public through the planning website, the development of educational materials, the development of preservation and rehabilitation plans, and technical assistance during the application.	Planning	Ongoing
		8.5.2	Encourage use of the California Historic Building Code for qualifying historic preservation projects.	8.5.2.1	Work with the Department of Building Inspection to ensure that where appropriate the State Historic Building Code is applied.	Planning and DBI	Ongoing
		8.5.3	Demonstrate preservation leadership and good stewardship of publicly owned historic and cultural resources.	8.5.3.1	Work collaboratively with, and provide technical expertise to the School District, the Recreation and Park Department, the Port, the Redevelopment Agency, and other agencies as needed, to identify, maintain and rehabilitate the publicly owned historic and cultural resources in the Central Waterfront plan area.	Planning	Ongoing
				8.5.3.2	Work with DPW to develop "cultural landscapes" using elements such as maps locating important cultural, social centers of the plan area; plaques indicating historic sites; and signage to indicate the neighborhood as the Central Waterfront.	Planning and DPW	5 yrs
				8.5.3.4	Participate in the preparation of the Port's Pier 70 Master Plan.	Planning and the Landmarks Preservation Advisory Board	2 years
				8.5.3.3	Work with other city agencies to ensure that the release of city-owned surplus historic and cultural resources is contingent upon their rehabilitation in conformance with the Secretary of the Interior's Standards.	Planning	Ongoing
8.6	FOSTER PUBLIC AWARENESS AND APPRECIATION OF HISTORIC AND CULTURAL RESOURCES WITHIN THE CENTRAL WATERFRONT AREA PLAN	8.6.1	Encourage public participation in the identification of historic and cultural resources within the Central Waterfront plan area.	8.6.1.1	Work with the Landmarks Preservation Advisory Board to continue to seek public participation in the development of an annual work plan for future preservation planning efforts and Article 10 designation.	Planning and the Landmarks Preservation Advisory Board	Ongoing
		8.6.2	Foster education and appreciation of historic and cultural resources within the Central Waterfront plan area among business leaders, neighborhood groups, and the general public through outreach efforts.	8.6.2.1	Develop outreach programs, literature, and internet tools such as the development of a preservation website, the creation of maps of historic districts and landmarked building, and attend public meetings in order to foster better understanding of the historic and architectural importance of the plan area.	Planning	Ongoing

			8.6.2.2	Department of Public Works will work to place plaques, signs and markers to aid in the identification of cultural and historic resources.	DPW	Ongoing
--	--	--	---------	---	-----	---------

## East SoMa Area Plan

LAND USE							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
1.1	ENCOURAGE PRODUCTION OF HOUSING AND OTHER MIXED-USE DEVELOPMENT IN EAST SOMA WHILE MAINTAINING ITS EXISTING SPECIAL MIXED-USE CHARACTER	1.1.1	Retain the existing zoning in the SLR-zoned area of East SoMa. Revisit land use controls in this area once more is known about future needs for downtown San Francisco, the specific configuration of the Central Subway and the outcome of the Western SoMa planning process.	1.1.1.1	Establish a process to reconsider zoning in this area after adoption of the Eastern Neighborhood Plans and coordinate it with the Western SoMa Plan as well as a comprehensive study of the future growth needs of downtown.	Planning	2 years
		1.1.2	Encourage small flexible, office space throughout East SoMa and encourage larger office in the 2nd Street Corridor.	1.1.2.1	Amend the Planning Code to establish the "Mixed Use – Office"(MUO) district in and around the 2nd Street Corridor to permit large office and permit small office space in all new zoning districts in East SoMa.	Planning	Upon Plan adoption
		1.1.3	Encourage housing development, especially affordable housing, by requiring housing and an increased inclusionary requirement in the area between 5th and 6th and Folsom and Howard Streets, extending along	1.1.3.1	Amend the Planning Code to establish the "Mixed Use-Residential" district in this area.	Planning	Upon Plan adoption
				1.1.3.2	Establish contributions to affordable housing above and beyond citywide requirements.	Planning	Upon Plan adoption
		1.1.4	Retain the existing flexible zoning in the area currently zoned SLR, but also allow small offices.	1.1.4.1	Amend the Planning Code to establish the "Mixed Use – General" district in this area.	Planning	Upon Plan adoption
		1.1.5	In the Rincon Point/South Beach Redevelopment area, acknowledge the relatively dense residential development that has already occurred.	1.1.5.1	Amend the Planning Code to establish the "South Beach Downtown Residential" district in this area.	Planning	Upon Plan adoption
		1.1.6	Retain East SoMa's existing residential alleys for residential uses.	1.1.6.1	Retain the existing "Residential Enclave (RED)" districts in the Planning Code.	Planning	Upon Plan adoption
		1.1.7	Retain the existing small-scale uses and character around South Park.	1.1.7.1	Retain the "South Park" district in the Planning Code, but amend to allow small offices.	Planning	Upon Plan adoption
		1.1.8	Permit small and moderate size retail establishments in mixed use areas of East SoMa, but permit larger retail only as part of a mixed-use development.	1.1.8.1	Amend the Planning Code to permit small and moderate size retail establishments and larger retail only as part of a mixed-use development, in all new mixed-use zoning districts throughout East SoMa.	Planning	Upon Plan adoption
1.2	MAXIMIZE HOUSING DEVELOPMENT POTENTIAL IN KEEPING WITH NEIGHBORHOOD CHARACTER	1.1.9	Require active commercial uses and encourage a more neighborhood commercial character along 4th and 6th Streets.	1.1.9.1	Amend the Planning Code to establish a "Neighborhood Commercial – Transit (NC-T)" district along 6th and Folsom Streets and also require ground floor retail uses on both 6th Street and 4th Streets.	Planning	Upon Plan adoption
		1.2.1	Encourage development of new housing throughout East SoMa.	1.2.1.1	Amend the Planning Code to permit housing in all new zoning districts in East SoMa.	Planning	Upon Plan adoption
		1.2.2	Ensure that in-fill housing development is compatible with its surroundings.	1.2.2.1	Amend the Planning code to adopt design controls; See design guidelines discussed in the Built Form chapter, air quality and noise objectives below, and affordability requirements in the Housing chapter.	Planning	Upon Plan adoption
		1.2.3	For new construction, and as part of major expansion of existing buildings, encourage housing development over commercial.	1.2.3.1	Continue to enforce the Planning Code provisions requiring residential development in the "Mixed Use--Residential" District.	Planning	Upon Plan adoption
				1.2.3.2	Amend the Planning Code to require housing or another permitted use to be built over retail over 25,000 square feet.	Planning	Upon Plan adoption
		1.2.4	In general, where residential development is permitted, control residential density through building height and bulk guidelines and bedroom mix requirements.	1.2.4.1	Amend the Planning Code for all new zoning districts that permit housing to remove maximum density controls and institute building height, bulk, and bedroom mix requirements.	Planning	Upon Plan adoption



		1.2.5	Identify areas of East SoMa where it would be appropriate to increase maximum heights for residential development and correspondingly increase public benefits contributions required of developers.	1.2.5.1	Amend the height and bulk controls for East SoMa to increase height limits in appropriate places. (See height map in the Built Form chapter.) Develop increased levels of public benefits fees to cover these areas.	Planning	Upon Plan adoption
1.3	INSTITUTE FLEXIBLE "LEGAL NONCONFORMING USE" PROVISIONS TO ENSURE A CONTINUED MIX OF USES IN EAST SOMA	1.3.1	Continue existing legal nonconforming rules, which permit pre-existing establishments to remain legally even if they no longer conform to new zoning provisions, as long as the use was legally established in the first place.	1.3.1.1	Continue existing Planning Code regulations for legal nonconforming uses.	Planning	Completed
1.4	SUPPORT A ROLE FOR "KNOWLEDGE SECTOR" BUSINESSES IN EAST SOMA	1.4.1	Permit limited office space throughout East SoMa to support a flexible space for all types of office users.	1.4.1.1	Amend the Planning Code to permit limited amounts of office space throughout East SoMa.	Planning	Upon Plan adoption
		1.4.2	Continue to permit manufacturing uses that support the Knowledge Sector.	1.4.2.1	Continue to permit manufacturing uses in Mixed Use districts.	Planning	Completed
		1.4.3	Continue to allow larger research and development office-type uses that support the Knowledge Sector in the 2nd Street Corridor.	1.4.3.1	Continue to permit all research and development uses in the Mixed Use – Office (formerly Service/Secondary Office) district. Permit limited amounts of R&D office in other mixed use areas.	Planning	Completed
1.5	MINIMIZE THE IMPACT OF NOISE ON AFFECTED AREAS AND ENSURE GENERAL PLAN NOISE REQUIREMENTS ARE MET	1.5.1	Reduce potential land use conflicts by providing accurate background noise-level data for planning.	1.5.1.1	Update the 1972 San Francisco Transportation Noise-level map in the General Plan Noise Element to reflect current conditions and to ensure compatible land use planning	Planning	Upon Plan adoption
		1.5.2	Reduce potential land use conflicts by carefully considering the location and design of both noise generating uses and sensitive uses in the East SoMa.	1.5.2.1	For proposed new uses that are expected to generate noise levels that contribute to increased ambient noise levels, work with the Department of Public Health to identify any existing sensitive uses near the location of the proposed new noise generating use and analyze the potential impacts of the proposed noise generating use on those nearby sensitive uses as part of the project design and environmental review process.	DPH	Ongoing
				1.5.2.2	For proposed new sensitive uses, work with the Department of Public Health to identify any existing noise generating uses near the location of the proposed new sensitive use and analyze the potential impacts on the proposed new sensitive use as part of project design and the environmental review process.	DPH	Ongoing
1.6	IMPROVE INDOOR AIR QUALITY FOR SENSITIVE LAND USES IN EAST SOMA	1.6.1	Minimize exposure to air pollutants from existing traffic sources for new residential developments, schools, daycare and medical facilities.	1.6.1.1	For proposed sensitive uses, including residential, childcare and school facilities, work with the Department of Public Health to perform appropriate air quality exposure analysis as part of the project design and environmental review process.	DPH	Ongoing

HOUSING							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
2.1	ENSURE THAT A SIGNIFICANT PERCENTAGE OF NEW HOUSING CREATED IN EAST SOMA IS AFFORDABLE TO PEOPLE WITH A WIDE RANGE OF INCOMES	2.1.1	Provide land and funding for the construction of new housing affordable to very low and low income households.	2.1.1.1	Continue SLI zoning which preserves land for affordable housing.	Planning	Upon Plan adoption
				2.1.1.2	Focus available revenue for affordable housing development, including fees from the MUR district to development of affordable housing in East SoMa.	Planning & MOH	Ongoing
		2.1.2	Allow single-resident occupancy hotels (SROs) and “efficiency” units to continue to be an affordable type of dwelling option, and recognize their role as an appropriate source of housing for small households.	2.1.2.1	Consider adjustments to current inclusionary policies that would enable SROs to contribute to affordable housing stock.	Planning	2 years
				2.1.2.2	Amend the Planning Code to exempt SROs and other small household types such as affordable senior housing from requirements to provide a minimum of 40% two-bedroom units.	Planning	Upon Plan adoption
				2.1.2.3	Maintain an inventory of SRO hotels and units. Include in the Plan’s regular monitoring program a review of affordability levels of SROs. If monitoring demonstrates that SROs are no longer a reliable source of affordable housing, revise SRO policies above.	Planning	Upon completion of each periodic monitoring report
		2.1.3	Eliminate the provision in the existing SLI zoning which permits market rate SRO units.	2.1.3.1	Amend the Planning Code to remove the existing exception for SROs from requirements that housing developed in the SLI district be affordable.	Planning	Upon Plan adoption
2.1.4	Ensure areas that were zoned to ensure greater affordability, such as the SLI and RSD, are held to higher standards of affordability than traditional housing areas.	2.1.4.1	Amend the Planning Code to establish fee requirements to be dedicated to affordable housing within the “Mixed Use-Residential” zoning district.	Planning	Upon Plan adoption		
2.2	RETAIN AND IMPROVE EXISTING HOUSING AFFORDABLE TO PEOPLE OF ALL INCOMES	2.2.1	Adopt Citywide demolition policies that discourage demolition of sound housing, and encourage replacement of affordable units.	2.2.1.1	Consider affordability and tenure type of replacement units as criteria for demolition.	Planning	Ongoing
		2.2.2	Preserve viability of existing rental units	2.2.2.1	Explore programs to acquire and rehabilitate existing at-risk rental housing.	MOH	Ongoing
		2.2.3	Consider acquisition of existing housing for rehabilitation and dedication as permanently affordable housing.	2.2.3.1	The Mayor’s Office of Housing will continue to allocate funds for rehabilitation projects, and pursue acquisition and rehabilitation of major projects.	MOH	2 years
		2.2.4	Ensure that at-risk tenants, including low-income families, seniors, and people with disabilities, are not evicted without adequate protection.	2.2.4.1	The Mayor’s Office of Housing will work with the Rent Board and other agencies to prevent unfair evictions.	MOH	Ongoing
2.2.4.2	The Mayors Office of Housing will continue to provide housing for at-risk residents through existing programs			MOH	Ongoing		
2.3	ENSURE THAT NEW RESIDENTIAL DEVELOPMENTS SATISFY AN ARRAY OF HOUSING NEEDS WITH RESPECT TO TENURE, UNIT MIX AND COMMUNITY SERVICES	2.3.1	Target the provision of affordable units for families.	2.3.1.1	Work with the Mayor’s Office of Housing to identify potential development sites for family housing.	MOH	2 years
				2.3.1.2	The Mayors Office of Housing will work with relevant city agencies to explore ways to increase public funding for family-sized units.	MOH	Ongoing
				2.3.1.3	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption

		2.3.2	Prioritize the development of affordable family housing, both rental and ownership, particularly along transit corridors and adjacent to community amenities.	2.3.2.1	Draft design guidelines for family friendly housing to guide development in these areas.	Planning	2 years
				2.3.2.2	Prioritize funding for family and rental units in distribution of affordable housing monies in transit and amenity-rich areas.	MOH	Ongoing
		2.3.3	Require that a significant number of units in new developments have two or more bedrooms, except Senior Housing and SRO developments.	2.3.3.1	Amend the Planning Code to eliminate residential densities, instead regulate by bedroom number.	Planning	Upon Plan adoption
				2.3.3.2	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.4	Encourage the creation of family supportive services, such as childcare facilities, parks and recreation, or other facilities, in affordable housing or mixed use developments.	2.3.4.1	Ensure design guidelines contain specifications for child care facilities within multifamily housing.	Planning	2 years
				2.3.4.2	Apprise developers of available incentives, including, for example, grant funding, for licensed childcare centers.	Planning	Ongoing
		2.3.5	Explore a range of revenue-generating tools including impact fees, public funds and grants, assessment districts, and other private funding sources, to fund community and neighborhood improvements.	2.3.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure in the project area.	Planning	Upon Plan adoption
				2.3.5.2	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years
				2.3.5.3	MOEWD will work with the Recreation and Park Department to create neighborhood assessment districts to support maintenance of new parks.	MOEWD	5 years (or with the establishment of a new park)
				2.3.5.4	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
		2.3.6	Establish an impact fee to be allocated towards an Eastern Neighborhoods Public Benefit Fund to mitigate the impacts of new development on transit, pedestrian, bicycle, and street improvements, park and recreational facilities, and community facilities such as libraries child care and other neighborhood services in the area.	2.3.6.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure .	Planning	Upon Plan adoption
2.4	LOWER THE COST OF THE PRODUCTION OF HOUSING	2.4.1	Require developers to separate the cost of parking from the cost of housing in both for sale and rental developments.	2.4.1.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
				2.4.1.2	Monitor the sales prices of parking spaces in new developments, and re evaluate policies based on information.	Planning	Ongoing
		2.4.2	Revise residential parking requirements so that structured or off-street parking is permitted up to specified maximum amounts in certain districts, but is not required.	2.4.2.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption

		2.4.3	Encourage construction of units that are "affordable by design."	2.4.3.1	Establish a working group including representatives of the development community and the Department of Building Inspection and the Department of Public Health to explore making changes to the Planning and Building Codes, as appropriate, that will make development less costly without compromising design excellence.	Planning	2 years
		2.4.4	Facilitate housing production by simplifying the approval process wherever possible.	2.4.4.1	Eliminate the majority of conditional use permit requirements in the Eastern Neighborhoods.	Planning	Upon Plan adoption
				2.4.4.2	Explore ways to facilitate efficient environmental review of individual projects by developing and adopting comprehensive local guidance for land use projects that includes significance thresholds, best-practice analytic methods, and standard feasible mitigations. Borrow from best practices in local guidance development from other California jurisdictions.	Planning	5 years
				2.4.4.3	Utilize state authorized infill exemptions where appropriate to limit environmental review of residential development consistent with this plan.	Planning	Ongoing
2.5	PROMOTE HEALTH THROUGH RESIDENTIAL DEVELOPMENT DESIGN AND LOCATION	2.5.1	Consider how the production of new housing can improve the conditions required for health of San Francisco residents.	2.5.1.1	In an effort to evaluate the healthfulness of project location and/or design choices, encourage new residential development projects to use the San Francisco Healthy Development Measurement Tool (HDMT) at the design or project review phase.	Planning	Ongoing
		2.5.2	Develop affordable family housing in areas where families can safely walk to schools, parks, retail, and other services.	2.5.2.1	The Mayor's Office of Housing and the SF Housing Authority will work with the Department of Recreation and Parks and the SFUSD to seek sites for family housing with good access to community amenities like parks, social services, and schools.	MOH	Ongoing
				2.5.2.2	Draft design guidelines for family friendly housing, and include guidelines for licensed childcare centers and licensed family childcare in multi-family housing.	Planning	2 years
				2.5.2.3	The Mayor's Office of Housing should work with Department of Children, Youth, and Families to co-locate affordable licensed childcare in new affordable family housing units.	MOH	Ongoing
		2.5.3	Require new development to meet minimum levels of "green" construction.	2.5.3.1	Follow pending legislation, Chapter 13C of the Building Code.	DBI	Upon Plan adoption
		2.5.4	Provide design guidance for the construction of healthy neighborhoods and buildings.	2.5.4.1	Establish a workgroup with participants from DBI, DPH, and Planning and the building design community to consider and recommend health-based building design guidelines and, where appropriate, related amendments to the Planning Code or Building Code.	DPH	5 years
2.6	CONTINUE AND EXPAND THE CITY'S EFFORTS TO INCREASE PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND AVAILABILITY	2.6.1	Continue and strengthen innovative programs that help to make both rental and ownership housing more affordable and available.	2.6.1.1	Support efforts of the Mayor's Office of Housing and other City departments by continuing to provide departmental resources.	Planning	Ongoing

		2.6.2	Explore housing policy changes at the Citywide level that preserve and augment the stock of existing rental and ownership housing.	2.6.2.1	Amend the Planning Code to allow pre-existing, nonconforming units such as Live/Work lofts, to pay retroactive development impact fees to achieve conformance status.	Planning	Upon Plan adoption
				2.6.2.2	Continue to monitor neighborhood support for accessory dwelling units (ADUs), and provide information to interested groups on the topic.	Planning	Ongoing
				2.6.2.3	The Mayor's Office of Housing will work with the Board of Supervisors to develop citywide housing initiatives, including bond funding, housing redevelopment programs, and employer subsidies for workforce housing.	MOH	Ongoing
		2.6.3	Research and pursue innovative revenue sources for the construction of affordable housing, such as tax increment financing, or other dedicated City funds.	2.6.3.1	Continue coordinated efforts across agencies such as Mayor's Office of Housing, Department of Recreation and Parks and Planning to prioritize adopted area plans for state and regional funding applications, including bonds and grants.	MOH	Ongoing
				2.6.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### BUILT FORM

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
3.1	PROMOTE AN URBAN FORM THAT REINFORCES EAST SOMA'S DISTINCTIVE PLACE IN THE CITY'S LARGER FORM AND STRENGTHENS ITS PHYSICAL FABRIC AND CHARACTER.	3.1.1	Adopt heights that are appropriate for SoMa's location in the city, the prevailing street and block pattern, and the anticipated land uses, while preserving the character of its neighborhood enclaves. (see Heights Map)	3.1.1.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.2	Development should step down in height as it approaches the Bay to reinforce the city's natural topography.	3.1.2.1	Work with the Port to step heights down as they approach the Bay.	Port	Upon Plan adoption
		3.1.3	Relate the prevailing heights of buildings to street and alley width throughout the plan area.	3.1.3.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
		3.1.4	Heights should reflect the importance of key streets in the city's overall urban pattern, while respecting the lower scale development that surrounds South Park and the residential enclaves throughout the plan area (see heights map).	3.1.4.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.5	Respect public view corridors. Of particular interest are the east-west views to the bay or hills, and several views towards the downtown.	3.1.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.6	New buildings should epitomize the best in contemporary architecture, but should do so with full awareness of, and respect for, the height, mass, articulation and materials of the best of the older buildings that surrounds them.	3.1.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.7	Attractively screen rooftop HVAC systems and other building utilities from view.	3.1.7.1	Amend the Planning Code to require HVAC screening.	Planning	Upon Plan adoption

		3.1.8	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have greater flexibility as to where open space can be located.	3.1.8.1	Amend the Planning Code to allow greater flexibility for the placement of rear yards in new Mixed Use zones that do not have an established mid-block rear yard open space pattern.	Planning	Upon Plan adoption
		3.1.9	Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.	3.1.9.1	Amend the Planning Code to allow office and housing uses without restriction in appropriate historic buildings to encourage rehabilitation and preservation.	Planning	Upon Plan adoption
		3.1.10	After results are obtained from the historic resources surveys, make necessary adjustments to these built form guidelines to ensure that new structures, particularly in historic districts, will be compatible with the surrounding historic context.	3.1.10.1	Revise design guidelines in the East SoMa Area Plan, as appropriate upon completion of the historic resource surveys.	Planning	2 years
		3.1.11	Establish and require height limits along alleyways to create the intimate feeling of an urban room.	3.1.11.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
		3.1.12	Establish and require height limits and upper story setbacks to maintain adequate light and air to sidewalks and frontages along alleys.	3.1.12.1	Amend the Planning Code to set alley guidelines.	Planning	Upon Plan adoption
3.2	PROMOTE AN URBAN FORM AND ARCHITECTURAL CHARACTER THAT SUPPORTS WALKING AND SUSTAINS A DIVERSE, ACTIVE AND SAFE PUBLIC REALM.	3.2.1	Require high quality design of street-facing building exteriors.	3.2.1.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.2	Make ground floor retail and PDR uses as tall, roomy and permeable as possible.	3.2.2.1	Amend the Planning code to allow 15' ground floor heights and to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
		3.2.3	Minimize the visual impact of parking.	3.2.3.1	Amend the Planning code to require parking be wrapped with active uses and to minimize the size and impact of garage entrances.	Planning	Upon Plan adoption
		3.2.4	Strengthen the relationship between a building and its fronting sidewalk.	3.2.4.1	Amend the planning code to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption

		3.2.5	Building form should celebrate corner locations.	3.2.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.6	Sidewalks abutting new developments should be constructed in accordance with locally appropriate guidelines based on established best practices in streetscape design.	3.2.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.7	Strengthen the pedestrian network by extending alleyways to adjacent streets or alleyways wherever possible, or by providing new publicly accessible mid-block rights of way.	3.2.7.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				3.2.7.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
		3.2.8	Ensure highest quality design for the remaining portions of former Sea Wall Lot 330.	3.2.8.1	Work with the Port to design appropriate heights and ensure the highest quality building for this prominent parcel.	Planning and Port	Upon site development
3.3	PROMOTE THE ENVIRONMENTAL SUSTAINABILITY, ECOLOGICAL FUNCTIONING AND THE OVERALL QUALITY OF THE NATURAL ENVIRONMENT IN THE PLAN AREA	3.3.1	Require new development to adhere to a new performance-based ecological evaluation tool to improve the amount and quality of green landscaping.	3.3.1.1	Work with the Department of Building Inspection, Public Utilities Commission to implement these performance-based requirements.	Planning	2 years
		3.3.2	Discourage new surface parking lots and explore ways to encourage retrofitting existing surface parking lots and off-street loading areas to minimize negative effects on microclimate and stormwater infiltration. The city's Stormwater Master Plan, upon completion, will provide guidance on how best to adhere to these guidelines.	3.3.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC and Planning	2 years
		3.3.3	Enhance the connection between building form and ecological sustainability by promoting use of renewable energy, energy-efficient building envelopes, passive heating and cooling, and sustainable materials	3.3.3.1	Adopt these requirements as design guidelines. Follow pending legislation Chapter 13C of the Building Code.	Planning	Ongoing
		3.3.4	Compliance with strict environmental efficiency standards for new buildings is strongly encouraged.	3.3.4.1	Adopt these requirements as design guidelines.	Planning	Ongoing

TRANSPORTATION							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
4.1	IMPROVE PUBLIC TRANSIT TO BETTER SERVE EXISTING AND NEW DEVELOPMENT IN THE SOUTH OF MARKET	4.1.1	Commit resources to an analysis of the street grid, the transportation impacts of new zoning, and mobility needs in the South of Market / Eastern Neighborhoods to develop a plan that prioritizes transit while addressing needs of all modes (transit, vehicle traffic, bicyclists, pedestrians).	4.1.1.1	The San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), Department of Public Works (DPW) and the Planning Department should work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study.	SFMTA	Upon Plan adoption
				4.1.1.2	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, the SFMTA, SFCTA, DPW and the Planning Department should work together to identify and secure funding for the study recommendations, and collaborate to begin implementing the recommendations as soon as study findings are available.	SFMTA	2 years
		4.1.2	Decrease transit travel time and improve reliability through a variety of means, such as transit-only lanes, transit signal priority, transit "queue jumps," lengthening of spacing between stops, and establishment of limited or express service.	4.1.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning should identify locations and transit lines for specific transit improvements.	SFMTA	2 years
		4.1.3	Implement the service recommendations of the Transit Effectiveness Project (TEP).	4.1.3.1	SFMTA will work with other City agencies to implement the recommendations of the Transit Effectiveness Project.	SFMTA	5 years
		4.1.4	Reduce existing curb cuts where possible and restrict new curb cuts to prevent vehicular conflicts with transit on important transit and neighborhood commercial streets.	4.1.4.1	Amend Planning Code to restrict construction of curb cuts along key transit and pedestrian streets.	Planning	Upon Plan adoption
		4.1.5	Ensure Muni's storage and maintenance facility needs are met to serve increased transit demand and provide enhanced service.	4.1.5.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, Planning, SFMTA and SFCTA will identify future transit facility needs in the Eastern Neighborhoods.	SFMTA	2 years
		4.1.6	Improve public transit linking the eastern and western portions of the South of Market and strengthen SoMa's overall transit connections to the Market Street corridor, BART stations, and 4th & King Caltrain station.	4.1.6.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning should identify specific transit service improvements and funding.	SFMTA	2 years
		4.1.7	If the proposed Central Subway is built along the Fourth Street corridor, consider the inclusion of a stop on 4th Street between Bryant and Brannan.	4.1.7.1	SFMTA will continue to develop plans for the new Central Subway including stop locations.	SFMTA	Ongoing
4.2	INCREASE TRANSIT RIDERSHIP BY MAKING IT MORE COMFORTABLE AND EASIER TO USE	4.1.8	Support planning and implementation of the proposed E-line historic streetcar line from Fisherman's Wharf to the 4th & King Caltrain Station.	4.1.8.1	SFMTA will continue to develop long range plans for E-line historic streetcar service.	SFMTA	Ongoing
		4.2.1	Improve the safety and quality of streets, stops and stations used by transit passengers.	4.2.1.1	As part of Eastern Neighborhoods Transportation Implementation Study, SFMTA, DPW and Planning will identify key transit streets, stops and stations to be prioritized for improvements.	SFMTA	2 years
		4.2.2	Provide comprehensive and real-time passenger information, both on vehicles and at stops and stations.	4.2.2.1	SFMTA, BART and Caltrain will establish programs for improved passenger information in the Eastern Neighborhoods.	SFMTA, BART, Caltrain	5 years



4.3	ESTABLISH PARKING POLICIES THAT IMPROVE THE QUALITY OF NEIGHBORHOODS AND REDUCE CONGESTION AND PRIVATE VEHICLE TRIPS BY ENCOURAGING TRAVEL BY NON-AUTO MODES	4.3.1	For new residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing reasonable parking caps.	4.3.1.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.2	For new non-residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing caps generally equal to the previous minimum requirements. For office uses in East SoMa, parking requirements should be commensurate with general downtown parking standards.	4.3.2.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.3	Make the cost of parking visible to users, by requiring parking to be rented, leased or sold separately from residential and commercial space for all new major development.	4.3.3.1	Apply existing provisions in Code Section 167 to East SoMa.	Planning	Upon Plan adoption
		4.3.4	Encourage, or require where appropriate, innovative parking arrangements that make efficient use of space, particularly where cars will not be used on a daily basis.	4.3.4.1	Amend the Planning Code to allow, and in some cases require, the use of mechanical parking lifts, tandem parking arrangements or valet services in lieu of independently accessible parking arrangements.	Planning	Upon Plan adoption
		4.3.5	Permit construction of new parking garages in Mixed Use districts only if they are part of shared parking arrangements that efficiently use space, are appropriately designed, and reduce the overall need for off-street parking in the area.	4.3.5.1	Amend the Planning Code to require that any new parking garages be part of mixed-use development, be wrapped in active uses, be generally available to the public, provide ample spaces for car sharing vehicles, and not be sited on key transit, neighborhood commercial, or pedestrian street frontages.	Planning	Upon Plan adoption
		4.3.6	Reconsider and revise the way that on-street parking is managed in both commercial and residential districts in order to more efficiently use street parking space and increase turnover and parking availability.	4.3.6.1	SFMTA and SFCTA will continue to study implementation of best practices in parking management.	SFMTA & SFCTA	Ongoing
4.4	SUPPORT THE CIRCULATION NEEDS OF EXISTING AND NEW PDR USES IN EAST SOMA	4.4.1	Provide an adequate amount of short-term, on-street curbside freight loading spaces throughout East SoMa.	4.4.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will determine if adequate on-street truck parking spaces are provided in East SoMa. If needed, SFMTA will pursue implementation of new truck parking spaces and meters.	Planning	2 years
		4.4.2	Continue to require off-street facilities for freight loading and service vehicles in new large non-residential developments.	4.4.2.1	Continue to enforce Planning Code provisions regarding off-street freight loading.	Planning	Ongoing
		4.4.3	In areas with a significant number of PDR establishments, design streets to serve the needs and access requirements of trucks while maintaining a safe pedestrian environment.	4.4.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify where conflicts exist between PDR vehicles and pedestrians and propose appropriate mitigations.	SFMTA	2 years
				4.4.3.2	SFMTA will assess current priority freight routes as identified in the General Plan, actual truck volumes on streets, and impacts of truck route proximity to residential zoning.	SFMTA	10 years

4.5	CONSIDER THE STREET NETWORK IN THE EAST SOMA AS A CITY RESOURCE ESSENTIAL TO MULTI-MODAL MOVEMENT AND PUBLIC OPEN SPACE	4.5.1	Maintain a strong presumption against the vacation or sale of streets or alleys except in cases where significant public benefits can be achieved.	4.5.1.1	Evaluate street vacation or sale proposals for consistency with the General Plan.	Planning	Ongoing
		4.5.2	As part of a development project's open space requirement, require publicly accessible alleys that break up the scale of large developments and allow additional access to buildings in the project.	4.5.2.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				4.5.2.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
		4.5.3	Redesign Underutilized streets in East Soma for creation of Living Streets and other usable public space.	4.5.3.1	See Streets and Open Space chapter for a discussion of Living Streets and public space concepts.	Planning	10 years
4.6	SUPPORT WALKING AS A KEY TRANSPORTATION MODE BY IMPROVING PEDESTRIAN CIRCULATION WITHIN EAST SOMA AND TO OTHER PARTS OF THE CITY	4.6.1	Use established street design standards and guidelines to make the pedestrian environment safer and more comfortable for walk trips.	4.6.1.1	SFMTA, the Department of Public Works (DPW), the Public Utilities Commission (PUC) and Planning will use accepted street design guidelines and standards to guide street improvements.	Planning	Ongoing
		4.6.2	Prioritize pedestrian safety improvements in areas and at intersections with historically high frequencies of pedestrian injury collisions.	4.6.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will propose pedestrian improvements targeting locations – including intersections, street segments, and small areas -with high frequencies of pedestrian injury collisions.	SFMTA	2 years
		4.6.3	Consider improvements that target barriers to walking in SoMa such as long blocks and closed crosswalks, particularly at freeway on and off-ramps.	4.6.3.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will identify pedestrian improvements addressing SoMa's unique needs.	SFMTA	2 years
		4.6.4	Consider pedestrian and streetscape improvements to major pedestrian streets and commercial corridors connecting downtown to Mission Bay, especially Pedestrian Streets identified in the General Plan.	4.6.4.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will prioritize specific locations for streetscape and pedestrian improvements.	DPW	2 years
		4.6.5	Facilitate completion of the sidewalk network in East SoMa, especially where new development is planned to occur.	4.6.5.1	The Department of Public Works (DPW) and SFMTA should work with developers and property owners in areas lacking sidewalks to plan and fund new sidewalk construction.	DPW	Ongoing
4.7	IMPROVE AND EXPAND INFRASTRUCTURE FOR BICYCLING AS AN IMPORTANT MODE OF TRANSPORTATION	4.7.1	Provide a continuous network of safe, convenient and attractive bicycle facilities connecting SoMa to	4.7.1.1	The SFMTA's Bicycle Program will work to implement planned bicycle network improvements.	SFMTA	Ongoing

			the citywide bicycle network and conforming to the San Francisco Bicycle Plan.	4.7.1.2	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate additional areas for potential bicycle improvements.	SFMTA	2 years
		4.7.2	Provide secure, accessible and abundant bicycle parking, particularly at transit stations, within shopping areas and at concentrations of employment.	4.7.2.1	The SFMTA's Bicycle Program will prioritize locations for additional bicycle parking.	SFMTA	Ongoing
4.8	ENCOURAGE ALTERNATIVES TO CAR OWNERSHIP AND THE REDUCTION OF PRIVATE VEHICLE TRIPS	4.8.1	Continue to require car-sharing arrangements in new residential and commercial developments, as well as any new parking garages.	4.8.1.1	Continue to enforce the Planning Code provisions requiring car-sharing spaces in new developments.	Planning	Ongoing
		4.8.2	Require large retail establishments, particularly supermarkets, to provide shuttle and delivery services to customers.	4.8.2.1	Amend the Planning Code to require such services be provided by retail uses over 20,000 sf.	Planning	Upon Plan adoption
		4.8.3	Develop a Transportation Demand Management (TDM) program for the Eastern Neighborhoods that provides information and incentives for employees, visitors and residents to use alternative transportation modes and travel times.	4.8.3.1	Amend the Planning Code to require as a condition of approval for new large office development or substantial alteration, the provision of "transportation demand management" programs or onsite transportation brokerage services.	Planning	Upon Plan adoption
				4.8.3.2	Planning, SFMTA, SFCTA and the Department of the Environment will develop a plan for implementation of Transportation Demand Management (TDM) measures in the Eastern Neighborhoods, which will include TDM program benchmarks and periodic monitoring to determine the success of measures and needed revisions in standards, charges and procedures.	Planning	5 years
				4.8.3.3	Work with SFMTA, SFCTA, Department of the Environment and Mayor's Office of Housing to explore the feasibility of a program requiring that transit passes be provided to residents in large new developments (i.e. 50+ units) as part of homeowner association fees or other methods.	Planning and SFMTA	5 yrs
4.9	FACILITATE MOVEMENT OF AUTOMOBILES BY MANAGING CONGESTION AND OTHER NEGATIVE IMPACTS OF VEHICLE TRAFFIC	4.9.1	Introduce traffic calming measures where warranted to improve pedestrian safety and comfort, reduce speeding and traffic spillover from arterial streets onto residential streets and alleyways.	4.9.1.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate locations for traffic calming measures in East SoMa.	SFMTA	2 years
				4.9.2.1	SFMTA will evaluate the potential for increased use of ITMS in East SoMa.	SFMTA	Ongoing
4.10	DEVELOP A COMPREHENSIVE FUNDING PLAN FOR TRANSPORTATION IMPROVEMENTS	4.10.1	As part of the Eastern Neighborhoods Public Benefits Program, pursue funding for transit, pedestrian, bicycle and auto improvements through developer impact fees, in-kind contributions, community facilities districts, dedication of tax revenues, and state or federal grant sources.	4.10.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will develop a funding strategy for transportation improvements identified in the study.	SFMTA	2 years
				4.10.1.2	Amend the Planning Code to require impact fees to address the impact of new residential and non-residential development on neighborhood infrastructure and be applied towards transit and transportation improvements.	Planning	Upon Plan adoption

				4.10.1.3	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrators Office and Controller's Office	2 years
				4.10.1.4	The Capital Planning Committee shall give consideration toward "emerging needs" improvements that are part of adopted area plans for funding from the Capital Plan, should its current priorities of seismic improvements, good repair/renewal needs, disability access improvements, and branch library improvement program allow.	Capital Planning Committee	5 years
				4.10.1.5	During the City's budgeting process, the Mayor and the Board of Supervisors should support the completion of already funded projects, and wherever possible leverage General or other Citywide funding towards public improvements, in the Eastern Neighborhoods	Mayor's Office	Ongoing
				4.10.1.6	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, shall establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				4.10.1.7	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

OPEN SPACE							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
5.1	PROVIDE PUBLIC PARKS AND OPEN SPACES THAT MEET THE NEEDS OF RESIDENTS, WORKERS AND VISITORS	5.1.1	Identify opportunities to create new public parks and open spaces and provide at least one new public park or open space serving the East SoMa.	5.1.1.1	Evaluate sites for ability to provide opportunities for passive and active recreation. Work with the Recreation and Park Department to identify a site that is a minimum of 1/4 acre, but preferably up to one acre in East SoMa.	Planning and RPD	10 years
				5.1.1.2	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on public open space.	Planning	Upon Plan adoption
				5.1.1.3	The City Administrator's Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrator's Office and Controller's Office	2 years
				5.1.1.4	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, will establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				5.1.1.5	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
				5.1.1.6	Employ public, participatory process in design of and selection of facilities in new public open spaces.	RPD	Prior to park acquisition.
		5.1.2	Require new residential and commercial development to contribute to the creation of public open space.	5.1.2.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on public open space.	Planning	Upon Plan adoption
5.2	ENSURE THAT NEW DEVELOPMENT INCLUDES HIGH QUALITY PRIVATE OPEN SPACE	5.2.1	Require new residential and mixed-use residential development to provide on-site private open space designed to meet the needs of residents.	5.2.1.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible.	Planning	Upon Plan Adoption
		5.2.2	Strengthen requirements for commercial development to provide on-site open space.	5.2.2.1	Amend the Planning Code to apply requirements for open space for commercial development to all of the Eastern Neighborhoods but allow an in-lieu open space fee if project sponsors are unable to provide the space on-site due to site constraints.	Planning	Upon Plan adoption
		5.2.3	Encourage private open space to be provided as common spaces for residents and workers of the building wherever possible.	5.2.3.1	Amend the Planning Code to remove the current provision that disincentivizes common open space. Instead, allow sponsors the option to provide space as common or as private open space.	Planning	Upon Plan Adoption

		5.2.4	Encourage publicly accessible open space as part of new residential and commercial development.	5.2.4.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible. Allow 50% of this required open space to be off-site if within 800 feet of the project site.	Planning	Upon Plan adoption
				5.2.4.2	Amend the Planning Code to incentivize commercial developments to provide their open space as publicly accessible open space.	Planning	Upon Plan adoption
		5.2.5	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have flexibility as to where open space can be located.	5.2.5.1	Amend the Planning Code to apply existing allowances for greater flexibility for the placement of rear yards for projects that do not have an established mid-block rear yard open space pattern to the new Mixed Use zones in the Showplace Square/Potrero area.	Planning	Upon Plan Adoption
		5.2.6	Ensure quality open space is provided in flexible and creative ways, adding a well used, well-cared for amenity for residents of a highly urbanized neighborhood. Private open space should meet the following design guidelines: A. Designed to allow for a diversity of uses, including elements for children as appropriate. B. Maximize sunlight exposure and protection from wind C. Adhere to the performance-based evaluation tool.	5.2.6.1	Amend the Planning code to require private open spaces follow these design controls.	Planning	Upon Plan Adoption
5.3	CREATE A NETWORK OF GREEN STREETS THAT CONNECTS OPEN SPACES AND IMPROVES THE WALKABILITY, AESTHETICS AND ECOLOGICAL SUSTAINABILITY OF THE NEIGHBORHOOD	5.3.1	Redesign underutilized portions of streets as public open spaces, including widened sidewalks or medians, curb bulb-outs, "living streets" or green connector streets.	5.3.1.1	Identify and map areas in need of improvement. Work with DPW and SFMTA to prioritize improvements.	Planning with assistance from SFMTA and DPW	2 years
		5.3.2	Maximize sidewalk landscaping, street trees and pedestrian scale street furnishing to the greatest extent feasible.	5.3.2.1	Review all projects against street design guidelines and standards prior to project approval to ensure that new developments improve adjacent street frontages according to the latest guidelines and standards.	Planning	Upon Plan adoption
		5.3.3	Design the intersections of major streets to reflect their prominence as public spaces.	5.3.3.1	Identify and map areas in need of improvement. Work with DPW and SFMTA to prioritize improvements.	Planning with assistance from SFMTA and DPW	2 years
		5.3.4	Enhance the pedestrian environment by requiring new development to plant street trees along abutting sidewalks. When this is not feasible, plant trees on development sites or elsewhere in the plan area.	5.3.4.1	Amend Planning Code to require that a project sponsor provide an in-lieu payment to DPW/Bureau of Urban Forest for a tree to be planted and maintained within East SoMa should it not be possible to plant a tree every 20 feet.	Planning	Upon Plan adoption
		5.3.5	Significant above grade infrastructure, such as freeways, should be retrofitted with architectural lighting to foster pedestrian connections beneath.	5.3.5.1	The Department of Public Works will work with CalTrans to encourage lighting along the freeways.	DPW	5 years
		5.3.6	Where possible, transform unused freeway and rail rights-of-way into landscaped features that provide a pleasant and comforting route for pedestrians.	5.3.6.1	Identify and map excess portions of freeway right of way.	DPW	2 years
				5.3.6.2	Identify agency ownership of space.	DPW	2 years

				5.3.6.3	The Department of Public Works will work with CalTrans to develop a plan to meet existing landscaping requirements per existing CalTrans code.	DPW	2 years
		5.3.7	Develop a comprehensive public realm plan for East SoMa that reflects the differing needs of streets based upon their predominant land use, role in the transportation network, and building scale.	5.3.7.1	The Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), Department of Public Works (DPW) and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study.	SFMTA	2 years
		5.3.8	Consider transforming a major east-west street in the South of Market into a civic boulevard, connecting the Bay to the Mission District.	5.3.8.1	The SFMTA, SFCTA, and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study. This study will consider both transportation improvements as well as potential public realm improvements to Folsom Street or another east-west street.	SFMTA	2 years
		5.3.9	Explore opportunities to identify and expand connections to the Bay Trail.	5.3.9.1	Work with ABAG, Port of San Francisco and SFMTA to improve Bay Trail signage along the Embarcadero and directional signage from the City's bicycle network, as appropriate.	SFMTA	2 yrs
				5.3.9.2	ABAG should work with relevant agencies (SFMTA, Planning, MTC, and Caltrans) to examine the proposal to complete the Bay Trail alignment on the West Span of the Bay Bridge with a possible touchdown point in East SoMa.	ABAG	5 yrs
5.4	THE OPEN SPACE SYSTEM SHOULD BOTH BEAUTIFY THE NEIGHBORHOOD AND STRENGTHEN THE ENVIRONMENT	5.4.1	Increase the environmental sustainability of East SoMa's system of public and private open spaces by improving the ecological functioning of all open space.	5.4.1.1	Work with the Department of Building Inspection and Public Utilities Commission to implement landscaping and stormwater requirements.	Planning	Upon Plan adoption
		5.4.2	Explore ways to retrofit existing parking and paved areas to minimize negative impacts on microclimate and allow for stormwater infiltration.	5.4.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC	Upon Plan adoption
		5.4.3	Encourage public art in existing and proposed open spaces.	5.4.3.1	Work with neighborhood groups and the San Francisco Arts Commission to expand public art exhibits.	Arts Commission	10 years
				5.4.3.2	Work with the San Francisco Arts Commission, Port of San Francisco and MOCD to incorporate public art into South East Water Front by continuing and expanding upon the Blue Greenway Temporary Public Art Program.	Arts Commission	10 years
5.5	ENSURE THAT EXISTING OPEN SPACE, RECREATION AND PARK FACILITIES ARE WELL MAINTAINED	5.5.1	Prioritize funds and staffing to better maintain existing parks and obtain additional funding for a new park, new open space facilities, and additional staffing.	5.5.1.1	The Recreation and Park Department will determine level of staffing resources required to adequately maintain existing and proposed park sites.	RPD	Upon Plan adoption
				5.5.1.2	Work with MOEWD and RPD to pursue alternate financing mechanisms for ongoing maintenance, including Community Benefits Districts, Business Improvement Districts, and landscape assessment districts.	MOEWD	2 years
		5.5.2	Renovate run-down or outmoded park facilities to provide high quality, safe and long-lasting facilities. Identify at least one existing park or	5.5.2.1	Work with Recreation and Parks Department to identify necessary capital improvements at existing park sites.	RPD	10 years

			recreation facility in East SoMa for renovation.	5.5.2.2	Seek to direct impact fees and/or other new revenues generated by new development for improvements to existing parks.	Planning	Upon Plan adoption
		5.5.3	Explore opportunities to use existing recreation facilities, such as school yards, more efficiently.	5.5.3.1	Work with Recreation and Parks Department, the Mayor's Office of Education, and the San Francisco Unified School District to expand the pilot program to open school yards on weekends to the public.	Mayor's Office of Education/Mayor's Greening Director	5 years
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
6.1	SUPPORT THE ECONOMIC WELLBEING OF A VARIETY OF BUSINESSES IN THE EASTERN NEIGHBORHOODS	6.1.1	Provide business assistance for new and existing PDR businesses in the Eastern Neighborhoods.	6.1.1.1	The Mayor's Office of Economic and Workforce Development (MOEWD) will continue to administer the Industrial Business Initiative to retain existing PDR businesses, identify and target industrial sectors poised for job growth, and support the creation of competitive industrial business districts.	MOEWD	Ongoing
				6.1.1.2	PDR businesses will continue to be staffed by an MOEWD industrial manager who serves as a single point of contact for information on real estate, technical assistance, tax incentives, workforce training and hiring programs, and assistance navigating city government.	MOEWD	Ongoing
				6.1.1.3	MOEWD will continue to provide assistance in the creation of sector specific industrial business associations.	MOEWD	Ongoing
		6.1.2	Provide business assistance for new and existing Knowledge Sector businesses in the Eastern Neighborhoods.	6.1.2.1	Targeted Knowledge Sector industries will be staffed by MOEWD sector specific industry managers, who serve as a single-point of contact for information on real estate, tax incentives, workforce training and hiring programs, and assistance navigating city government. Targeted Knowledge Sector industries may include but not be limited to clean technology, life science and digital media.	MOEWD	Ongoing
				6.1.2.2	MOEWD Knowledge Sector Industry Initiatives will retain existing businesses, work to recruit and support the growth of new Knowledge Sector businesses, and develop initiatives to strengthen and grow the industry in San Francisco.	MOEWD	Ongoing



		6.1.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods.	6.1.3.1	Develop a strategic plan in collaboration with MOEWD, the Mayor's Office of Community Development (MOCD), local Neighborhood Economic Development Organizations and the Small Business Commission. This strategic plan will focus on creating a system to manage small business interaction with the City, providing outreach to local businesses, exploring financial incentive programs, designating the roles and responsibilities of relevant city agencies and non-profit partners, and streamlining the permit and licensing process for new and existing small businesses.	MOEWD	2 years
				6.1.3.2	Create business assistance resources that includes: web, print, telephone and a "one-stop" small business technical assistance center	MOEWD	2 years
				6.1.3.3	To support both the economic and environmental benefits of participating in the green business movement, MOEWD will encourage commercial businesses in the Eastern Neighborhoods to seek green business certification.	MOEWD	Ongoing
6.2	INCREASE ECONOMIC SECURITY FOR WORKERS BY PROVIDING ACCESS TO SOUGHT-AFTER JOB SKILLS	6.2.1	Provide workforce development training for those who work in and live in the Eastern Neighborhoods, particularly those who do not have a college degree.	6.2.1.1	MOEWD is focused on seven industries for employment and training services and business service development. These industries were identified because they currently require a significant number of jobs, or are expected to in the near future. The seven industries are: Health Care and Social Assistance, Biotechnology, Information Technology, Hospitality, Retail, Construction, and Transportation. MOEWD and HSA will identify strategies to link low income and low skilled San Francisco residents to sector based training programs for skills development.	MOEWD and HSA	Ongoing
				6.2.1.2	MOEWD and HSA will continue to identify and develop high quality sector-based training programs that have the capacity to transition program participants into sustainable employment.	MOEWD and HSA	Ongoing
				6.2.1.3	MOEWD will continue to develop a citywide strategic workforce development plan. The planning process incorporates the assistance of MOEWD's workforce partners. The partners include representatives from educational institutions (both K-12 and higher education); labor unions; workforce not-for profits; government entities and employers.	MOEWD	Ongoing

COMMUNITY FACILITIES							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
7.1	PROVIDE ESSENTIAL COMMUNITY SERVICES AND FACILITIES	7.1.1	Support the siting of new facilities to meet the needs of a growing community and to provide opportunities for residents of all age levels.	7.1.1.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facilities.	Planning	Upon Plan Adoption
				7.1.1.2	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan Adoption
				7.1.1.3	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profit providers.	Planning	Ongoing
		7.1.2	Recognize the value of existing facilities and support their expansion and continued use.	7.1.2.1	Utilize existing city revenue and impact fee revenue to expand existing facilities to support increased usage from new residents.	RPD, MOCD	Upon Plan adoption
				7.1.2.2	Work with the San Francisco Unified School District, the Department of Children Youth and Families, the San Francisco Redevelopment Agency and the Mayor's Office of Community Development to explore revitalizing older or closed schools and other unused community and public facilities as multi-use facilities, with joint use agreements and leases or other appropriate arrangements that permit co-location of neighborhood services such as youth-serving community-based organizations, low income clinics, recreation centers and job skills training sites.	Mayor's Office and SFUSD	10 years
				7.1.2.3	The Mayor's Office of Education and the SFUSD will continue monitoring the pilot program that enables use of selected school playgrounds on weekends and select holidays, and work with the Department of Children, Youth, and Families and other agencies to continue exploring possibilities for joint use of school playgrounds outside of school hours. (See Streets and Open Space Chapter for further discussion).	Mayor's Office of Education and SFUSD	5 years
		7.1.3	Ensure childcare services are located where they best serve neighborhood workers and residents	7.1.3.1	Ensure that zoning permits childcare facilities in schools, near residential areas, on-site in new residential complexes, near transit facilities, or near employment centers to support families by reducing the time spent going to and from daycare, and to support other plan goals of traffic reduction, and increased transit ridership.	Planning	Upon Plan Adoption
				7.1.3.2	Continue to require office or hotel development projects to pay the childcare impact fee to mitigate the impact on the availability of childcare facilities.	Planning	Ongoing

				7.1.3.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facilities such as child care facilities.	Planning	Upon Plan Adoption
				7.1.3.4	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan Adoption
		7.1.4	Seek the San Francisco Unified School District's consideration of new middle school options in this neighborhood, or in the Central Waterfront or Potrero Hill neighborhoods, or the expansion of existing schools to accommodate middle school demand from projected population growth in the Eastern Neighborhoods.	7.1.4.1	Work with the San Francisco Unified School District, as new development occurs in this area, to monitor attendance and population trends in the East SoMa and in the Central Waterfront and Potrero Hill neighborhoods as well as future school relocation, closure and merger decisions data to determine if this policy can be implemented.	Mayor's Office of Education and SFUSD	Ongoing
		7.1.5	Ensure public libraries that serve the plan area have sufficient materials to meet projected growth to continue quality services and access for residents of the area.	7.1.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including library materials.	Planning	Upon Plan Adoption
7.2	ENSURE CONTINUED SUPPORT FOR HUMAN SERVICE PROVIDERS THROUGHOUT THE EASTERN NEIGHBORHOODS	7.2.1	Promote the continued operation of existing human and health services that serve low-income and immigrant communities in the Eastern Neighborhoods.	7.2.1.1	Work with the Mayor's Office of Community Development, local economic development organizations and other relevant organizations to explore providing financial incentive programs and other strategies to protect existing facilities from displacement.	MOCD	Ongoing
		7.2.2	Encourage new facilities and spaces for providers of services such as English as a Second Language, employment training services, art, education and youth programming.	7.2.2.1	The Mayor's Office of Community Development will serve to connect interested project sponsors with service providers to develop mutually supportive development plans in areas with identified service gaps.	MOCD	Ongoing
				7.2.2.2	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profits.	Planning	Ongoing
				7.2.2.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facility space.	Planning	Upon Plan Adoption
		7.2.3	Explore a range of revenue-generating tools to support the ongoing operations and maintenance of community facilities, including public funds and grants as well as private funding sources.	7.2.3.1	The Mayor's Office of Community Development will work in cooperation with implementing agencies to secure grant and bond funding for community services.	MOCD	Ongoing
				7.2.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

				7.2.3.3	MOEWD will work with the Recreation and Park Department and other city agencies to create neighborhood assessment districts to support maintenance of new recreation and community facilities.	MOEWD	5 years
				7.2.3.4	All implementing agencies will continue coordinated efforts to prioritize adopted area plans for state and regional funding applications, including bonds and grants.	All agencies	Ongoing
				7.2.3.5	The City Administrators Office and Controller's Office will establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years
7.3	REINFORCE THE IMPORTANCE OF THE SOUTH OF MARKET AS THE CENTER OF FILIPINO-AMERICAN LIFE IN SAN FRANCISCO	7.3.1	Support efforts to preserve and enhance social and cultural institutions.	7.3.1.1	The Arts Commission will work to secure grant and bond funding for social and cultural institutions.	Arts Commission	Ongoing
				7.3.1.2	Recognize the work of cultural and social institutions in East SoMa through creative strategies - events, awards, and physical signs and placards - that acknowledge their contributions.	Arts Commission	Ongoing
		7.3.2	Encourage the creation of new social and cultural facilities in the East SoMa area.	7.3.2.1	The Mayors Office of Community Development will connect interested project sponsors with social and cultural organizations to develop mutually supportive development plans.	MOCD	Ongoing
				7.3.2.2	Encourage development agreements that provide favorable leases or purchase agreements to new social and cultural facilities.	Planning	Ongoing
		7.3.3	Protect and support Filipino and other culturally significant local business, structures, property and institutions in the East SoMa.	7.3.3.1	The San Francisco Arts Commission to develop a public way finding system or other physical demarcation to memorialize the important cultural and social resources in East SoMa.	Arts Commission	5 years
				7.3.3.2	Pursue formal designation of East SoMa's historic and cultural resources, as appropriate (see Historic Preservation Chapter for further discussion).	Planning	5 years
				7.3.3.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods (see Economic Development Chapter for further discussion).	MOEWD	Ongoing

#### HISTORIC PRESERVATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
8.1	IDENTIFY AND EVALUATE HISTORIC AND CULTURAL RESOURCES WITHIN THE EAST SOMA AREA PLAN	8.1.1	Conduct context-based historic resource surveys within the East Soma plan area.	8.1.1.1	Complete a survey of historical resources in the East Soma Area Plan by the end of 2008.	Planning	2 years
		8.1.2	Pursue formal designation of the East Soma historic and cultural resources, as appropriate.	8.1.2.1	Support nominations for listing of resources on the National Register or California Register, as well as nominations for local designation under Article 10 of the Planning Code in conformance with the Landmarks Preservation Advisory Board's annual work plan and based on the results of the historic resource surveys within the East Soma plan area	Planning	5 years

East SoMa Area Plan

		8.1.3	Recognize and evaluate historic and cultural resources that are less than fifty years old and may display exceptional significance to the recent past.	8.1.3.1	Continue to identify and document significant cultural, social and architectural resources from the recent past through survey, property specific historic resource evaluations and context development.	Planning	Ongoing
8.2	PROTECT, PRESERVE, AND REUSE HISTORIC RESOURCES WITHIN THE EAST SOMA AREA PLAN	8.2.1	Protect individually significant historic and cultural resources and historic districts in the East Soma Area Plan from demolition or adverse alteration.	8.2.1.1	A Planning Department Preservation Technical Specialist will work with neighborhood planning to carefully evaluate projects for their impacts to historic resources as well as to the overall historic character of the area.	Planning	Ongoing
				8.2.1.2	Scrutinize all proposals to demolish or significantly alter any historic or cultural resource within the East Soma plan area in an effort to protect the character and quality of historic and cultural resources.	Planning	Ongoing
				8.2.1.3	Develop design guidelines that provide guidance for the rehabilitation of the East Soma Area Plan's historic resources. The design guidelines will provide specific examples and case studies as guidance for appropriate historic rehabilitation in order to prevent adverse alteration.	Planning	5 years
		8.2.2	Apply the Secretary of the Interior's Standards for the Treatment of Historic Properties in conjunction with the East Soma Area Plan objectives and policies for all projects involving historic or cultural resources.	8.2.2.1	A Planning Department Preservation Technical Specialist will apply the Secretary of the Interior Standards for the Treatment of Historic Properties in conjunction with the preservation policies and objectives of the East Soma Area Plan to minimize the overall impact upon historic or cultural resources.	Planning	Ongoing
		8.2.3	Promote and offer incentives for the rehabilitation and adaptive reuse of historic buildings in the East Soma plan area.	8.2.3.1	Amend the Planning Code to allow for market rate housing in certain planning districts where such designation promotes preservation and rehabilitation of historic or cultural resources pursuant to the Secretary of the Interior's Standards.	Planning	Upon Plan Adoption
8.3	ENSURE THAT HISTORIC PRESERVATION CONCERNS CONTINUE TO BE AN INTEGRAL PART OF THE ONGOING PLANNING PROCESSES FOR THE EAST SOMA PLAN AREA AS THEY EVOLVE OVER TIME	8.3.1	Pursue and encourage opportunities consistent with the objectives of historic preservation, to increase the supply of affordable housing within the East Soma plan area.	8.3.1.1	Work with MOH to develop protocols that address the need for housing while allowing for the continued preservation and use of historic and cultural resources within the East Soma plan area, particularly those that were previously developed for industrial uses.	Planning and MOH	5 years
				8.3.1.2	Continue to work with the Department of Building Inspection to apply priority processing of all applications filed for projects that provide 100% affordable housing to low and moderate income households.	Planning and DBI	Ongoing
				8.3.1.3	Continue to work with the public agencies and the private sector to develop legislation and programs for projects that retain and rehabilitate historic resources for low-income and workforce housing.	Planning and MOH	5 years

		8.3.2	Ensure a more efficient and transparent evaluation of project proposals which involve historic resources and minimize impacts to historic resources per CEQA guidelines.	8.3.2.1	Update its Bulletin #16, "City and County of San Francisco Planning Department CEQA Review Procedures for Historic Resources" which outlines the requirements and procedures regarding how a property is evaluated as a potential historic resource and whether proposals are in keeping with current preservation policies.	Planning	5 years
		8.3.3	Prevent destruction of historic and cultural resources resulting from owner neglect or inappropriate actions.	8.3.3.1	Seek remedies in cases of neglect or impairment of historic or cultural resources through owner action/inaction within the East Soma plan area.	Planning	Ongoing
				8.3.3.2	Work with the Department of Building Inspection in cases of resource deterioration or diminishment due to unapproved owner activity/inactivity, to seek corrective remedies such as restoration, repair, and maintenance, through enforcement, as appropriate.	Planning and DBI	Ongoing
		8.3.4	Consider the East Soma area plan's historic and cultural resources in emergency preparedness and response efforts.	8.3.4.1	Work with the Department of Building Inspection and the Department of Emergency Services to develop programs to abate hazards posed by existing buildings and structures, while preserving resources and their character-defining features.	Planning , DBI and DEM	Ongoing
				8.3.4.2	Develop plans in the preparation and response to natural disasters including earthquakes and fires, and ensure the future welfare of historic and cultural resources.	Planning and DEM	Ongoing
		8.3.5	Protect and retrofit local, state, or nationally designated UMB (Unreinforced Masonry Buildings) found in the Plan Area.	8.3.5.1	Work with the Department of Building Inspection to develop ways for property owners to facilitate the seismic upgrade of the City's unreinforced historic and cultural resources. This collaboration shall also develop a protocol to minimize the demolition of historic and culturally significant resources that are identified as UMBs through neglect and non-compliance with safety and health codes.	Planning and DBI	Ongoing
		8.3.6	Adopt and revise land use, design and other relevant policies, guidelines, and standards, as needed to further preservation objectives.	8.3.6.1	Revise the East Soma Area Plan upon completion of the historic surveys to include official designation of historic resources and/or districts as appropriate, and may also include the adoption of historic design guidelines that are specific to an area or property type.	Planning	2 years
8.4	PROMOTE THE PRINCIPLES OF SUSTAINABILITY FOR THE BUILT ENVIRONMENT THROUGH THE INHERENTLY "GREEN" STRATEGY OF HISTORIC PRESERVATION	8.4.1	Encourage the retention and rehabilitation of historic and cultural resources as an option for increased sustainability and consistency with the goals and objectives of the Sustainability Plan for the City and County of San Francisco.	8.4.1.1	Continue to evaluate means of encouraging or mandating green building strategies, and historic preservation will be considered among those.	Planning	Ongoing
8.5	PROVIDE PRESERVATION INCENTIVES, GUIDANCE, AND LEADERSHIP WITHIN THE EAST SOMA AREA PLAN	8.5.1	Disseminate information about the availability of financial incentives for qualifying historic preservation projects.	8.5.1.1	Promote awareness and support the use of preservation incentives and provide this information to the public through the planning website, the development of educational materials, the development of preservation and rehabilitation plans, and technical assistance during the application.	Planning	Ongoing

		8.5.2	Encourage use of the California Historic Building Code for qualifying historic preservation projects.	8.5.2.1	Work with the Department of Building Inspection to ensure that where appropriate the State Historic Building Code is applied.	Planning and DBI	Ongoing
		8.5.3	Demonstrate preservation leadership and good stewardship of publicly owned historic and cultural resources.	8.5.3.1	Work collaboratively with, and provide technical expertise to the School District, the Recreation and Parks Department, the Port, the Redevelopment Agency, and other agencies as needed, to identify, maintain and rehabilitate the publicly owned historic and cultural resources in the East Soma plan area.	Planning	Ongoing
				8.5.3.2	Work with DPW to develop "cultural landscapes" using elements such as maps locating important cultural, social centers in the plan area; plaques indicating historic sites; and signage to indicate the neighborhood as East SoMa.	Planning and DPW	5 yrs
				8.5.3.3	Work with other city agencies to ensure that the release of city-owned surplus historic and cultural resources is contingent upon their rehabilitation in conformance with the Secretary of the Interior's Standards.	Planning	Ongoing
8.6	FOSTER PUBLIC AWARENESS AND APPRECIATION OF HISTORIC AND CULTURAL RESOURCES WITHIN THE EAST SOMA AREA PLAN	8.6.1	Encourage public participation in the identification of historic and cultural resources within the East Soma plan area.	8.6.1.1	Work with the Landmarks Preservation Advisory Board to continue to seek public participation in the development of an annual work plan for future preservation planning efforts and Article 10 designation.	Planning and the Landmarks Preservation Advisory Board	Ongoing
		8.6.2	Foster education and appreciation of historic and cultural resources within the East Soma plan area among business leaders, neighborhood groups, and the general public through outreach efforts.	8.6.2.1	Develop outreach programs, literature, and internet tools such as the development of a preservation website, the creation of maps of historic districts and landmarked buildings, and attend public meetings in order to foster better understanding of the historic and architectural importance of the plan area.	Planning	Ongoing
				8.6.2.2	Department of Public Works will work to place plaques, signs and markers to aid in the identification of cultural and historic resources.	DPW	Ongoing

## Mission Area Plan

LAND USE							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
1.1	STRENGTHEN THE MISSION'S MIXED USE CHARACTER, WHILE MAINTAINING THE NEIGHBORHOOD AS A PLACE TO LIVE AND WORK	1.1.1	Revise land use controls in some portions of the Northeast Mission Industrial Zone to stabilize and promote PDR activities, as well as the arts, by prohibiting construction of new housing and limiting the amount of office and retail uses that can be introduced. Also place limitations on heavier industrial activities which may not be appropriate for the Mission	1.1.1.1	Amend the Planning Code to establish a new "PDR-1" district in this area.	Planning	Upon Plan adoption
		1.1.2	Revise land use controls in portions of the Northeast Mission Industrial Zone outside the core industrial area to create new mixed use areas, allowing mixed income housing as a principal use, as well as limited amounts of retail, office, and research and development uses, while protecting against the wholesale displacement of PDR uses.	1.1.2.1	Amend the Planning Code to establish a new "Urban Mixed Use" district in this area.	Planning	Upon Plan adoption
		1.1.3	Maintain the successful Mission Street and Valencia Street Neighborhood Commercial districts; recognize the proximity to good transit service by eliminating residential density limits and minimum parking requirements.	1.1.3.1	Amend the Planning Code to establish "Neighborhood Commercial – Transit" districts along Mission, Valencia and parts of 16th Street.	Planning	Upon Plan adoption
		1.1.4	In higher density residential areas of the Mission, recognize proximity to good transit service by eliminating density limits and minimum parking requirements; permit small neighborhood serving retail.	1.1.4.1	Amend the Planning Code to establish "Residential Transit-Oriented" districts in portions of the Mission residential areas.	Planning	Upon Plan adoption
		1.1.5	In lower density residential areas of the Mission, generally further from good transit service, maintain existing residential controls.	1.1.5.1	Maintain existing Planning Code provisions in these areas.	Planning	Completed
		1.1.6	Permit and encourage small and moderate size retail establishments in neighborhood commercial areas of the Mission, while allowing larger retail in the formerly industrial areas when part of a mixed-use development.	1.1.6.1	Retain existing retail use size controls in the Planning Code that principally permit small and moderate sized retail establishments in the neighborhood commercial districts along Mission, Valencia, and 24th and portions of 16th Street. Amend the Planning Code to permit large retail establishments in the new Urban Mixed Use districts when part of a mixed-use development.	Planning	Upon Plan adoption
1.2	IN AREAS OF THE MISSION WHERE HOUSING AND MIXED USE IS ENCOURAGED, MAXIMIZE DEVELOPMENT POTENTIAL IN KEEPING WITH NEIGHBORHOOD CHARACTER	1.2.1	Ensure that in-fill housing development is compatible with its surroundings.	1.2.1.1	Amend the Planning code to adopt design controls; See design guidelines discussed in the Built Form chapter, air quality and noise objectives below, and affordability requirements in the Housing chapter.	Planning	Upon Plan adoption



		1.2.2	For new construction, and as part of major expansion of existing buildings in neighborhood commercial districts, require ground floor commercial uses in new housing development. In other mixed use districts encourage housing over commercial or PDR where appropriate.	1.2.2.1	Amend the Planning Code to require ground floor commercial uses in new development in Neighborhood Commercial – Transit districts. Allow (but do not require) housing over commercial or PDR where appropriate in the new Urban Mixed Use district.	Planning	Upon Plan adoption
		1.2.3	In general, where residential development is permitted, control residential density through building height and bulk guidelines and bedroom mix requirements	1.2.3.1	In all new zoning districts that permit housing, amend the Planning Code to remove maximum density controls and institute building height, bulk, and bedroom mix requirements.	Planning	Upon Plan adoption
		1.2.4	Identify parts of the Mission where it would be appropriate to increase maximum heights for residential development.	1.2.4.1	Amend the height and bulk controls for the Mission to increase height limits in appropriate places. (See height map in the Built Form chapter.) Develop increased levels of public benefits fees to cover these areas.	Planning	Upon Plan adoption
1.3	INSTITUTE FLEXIBLE "LEGAL NONCONFORMING USE" PROVISIONS TO ENSURE A CONTINUED MIX OF USES IN THE MISSION	1.3.1	Continue existing legal nonconforming rules, which permit pre-existing establishments to remain legally even if they no longer conform to new zoning provisions, as long as the use was legally established in the first place.	1.3.1.1	Continue existing Planning Code regulations for legal nonconforming uses.	Planning	Completed
		1.3.2	Provide flexibility for legal housing units to continue in districts where housing is no longer permitted.	1.3.2.1	Amend the Planning Code to allow housing units in PDR districts to continue as nonconforming uses, subject to other code requirements.	Planning	Upon Plan adoption
1.4	SUPPORT A ROLE FOR "KNOWLEDGE SECTOR" BUSINESSES IN APPROPRIATE PORTIONS OF THE MISSION	1.4.1	Continue to permit manufacturing uses that support the Knowledge Sector in the Mixed Use and PDR districts of the Mission.	1.4.1.1	Continue to permit manufacturing uses in Mixed Use and PDR districts.	Planning	Upon Plan adoption
		1.4.2	Allow Knowledge Sector office-type uses in portions of the Mission where it is appropriate.	1.4.2.1	Amend the Planning Code to permit limited amounts of office above the ground floor in Mixed Use and PDR districts.	Planning	Upon Plan adoption
		1.4.3	Identify portions of the Mission where it would be appropriate to allow research and development uses that support the Knowledge Sector.	1.4.3.1	Continue to permit R&D-oriented manufacturing uses in Mixed Use and PDR districts. Permit limited amounts of R&D office above the ground floor in other Mixed Use and PDR districts.	Planning	Completed
1.5	MINIMIZE THE IMPACT OF NOISE ON AFFECTED AREAS AND ENSURE GENERAL PLAN NOISE REQUIREMENTS ARE MET	1.5.1	Reduce potential land use conflicts by providing accurate background noise-level data for planning.	1.5.1.1	Update the 1972 San Francisco Transportation Noise-level map in the General Plan Noise Element to reflect current conditions and to ensure compatible land use planning.	Planning	Upon Plan adoption
		1.5.2	Reduce potential land use conflicts by carefully considering the location and design of both noise generating uses and sensitive uses in the Mission.	1.5.2.1	For proposed new uses that are expected to generate noise levels that contribute to increased ambient noise levels, work with the Department of Public Health to identify any existing sensitive uses near the location of the proposed new noise generating use and analyze the potential impacts of the proposed noise generating use on those nearby sensitive uses as part of the project design and environmental review process.	DPH	Ongoing

				1.5.2.2	For proposed new sensitive uses, work with the Department of Public Health to identify any existing noise generating uses near the location of the proposed new sensitive use and analyze the potential impacts on the proposed new sensitive use as part of project design and the environmental review process.	DPH	Ongoing
1.6	IMPROVE INDOOR AIR QUALITY FOR SENSITIVE LAND USES IN THE MISSION	1.6.1	Minimize exposure to air pollutants from existing traffic sources for new residential developments, schools, daycare and medical facilities.	1.6.1.1	For proposed sensitive uses, including residential, childcare and school facilities, work with the Department of Public Health to perform appropriate air quality exposure analysis as part of the project design and environmental review process.	DPH	Ongoing
1.7	RETAIN THE MISSION'S ROLE AS AN IMPORTANT LOCATION FOR PRODUCTION, DISTRIBUTION, AND REPAIR (PDR) ACTIVITIES.	1.7.1	In areas designated for PDR, protect the stock of existing buildings used by, or appropriate for, PDR businesses by restricting conversions of industrial buildings to other building types and discouraging the demolition of sound PDR buildings.	1.7.1.1	Amend the Planning Code to extend PDR demolition controls to new PDR districts.	Planning	Upon Plan adoption
		1.7.2	Ensure that any future rezoning of areas within PDR districts is proposed within the context of periodic evaluation of the city's needs for PDR space.	1.7.2.1	As part of the 5-year monitoring report, Planning staff will recommend any appropriate changes to land use controls, based on new conditions.	Planning	5 years
		1.7.3	Require development of flexible buildings with generous floor-to-ceiling heights, large floor plates, and other features that will allow the structure to support various businesses.	1.7.3.1	Amend the Planning Code to adopt design controls; See design guidelines in the Built Form chapter.		
1.8	MAINTAIN AND STRENGTHEN THE MISSION'S NEIGHBORHOOD COMMERCIAL AREAS	1.8.1	Direct new mixed-use residential development to the Mission's neighborhood commercial districts to take advantage of the transit and services available in those areas.	1.8.1.1	Amend the Planning Code to create "Neighborhood Commercial – Transit" (NC-T) zones along Mission and Valencia Streets, which will continue to permit residential development, while relaxing density and minimum parking controls.	Planning	Upon Plan adoption
		1.8.2	Ensure that the Mission's neighborhood commercial districts continue to serve the needs of residents, including immigrant and low income households.	1.8.2.1	Retain the existing use and size controls for the Mission, Valencia, and 24th Street Neighborhood Commercial districts to ensure they serve the needs of local residents that are unique to each of the Mission's neighborhood commercial streets.	Planning	Completed
				1.8.2.2	Work with the Mayors Office of Workforce and Economic Development (MOEWD) to promote local businesses, including those that serve the immigrant community.	MOEWD	Ongoing

#### HOUSING

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
2.1	ENSURE THAT A SIGNIFICANT PERCENTAGE OF NEW HOUSING CREATED IN THE MISSION IS AFFORDABLE TO PEOPLE WITH A WIDE RANGE OF INCOMES	2.1.1	Require developers in some formally industrial areas to contribute towards the City's very low, low, moderate and middle income needs as identified in the Housing Element of the General Plan.	2.1.1.1	Amend the Planning Code to designate an "Urban Mixed Use" (UMU) zoning district in some formerly industrial areas, imposing "mixed income" housing requirements	Planning	Upon Plan adoption

		2.1.2	Provide land and funding for the construction of new housing affordable to very low and low income households.	2.1.2.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to dedicate land for construction of affordable housing.	Planning	Upon Plan adoption
		2.1.3	Provide units that are affordable to households at moderate and "middle incomes" – working households earning above traditional below-market rate thresholds but still well below what is needed to buy a market priced home, with restrictions to ensure affordability continues.	2.1.3.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to construct housing priced for moderate and "middle" incomes.	Planning	Upon Plan adoption
		2.1.4	Allow single-resident occupancy hotels (SROs) and "efficiency" units to continue to be an affordable type of dwelling option, and recognize their role as an appropriate source of housing for small households.	2.1.4.1	Consider adjustments to current inclusionary policies that would enable SROs to contribute to affordable housing stock.	Planning	Upon Plan adoption
				2.1.4.2	Amend the Planning Code to exempt SROs and other small household types such as affordable senior housing from requirements to provide a minimum of 40% two-bedroom units.	Planning	Upon Plan adoption
				2.1.4.3	Amend the Planning Code to require SRO development to adhere to moderate and "middle income" pricing requirements.	Planning	Upon Plan adoption
				2.1.4.4	Maintain an inventory of SRO hotels and units. Include in the Plan's regular monitoring program a review of affordability levels of SROs. If monitoring demonstrates that SROs are no longer a reliable source of affordable housing, revise SRO policies above.	Planning	Upon completion of each periodic monitoring report
2.2	RETAIN AND IMPROVE EXISTING HOUSING AFFORDABLE TO PEOPLE OF ALL INCOMES	2.2.1	Adopt Citywide demolition policies that discourage demolition of sound housing, and encourage replacement of affordable units.	2.2.1.1	Consider affordability and tenure type of replacement units as criteria for demolition.	Planning	Ongoing
		2.2.2	Preserve viability of existing rental units	2.2.2.1	Explore programs to acquire and rehabilitate existing at-risk rental housing.	MOH	Ongoing
		2.2.3	Consider acquisition of existing housing for rehabilitation and dedication as permanently affordable housing.	2.2.3.1	The Mayor's Office of Housing will continue to allocate funds for rehabilitation projects, and pursue acquisition and rehabilitation of major projects.	MOH	2 years
		2.2.4	Ensure that at-risk tenants, including low-income families, seniors, and people with disabilities, are not evicted without adequate protection.	2.2.4.1	The Mayor's Office of Housing will work with the Rent Board and other agencies to prevent unfair evictions.	MOH	Ongoing
				2.2.4.2	The Mayor's Office of Housing will continue to provide housing for at-risk residents through existing programs.	MOH	Ongoing
2.3	ENSURE THAT NEW RESIDENTIAL DEVELOPMENTS SATISFY AN ARRAY OF HOUSING NEEDS WITH RESPECT TO TENURE, UNIT MIX AND COMMUNITY SERVICES	2.3.1	Target the provision of affordable units for families.	2.3.1.1	Work with the Mayor's Office of Housing to identify potential development sites for family housing.	MOH	2 years
				2.3.1.2	The Mayor's Office of Housing will work with relevant city agencies to explore ways to increase public funding for family-sized units.	MOH	Ongoing

				2.3.1.3	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.2	Prioritize the development of affordable family housing, both rental and ownership, particularly along transit corridors and adjacent to community amenities.	2.3.2.1	Draft design guidelines for family friendly housing to guide development in these areas.	Planning	2 years
				2.3.2.2	Prioritize funding for family and rental units in distribution of affordable housing monies in transit and amenity-rich areas.	MOH	Ongoing
		2.3.3	Require that a significant number of units in new developments have two or more bedrooms, except Senior Housing and SRO developments.	2.3.3.1	Amend the Planning Code to eliminate residential densities, instead regulate by bedroom number.	Planning	Upon Plan adoption
				2.3.3.2	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.4	Encourage the creation of family supportive services, such as childcare facilities, parks and recreation, or other facilities, in affordable housing or mixed use developments.	2.3.4.1	Ensure design guidelines contain specifications for child care facilities within multifamily housing.	Planning	2 years
				2.3.4.2	Apprise developers of available incentives, including, for example, grant funding for licensed childcare centers.	Planning	Ongoing
		2.3.5	Explore a range of revenue-generating tools including impact fees, public funds and grants, assessment districts, and other private funding sources, to fund community and neighborhood improvements.	2.3.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure in the project area.	Planning	Upon Plan adoption
				2.3.5.2	The City Administrators Office and Controller's Office will establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years
				2.3.5.3	MOEWD will work with the Recreation and Park Department to create neighborhood assessment districts to support maintenance of new parks.	MOEWD	5 years (or with the establishment of a new park)
				2.3.5.4	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
		2.3.6	Establish an impact fee to be allocated towards an Eastern Neighborhoods Public Benefit Fund to mitigate the impacts of new development on transit, pedestrian, bicycle, and street improvements, park and recreational facilities, and community facilities such as libraries, child care and other neighborhood services in the area.	2.3.6.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure in the project area.	Planning	Upon Plan adoption
2.4	LOWER THE COST OF THE PRODUCTION OF HOUSING	2.4.1	Require developers to separate the cost of parking from the cost of housing in both for sale and rental developments.	2.4.1.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
				2.4.1.2	Monitor the sales prices of parking spaces in new developments, and re-evaluate policies based on information.	Planning	Upon Plan adoption

2.4.2	Revise residential parking requirements so that structured or off –street parking is permitted up to specified maximum amounts in certain districts, but is not required.	2.4.2.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
2.4.3	Encourage construction of units that are “affordable by design.”	2.4.3.1	Establish a working group including representatives of the development community, the Department of Building Inspection and the Department of Public Health to explore making changes to the Planning and Building Codes, as appropriate, that will make development less costly without compromising design excellence.	Planning	2 years
2.4.4	Facilitate housing production by simplifying the approval process wherever possible.	2.4.4.1	Eliminate the majority of conditional use permit requirements in the Eastern Neighborhoods.	Planning	Upon Plan adoption
		2.4.4.2	Explore ways to facilitate efficient environmental review of individual projects by developing and adopting comprehensive local guidance for land use projects that includes significance thresholds, best-practice analytic methods, and standard feasible mitigations. Borrow from best practices in local guidance development from other California jurisdictions.	Planning	5 years
		2.4.4.3	Utilize state authorized infill exemptions where appropriate to limit environmental review of residential development consistent with this plan.	Planning	Ongoing
2.5.1	Consider how the production of new housing can improve the conditions required for health of San Francisco residents.	2.5.1.1	In an effort to evaluate the healthfulness of project location and/or design choices, encourage new residential development projects to use the San Francisco Healthy Development Measurement Tool (HDMT) at the design or project review phase.	Planning	Ongoing
2.5.2	Develop affordable family housing in areas where families can safely walk to schools, parks, retail, and other services.	2.5.2.1	The Mayor’s Office of Housing and the SF Housing Authority will work with the Department of Recreation and Parks and the SFUSD to seek sites for family housing with good access to community amenities like parks, social services, and schools.	MOH	Ongoing
		2.5.2.2	Draft design guidelines for family friendly housing, and include guidelines for licensed childcare centers and licensed family childcare in multi- family housing.	Planning	2 years
		2.5.2.3	Mayor’s Office of Housing should work with Department of Children, Youth, and Families to co-locate affordable licensed childcare in new affordable family housing units.	Planning	Ongoing
2.5.3	Require new development to meet minimum levels of “green” construction.	2.5.3.1	Follow pending legislation, Chapter 13C of the Building Code.	DBI	Upon Plan adoption

		2.5.4	Provide design guidance for the construction of healthy neighborhoods and buildings.	2.5.4.1	Establish a workgroup with participants from DBI, DPH, and Planning and the building design community to consider and recommend health-based building design guidelines and, where appropriate, related amendments to the Planning Code or Building Code.	DPH	5 years
2.6	CONTINUE AND EXPAND THE CITY'S EFFORTS TO INCREASE PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND AVAILABILITY	2.6.1	Continue and strengthen innovative programs that help to make both rental and ownership housing more affordable and available.	2.6.1.1	Support efforts of the Mayor's Office of Housing and other City departments by continuing to provide departmental resources.	Planning	Ongoing
		2.6.2	Explore housing policy changes at the Citywide level that preserve and augment the stock of existing rental and ownership housing.	2.6.2.1	Amend the Planning Code to allow pre-existing, nonconforming units such as Live/Work lofts, to pay retroactive development impact fees to achieve conformance status.	Planning	Upon Plan adoption
				2.6.2.2	Continue to monitor neighborhood support for accessory dwelling units (ADUs), and provide information to interested groups on the topic.	Planning	Ongoing
				2.6.2.3	The Mayor's Office of Housing will work with the Board of Supervisors to develop citywide housing initiatives, including bond funding, housing redevelopment programs, and employer subsidies for workforce housing.	MOH	Ongoing
		2.6.3	Research and pursue innovative revenue sources for the construction of affordable housing, such as tax increment financing, or other dedicated City funds.	2.6.3.1	The Mayor's Office of Housing will keep apprised of existing state, Federal and other housing grants and opportunities which can leverage the City's ability to construct or rehabilitate affordable housing.	Planning	Ongoing
				2.6.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### BUILT FORM

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
3.1	PROMOTE AN URBAN FORM THAT REINFORCES THE MISSION'S DISTINCTIVE PLACE IN THE CITY'S LARGER FORM AND STRENGTHENS ITS PHYSICAL FABRIC AND CHARACTER	3.1.1	Adopt heights that are appropriate for the Mission's location in the city, the prevailing street and block pattern, and the anticipated land uses, while preserving the character of its neighborhood enclaves. (see Heights Map)	3.1.1.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.2	The design of new mixed-use infill development in the Northeast Mission Industrial Zone (NEMIZ) should strengthen the area's industrial character through appropriate materials, massing, and setback.	3.1.2.1	Amend the Planning Code to adopt massing and setback requirements. Adopt design guidelines regarding appropriate materials.	Planning	Upon Plan adoption
		3.1.3	Relate the prevailing heights of buildings to street and alley width throughout the Plan Area.	3.1.3.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption

3.1.4	Heights should also reflect the importance of key streets in the city's overall urban pattern, such as Mission and Valencia streets, while respecting the lower scale development that typifies much of the established residential areas throughout the Plan Area (see heights map).	3.1.4.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
3.1.5	Respect public view corridors. Of particular interest are the east-west views to the Twin Peaks and Potrero Hill, south views to Bernal Hill, and several views towards the downtown.	3.1.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
3.1.6	New buildings should epitomize the best in contemporary architecture, but should do so with full awareness of, and respect for, the height, mass, articulation and materials of the best of the older buildings that surrounds them.	3.1.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
3.1.7	Attractively screen rooftop HVAC systems and other building utilities from view.	3.1.7.1	Amend the Planning Code to require HVAC screening.	Planning	Upon Plan adoption
3.1.8	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have greater flexibility as to where open space can be located.	3.1.8.1	Amend the Planning Code to allow greater flexibility for the placement of rear yards in new Mixed Use zones that do not have an established mid-block rear yard open space pattern.	Planning	Upon Plan adoption
3.1.9	Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.	3.1.9.1	Amend the Planning Code to allow office and housing uses without restriction in appropriate historic buildings to encourage rehabilitation and preservation.	Planning	Upon Plan adoption
3.1.10	After results are obtained from the historic resources surveys, make necessary adjustments to these built form guidelines to ensure that new structures, particularly in historic districts, will be compatible with the surrounding historic context.	3.10.1.1	Revise design guidelines in the Mission Area Plan, as appropriate upon completion of the historic resource surveys.	Planning	2 years
3.1.11	Establish and require height limits along alleyways to create the intimate feeling of an urban room.	3.1.11.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
3.1.12	Establish and require height limits and upper storey setbacks to maintain adequate light and air to sidewalks and frontages along alleys.	3.1.12.1	Amend the Planning Code to set alley guidelines.	Planning	Upon Plan adoption
3.1.13	Architectural design should be used to highlight publicly important views generated by shifts in the street grid or the termination of a street at a T-intersection.	3.1.13.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
3.2	PROMOTE AN URBAN FORM AND ARCHITECTURAL CHARACTER THAT SUPPORTS WALKING AND SUSTAINS A DIVERSE, ACTIVE AND SAFE PUBLIC REALM.	3.2.1	Require high quality design of street-facing building exteriors.	Planning	Upon Plan adoption
		3.2.2	Make ground floor retail and PDR uses as tall, roomy and permeable as possible.	Planning	Upon Plan adoption
		3.2.3	Minimize the visual impact of parking.	Planning	Upon Plan adoption
		3.2.4	Strengthen the relationship between a building and its fronting sidewalk.	Planning	Upon Plan adoption

		3.2.5	Building form should celebrate corner locations.	3.2.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.6	Sidewalks abutting new developments should be constructed in accordance with locally appropriate guidelines based on established best practices in streetscape design.	3.2.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.7	Strengthen the pedestrian network by extending alleyways to adjacent streets or alleyways wherever possible, or by providing new publicly accessible mid-block rights of way.	3.2.7.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				3.2.7.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
3.3	PROMOTE THE ENVIRONMENTAL SUSTAINABILITY, ECOLOGICAL FUNCTIONING AND THE OVERALL QUALITY OF THE NATURAL ENVIRONMENT IN THE PLAN AREA	3.3.1	Require new development to adhere to a new performance-based ecological evaluation tool to improve the amount and quality of green landscaping.	3.3.1.1	Work with the Department of Building Inspection and Public Utilities Commission to implement these performance-based requirements.	Planning	2 years
		3.3.2	Discourage new surface parking lots and explore ways to encourage retrofitting existing surface parking lots and off-street loading areas to minimize negative effects on microclimate and stormwater infiltration. The city's Stormwater Master Plan, upon completion, will provide guidance on how best to adhere to these guidelines.	3.3.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC and Planning	2 years
		3.3.3	Enhance the connection between building form and ecological sustainability by promoting use of renewable energy, energy-efficient building envelopes, passive heating and cooling, and sustainable materials	3.3.3.1	Adopt these requirements as design guidelines. Follow pending legislation Chapter 13C of the Building Code.	Planning	Ongoing
		3.3.4	Compliance with strict environmental efficiency standards for new buildings is strongly encouraged.	3.3.4.1	Adopt these requirements as design guidelines.	Planning	Ongoing

#### TRANSPORTATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
4.1	IMPROVE PUBLIC TRANSIT TO BETTER SERVE EXISTING AND NEW DEVELOPMENT IN THE MISSION	4.1.1	Commit resources to an analysis of the street grid, the transportation impacts of new zoning, and mobility needs in the Mission / Eastern Neighborhoods to develop a plan that prioritizes transit while addressing needs of all modes (transit, vehicle traffic, bicyclists, pedestrians).	4.1.1.1	The San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), the Department of Public Works (DPW) and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study.	SFMTA	Upon Plan adoption



				4.1.1.2	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, the SFMTA, SFCTA, DPW and the Planning Department should work together to identify and secure funding for the study recommendations, and collaborate to begin implementing the recommendations as soon as study findings are available.	SFMTA	2 years
		4.1.2	Decrease transit travel time and improve reliability through a variety of means, such as transit-only lanes, transit signal priority, transit "queue jumps," lengthening of spacing between stops, and establishment of limited or express service.	4.1.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning should identify locations and transit lines for specific transit improvements.	SFMTA	2 years
		4.1.3	Implement the service recommendations of the Transit Effectiveness Project (TEP).	4.1.3.1	SFMTA will work with other city agencies to implement the recommendations of the Transit Effectiveness Project.	SFMTA	5 years
		4.1.4	Reduce existing curb cuts where possible and restrict new curb cuts to prevent vehicular conflicts with transit on important transit and neighborhood commercial streets.	4.1.4.1	Amend the Planning Code to restrict construction of curb cuts on key transit and pedestrian streets.	Planning	Upon Plan adoption
		4.1.5	Ensure Muni's storage and maintenance facility needs are met to serve increased transit demand and provide enhanced service.	4.1.5.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, Planning, SFMTA and SFCTA will identify future transit facility needs in the Eastern Neighborhoods.	SFMTA	2 years
		4.1.6	Enhance existing public transit service linking the Mission to downtown and BART.	4.1.6.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, and Planning should identify specific transit service improvements and funding.	SFMTA	2 years
		4.1.7	Balance competing land use and transportation- related priorities for 16th Street in the Mission to improve transit speed and reliability.	4.1.7.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, and Planning will further explore feasibility of 16th Street transit improvements.	SFMTA	2 years
		4.1.8	Study the possibility of creating a "premium" transit service such as Bus Rapid Transit or implementing high-level transit preferential treatments for segments of Mission Street, 16th Street and Potrero Avenue.	4.1.8.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will further explore feasibility of high-level transit treatments for segments of Mission Street, 16th Street and Potrero Avenue.	SFMTA	2 years
4.2	INCREASE TRANSIT RIDERSHIP BY MAKING IT MORE COMFORTABLE AND EASIER TO USE	4.2.1	Improve the safety and quality of streets, stops and stations used by transit passengers.	4.2.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA and Planning will identify key transit streets, stops and stations to be prioritized for improvements.	SFMTA	2 years
		4.2.2	Provide comprehensive and real-time passenger information, both on vehicles and at stops and stations.	4.2.2.1	SFMTA, BART and Caltrain will establish programs for improved passenger information in the Eastern Neighborhoods.	SFMTA, BART, Caltrain	5 years
				4.2.2.2	SFMTA and Planning will work with BART to provide train arrival time information outside of the 16th Street & 24th Street BART Stations.	SFMTA	2 years

4.3	ESTABLISH PARKING POLICIES THAT IMPROVE THE QUALITY OF NEIGHBORHOODS AND REDUCE CONGESTION AND PRIVATE VEHICLE TRIPS BY ENCOURAGING TRAVEL BY NON-AUTO MODES	4.3.1	For new residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing reasonable parking caps.	4.3.1.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.2	For new non-residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing caps generally equal to the previous minimum requirements. For office uses, parking should be limited relative to transit accessibility.	4.3.2.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.3	Make the cost of parking visible to users, by requiring parking to be rented, leased or sold separately from residential and commercial space for all new major development.	4.3.3.1	Apply existing provisions in Code Section 167 to the Mission.	Planning	Upon Plan adoption
		4.3.4	Encourage, or require where appropriate, innovative parking arrangements that make efficient use of space, particularly where cars will not be used on a daily basis.	4.3.4.1	Amend the Planning Code to allow, and in some cases require, the use of mechanical parking lifts, tandem parking arrangements or valet services in lieu of independently accessible parking arrangements.	Planning	Upon Plan adoption
		4.3.5	Permit construction of new parking garages in Mixed Use districts only if they are part of shared parking arrangements that efficiently use space, are appropriately designed, and reduce the overall need for off-street parking in the area.	4.3.5.1	Amend the Planning Code to require that any new parking garages be part of mixed-use development, be wrapped in active uses, be generally available to the public, provide ample spaces for car sharing vehicles, and not be sited on key transit, neighborhood commercial, or pedestrian street frontages.	Planning	Upon Plan adoption
		4.3.6	Reconsider and revise the way that on-street parking is managed in both commercial and residential districts in order to more efficiently use street parking space and increase turnover and parking availability.	4.3.6.1	SFMTA and SFCTA will continue to study implementation of best practices in parking management.	SFMTA & SFCTA	Ongoing
4.4	SUPPORT THE CIRCULATION NEEDS OF EXISTING AND NEW PDR USES IN THE MISSION	4.4.1	Provide an adequate amount of short-term, on-street curbside freight loading spaces in PDR areas of the Mission.	4.4.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will determine if adequate on-street truck parking spaces are provided in the Mission. If needed, SFMTA will pursue implementation of new truck parking spaces and meters.	SFMTA	2 years
		4.4.2	Continue to require off-street facilities for freight loading and service vehicles in new large non-residential developments.	4.4.2.1	Continue to enforce Planning Code provisions regarding off-street freight loading.	Planning	Ongoing
		4.4.3	In areas with a significant number of PDR establishments, design streets to serve the needs and access requirements of trucks while maintaining a safe pedestrian environment.	4.4.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify where conflicts exist between PDR vehicles and pedestrians and propose appropriate mitigations.	SFMTA	2 years
				4.4.3.2	SFMTA will assess current priority freight routes as identified in the General Plan, actual truck volumes on streets, and impacts of truck route proximity to residential zoning.	SFMTA	10 years

4.5	CONSIDER THE STREET NETWORK IN THE MISSION AS A CITY RESOURCE ESSENTIAL TO MULTI-MODAL MOVEMENT AND PUBLIC OPEN SPACE	4.5.1	Maintain a strong presumption against the vacation or sale of streets or alleys except in cases where significant public benefits can be achieved.	4.5.1.1	Evaluate street vacation or sale proposals for consistency with the General Plan.	Planning	Ongoing
		4.5.2	As part of a development project's open space requirement, require publicly accessible alleys that break up the scale of large developments and allow additional access to buildings in the project.	4.5.2.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				4.5.2.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
		4.5.3	Redesign underutilized streets not needed for PDR business circulation needs in the Mission for creation of Living Streets and other usable public space.	4.5.3.1	See Streets and Open Space chapter for a discussion of living streets and public space concepts.	Planning	10 years
4.6	SUPPORT WALKING AS A KEY TRANSPORTATION MODE BY IMPROVING PEDESTRIAN CIRCULATION WITHIN THE MISSION AND TO OTHER PARTS OF THE CITY	4.6.1	Implement recommendations from the Mission Public Realm Plan, Southeast Mission Pedestrian	4.6.1.1	SFMTA, DPW, the Public Utilities Commission (PUC) and Planning will use accepted street design	DPW	Ongoing
		4.6.2	Prioritize pedestrian safety improvements at intersections and in areas with historically high frequencies of pedestrian injury collisions.	4.6.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will propose pedestrian improvements targeting locations – including intersections, street segments, and small areas - with high frequencies of pedestrian injury collisions.	SFMTA	2 years
		4.6.3	Improve pedestrian access to major transit stops and stations such as the 16th and 24th Street BART Stations.	4.6.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will identify pedestrian improvements in the Mission.	SFMTA	2 years
				4.6.3.2	SFMTA will work with BART to make pedestrian improvements near BART stations.	SFMTA	5 years
4.7	IMPROVE AND EXPAND INFRASTRUCTURE FOR BICYCLING AS AN IMPORTANT MODE OF TRANSPORTATION	4.7.1	Provide a continuous network of safe, convenient and attractive bicycle facilities connecting the Mission to the citywide bicycle network and conforming to the San Francisco Bicycle Plan.	4.7.1.1	The SFMTA's Bicycle Program will work to implement planned bicycle network improvements.	SFMTA	Ongoing
				4.7.1.2	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate additional areas for potential bicycle improvements.	SFMTA	2 years
		4.7.2	Provide secure, accessible and abundant bicycle parking, particularly at transit stations, within shopping areas and at concentrations of employment.	4.7.2.1	The SFMTA's Bicycle Program will prioritize locations for additional bicycle parking.	SFMTA	Ongoing
		4.7.3	Explore feasibility of the Mission Creek Bikeway project.	4.7.3.1	SFMTA, SFCTA and Planning will evaluate issues surrounding implementation of the Mission Creek Bikeway.	SFMTA	5 years

4.8	ENCOURAGE ALTERNATIVES TO CAR OWNERSHIP AND THE REDUCTION OF PRIVATE VEHICLE TRIPS	4.8.1	Continue to require car-sharing arrangements in new residential and commercial developments, as well as any new parking garages.	4.8.1.1	Continue to enforce the Planning Code provisions requiring car-sharing spaces in new developments.	Planning	Ongoing
		4.8.2	Require large retail establishments, particularly supermarkets, to provide shuttle and delivery services to customers.	4.8.2.1	Amend the Planning Code to require such services be provided by retail uses over 20,000 sf.	Planning	Upon Plan adoption
		4.8.3	Develop a Transportation Demand Management (TDM) program for the Eastern Neighborhoods that provides information and incentives for employees, visitors and residents to use alternative transportation modes and travel times.	4.8.3.1	Amend Planning Code to require as a condition of approval for new large office development or substantial alteration, the provision of "transportation demand management" programs or onsite transportation brokerage services.	Planning	Upon Plan adoption
				4.8.3.2	Planning, SFMTA, SFCTA and the Department of the Environment will develop a plan for implementation of Transportation Demand Management (TDM) measures in the Eastern Neighborhoods, which will include TDM program benchmarks and periodic monitoring to determine the success of measures and needed revisions in standards, charges and procedures.	Planning	5 years
				4.8.3.3	Work with SFMTA, SFCTA, Department of the Environment and Mayor's Office of Housing to explore the feasibility of a program requiring that transit passes be provided to residents in large new developments (i.e. 50+ units) as part of homeowner association fees or other methods.	Planning and SFMTA	5 yrs
4.9	FACILITATE MOVEMENT OF AUTOMOBILES BY MANAGING CONGESTION AND OTHER NEGATIVE IMPACTS OF VEHICLE TRAFFIC	4.9.1	Introduce traffic calming measures where warranted to improve pedestrian safety and comfort, reduce speeding and traffic spillover from arterial streets onto residential streets and alleyways.	4.9.1.1	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate locations for traffic calming measures in the Mission.	SFMTA	2 years
		4.9.2	Decrease auto congestion through implementation of Intelligent Traffic Management Systems (ITMS) strategies such as smart parking technology, progressive metering of traffic signals and the SFMTA "SFGO" program.	4.9.2.1	SFMTA will evaluate the potential for increased use of ITMS in the Mission.	SFMTA	Ongoing
4.10	DEVELOP A COMPREHENSIVE FUNDING PLAN FOR TRANSPORTATION IMPROVEMENTS	4.10.1	As part of the Eastern Neighborhoods Public Benefits Program, pursue funding for transit, pedestrian, bicycle and auto improvements through developer impact fees, in-kind contributions, community facilities districts, dedication of tax revenues, and state or federal grant sources.	4.10.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will develop a funding strategy for transportation improvements identified in the study.	SFMTA	2 years
				4.10.1.2	Amend the Planning Code to require impact fees to address the impact of new residential and non-residential development on neighborhood infrastructure and be applied towards transit and transportation improvements.	Planning	Upon Plan adoption

				4.10.1.3	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrators Office and Controller's Office	2 years
				4.10.1.4	The Capital Planning Committee shall give consideration toward "emerging needs" improvements that are part of adopted area plans for funding from the Capital Plan, should its current priorities of seismic improvements, good repair/renewal needs, disability access improvements, and branch library improvement program allow.	Capital Planning Committee	5 years
				4.10.1.5	During the City's budgeting process, the Mayo's Office should support the completion of already funded projects, and wherever possible leverage General or other Citywide funding towards public improvements, in the Eastern Neighborhoods	Mayor's Office	Ongoing
				4.10.1.6	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, shall establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				4.10.1.7	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### STREETS AND OPEN SPACE

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
5.1	PROVIDE PUBLIC PARKS AND OPEN SPACES THAT MEET THE NEEDS OF RESIDENTS, WORKERS AND VISITORS	5.1.1	Identify opportunities to create new public parks and open spaces and provide at least one new public park or open space serving the Mission.	5.1.1.1	Evaluate sites for the ability to provide opportunities for passive and active recreation. Work with the Recreation and Park Department to identify a site that is a minimum of 1/4 acre, but preferably up to one acre in the Mission.	Planning and RPD	10 years
				5.1.1.2	Amend the Planning Code to require impact fees for new residential and non-residential development to address the need they create for new public open space.	Planning	Upon Plan Adoption

				5.1.1.3	The City Administrator's Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrator's Office and Controller's Office	2 years
				5.1.1.4	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, will establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				5.1.1.5	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
				5.1.1.6	Employ public, participatory process in design of and selection of facilities in new public open spaces.	RPD	Prior to park Acquisition.
		5.1.2	Require new residential and commercial development to contribute to the creation of public open space.	5.1.2.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address the need they create for new public open space.	Planning	Upon Plan Adoption
5.2	ENSURE THAT NEW DEVELOPMENT INCLUDES HIGH QUALITY PRIVATE OPEN SPACE	5.2.1	Require new residential and mixed-use residential development to provide on-site private open space designed to meet the needs of residents.	5.2.1.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible.	Planning	Upon Plan Adoption
		5.2.2	Establish requirements for commercial development to provide on-site open space.	5.2.2.1	Amend the Planning Code to apply requirements for open space for commercial development to all of the Eastern Neighborhoods but allow an in-lieu open space fee if project sponsors are unable to provide the space on-site due to site constraints.	Planning	Upon Plan adoption
		5.2.3	Encourage private open space to be provided as common spaces for residents and workers of the building wherever possible.	5.2.3.1	Amend the Planning Code to remove the current provision that disincentivizes common open space. Instead, allow sponsors the option to provide space as common or as private open space.	Planning	Upon Plan Adoption
		5.2.4	Encourage publicly accessible open space as part of new residential and commercial development.	5.2.4.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible. Allow 50% of this required open space to be off-site if within 800 feet of the project site.	Planning	Upon Plan adoption

				5.2.4.2	Amend the Planning Code to incentivize commercial developments to provide their open space as publicly accessible open space.	Planning	Upon Plan adoption
		5.2.5	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have flexibility as to where open space can be located.	5.2.5.1	Amend the Planning Code to apply existing allowances for greater flexibility for the placement of rear yards for projects that do not have an established mid-block rear yard open space pattern to the new Mixed Use zones in the Mission area.	Planning	Upon Plan Adoption
		5.2.6	Ensure quality open space is provided in flexible and creative ways, adding a well used, well-cared for amenity for residents of a highly urbanized neighborhood. Private open space should meet the following design guidelines: A. Designed to allow for a diversity of uses, including elements for children, as appropriate. B. Maximize sunlight exposure and protection from wind C. Adhere to the performance-based evaluation tool.	5.2.6.1	Amend the Planning code to require private open spaces follow these design controls.	Planning	Upon Plan Adoption
5.3	CREATE A NETWORK OF GREEN STREETS THAT CONNECTS OPEN SPACES AND IMPROVES WALKABILITY, AESTHETICS, AND ECOLOGICAL SUSTAINABILITY OF THE NEIGHBORHOOD	5.3.1	Redesign underutilized portions of streets as public open spaces, including widened sidewalks or medians, curb bulb-outs, "living streets" or green connector streets.	5.3.1.1	Identify and map areas in need of improvement. Work with DPW and MTA to prioritize improvements.	Planning with assistance from SFMTA and DPW	2 years
		5.3.2	Maximize sidewalk landscaping, street trees and pedestrian scale street furnishing to the greatest extent feasible.	5.3.2.1	Review all projects against street design guidelines and standards prior to project approval to ensure that new developments improve adjacent street frontages according to the latest guidelines and standards.	Planning	Upon Plan adoption
		5.3.3	Design the intersections of major streets to reflect their prominence as public spaces.	5.3.3.1	Identify and map areas in need of improvement. Work with DPW and MTA to prioritize improvements.	Planning	2 years
		5.3.4	Enhance the pedestrian environment by requiring new development to plant street trees along abutting sidewalks. When this is not feasible, plant trees on development sites or elsewhere in the plan area.	5.3.4.1	Amend the Planning Code to require that a project sponsor provide an in-lieu payment to DPW/Bureau of Urban Forest for a tree to be planted and maintained within the Mission should it not be possible to plant a tree every 20 feet.	Planning	Upon Plan Adoption
		5.3.5	Significant above grade infrastructure, such as freeways should be retrofitted with architectural lighting to foster pedestrian connections beneath.	5.3.5.1	DPW will work with Caltrans to encourage lighting along freeways.	DPW	5 years
		5.3.6	Where possible, transform unused freeway and rail rights-of-way into landscaped features that provide a pleasant and comforting route for pedestrians.	5.3.6.1	Identify and map excess portions of freeway right of way.	DPW	2 years
				5.3.6.2	Identify agency ownership of space.	DPW	2 years
				5.3.6.3	The Department of Public Works will work with Caltrans to develop a plan to meet existing landscaping requirements per existing Caltrans code.	DPW	2 years
		5.3.7	Develop a comprehensive public realm plan for the Mission that reflects the differing needs of streets based upon their predominant land use, role in the transportation network, and building scale.	5.3.7.1	Develop and implement the specific streetscaping improvements recommended by the Mission Public Realm Plan.	Planning with assistance from SFMTA and DPW	2 years

5.4	THE OPEN SPACE SYSTEM SHOULD BOTH BEAUTIFY THE NEIGHBORHOOD AND STRENGTHEN THE ENVIRONMENT	5.4.1	Increase the environmental sustainability of the Mission's system of public and private open spaces by improving the ecological functioning of all open space.	5.4.2.2	Work with the Department of Building Inspection and Public Utilities Commission to implement landscaping and stormwater requirements.	Planning	Upon Plan Adoption
		5.4.2	Explore ways to retrofit existing parking and paved areas to minimize negative impacts on microclimate and allow for stormwater infiltration.	5.4.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC	2 years
		5.4.3	Encourage public art in existing and proposed open spaces.	5.4.3.1	Work with neighborhood groups and the San Francisco Arts Commission to expand public art exhibits.	Arts Commission	10 years
		5.4.4	Explore opportunities to daylight Mission Creek's historic channel through the Mission.	5.4.4.1	PUC will examine the feasibility of daylighting portions of Mission Creek.	PUC	10 years
5.5	ENSURE THAT EXISTING OPEN SPACE, RECREATION AND PARK FACILITIES ARE WELL MAINTAINED	5.5.1	Prioritize funds and staffing to better maintain existing parks and obtain additional funding for a new park, new open space facilities, and additional staffing.	5.5.1.1	The Recreation and Park Department will determine level of staffing resources required to adequately maintain existing and proposed park sites.	RPD	Upon Plan Adoption
				5.5.1.2	MOEWD will work with the Recreation and Park Department to pursue alternate financing mechanisms for ongoing maintenance, including Community Benefits Districts, Business Improvement Districts, and landscape assessment districts.	MOEWD	2 years
		5.5.2	Renovate run-down or outmoded park facilities to provide high quality, safe and long-lasting facilities. Identify at least one existing park or recreation facility in the Mission for renovation.	5.5.2.1	Work with the Recreation and Park Department to identify necessary capital improvements at existing park sites.	RPD	10 years
				5.5.2.2	Seek to direct impact fees and/or other new revenues generated by new development for improvements to existing parks.	Planning	Upon Plan Adoption
		5.5.3	Explore opportunities to use existing recreation facilities, such as school yards, more efficiently.	5.5.3.1	Work with Recreation and Parks Department, the Mayor's Office of Education, and the San Francisco Unified School District to expand the pilot program to open school yards on weekends to the public.	Mayor's Office of Education/Mayor's Greening Director	5 years

#### ECONOMIC AND WORKFORCE DEVELOPMENT

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
6.1	SUPPORT THE ECONOMIC WELLBEING OF A VARIETY OF BUSINESSES IN THE EASTERN NEIGHBORHOODS	6.1.1	Provide business assistance for new and existing PDR businesses in the Eastern Neighborhoods.	6.1.1.1	The Mayor's Office of Economic and Workforce Development (MOEWD) will continue to administer the Industrial Business Initiative to retain existing PDR businesses, identify and target industrial sectors poised for job growth, and support the creation of competitive industrial business districts.	MOEWD	Ongoing
				6.1.1.2	PDR businesses will continue to be staffed by an MOEWD industrial manager who serves as a single point of contact for information on real estate, technical assistance, tax incentives, workforce training and hiring programs, and assistance navigating city government.	MOEWD	Ongoing
				6.1.1.3	MOEWD will continue to provide assistance in the creation of sector specific industrial business associations.	MOEWD	Ongoing



		6.1.2	Provide business assistance for new and existing Knowledge Sector businesses in the Eastern Neighborhoods.	6.1.2.1	Targeted Knowledge Sector industries will be staffed by MOEWD sector specific industry managers, who serve as a single-point of contact for information on real estate, tax incentives, workforce training and hiring programs, and assistance navigating city government. Targeted Knowledge Sector industries may include but not be limited to clean technology, life science and digital media.	MOEWD	Ongoing
				6.1.2.2	MOEWD Knowledge Sector Industry Initiatives will retain existing businesses, work to recruit and support the growth of new Knowledge Sector businesses, and develop initiatives to strengthen and grow the industry in San Francisco.	MOEWD	Ongoing
		6.1.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods.	6.1.3.1	Develop a strategic plan in collaboration with MOEWD, the Mayor's Office of Community Development (MOCD), local Neighborhood Economic Development Organizations and the Small Business Commission. This strategic plan will focus on creating a system to manage small business interaction with the City, providing outreach to local businesses, exploring financial incentive programs, designating the roles and responsibilities of relevant city agencies and non-profit partners, and streamlining the permit and licensing process for new and existing small businesses.	MOEWD	2 years
				6.1.3.2	Create business assistance resources that includes: web, print, telephone and a "one-stop" small business technical assistance center.	MOEWD	2 years
				6.1.3.3	To support both the economic and environmental benefits of participating in the green business movement, MOEWD will encourage commercial businesses in the Eastern Neighborhoods to seek green business certification.	MOEWD	Ongoing
6.2	INCREASE ECONOMIC SECURITY FOR WORKERS BY PROVIDING ACCESS TO SOUGHT-AFTER JOB SKILLS	6.2.1	Provide workforce development training for those who work in and live in the Eastern Neighborhoods, particularly those who do not have a college degree.	6.2.1.1	MOEWD is focused on seven industries for employment and training services and business service development. These industries were identified because they currently require a significant number of jobs, or are expected to in the near future. The seven industries are: Health Care and Social Assistance, Biotechnology, Information Technology, Hospitality, Retail, Construction, and Transportation. MOEWD and HSA will identify strategies to link low income and low skilled San Francisco residents to sector based training programs for skills development.	MOEWD and HSA	Ongoing

				6.2.1.2	MOEWD and HSA will continue to identify and develop high quality sector-based training programs that have the capacity to transition program participants into sustainable employment.	MOEWD and HSA	Ongoing
				6.2.1.3	MOEWD will continue to develop a citywide strategic workforce development plan. The planning process incorporates the assistance of MOEWD's workforce partners. The partners include representatives from educational institutions (both K-12 and higher education); labor unions; workforce not-for profits; government entities and employers.	MOEWD	Ongoing

#### COMMUNITY FACILITIES

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
7.1	PROVIDE ESSENTIAL COMMUNITY SERVICES AND FACILITIES	7.1.1	Support the siting of new facilities to meet the needs of a growing community and to provide opportunities for residents of all age levels.	7.1.1.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facilities in the project area.	Planning	Ongoing
				7.1.1.2	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Ongoing
				7.1.1.3	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profit providers.	Planning	Ongoing
		7.1.2	Recognize the value of existing facilities and support their expansion and continued use.	7.1.2.1	Utilize existing city revenue and impact fee revenue to expand existing facilities to support increased usage from new residents.	RPD, MOCD	Upon Plan adoption
				7.1.2.2	Work with the San Francisco Unified School District, the Department of Children Youth and Families, the San Francisco Redevelopment Agency and the Mayor's Office of Community Development to explore revitalizing older or closed schools and other unused community and public facilities as multi-use facilities with joint use agreements and leases and other appropriate arrangements that permit co-location of neighborhood services such as youth-serving community-based organizations, low-income clinics, recreation centers and job skills training sites.	Mayor's Office and SFUSD	10 years
				7.1.2.3	The Mayor's Office of Education and the SFUSD will continue monitoring the pilot program that enables use of selected school playgrounds on weekends and select holidays, and work with the Department of Children, Youth, and Families and other agencies to continue exploring possibilities for joint use of school playgrounds outside of school hours. (See Streets and Open Space Chapter for further discussion).	Mayor's Office and SFUSD	5 years

		7.1.3	Ensure childcare services are located where they will best serve neighborhood workers and residents.	7.1.3.1	Ensure that zoning permits childcare facilities in schools, near residential areas, on-site in new residential complexes, near transit facilities, or near employment centers to support families by	Planning	Upon Plan adoption
				7.1.3.2	Continue to require office or hotel development projects to pay the childcare impact fee to mitigate the impact on the availability of childcare facilities.	Planning	Ongoing
				7.1.3.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facilities in the project area, including community facilities such as child care facilities.	Planning	Upon Plan adoption
				7.1.3.4	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan adoption
		7.1.4	Ensure public libraries that serve the plan area have sufficient materials to meet projected growth to continue quality services and access for residents of the area.	7.1.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure.	Planning	Upon Plan adoption
7.2	ENSURE CONTINUED SUPPORT FOR HUMAN SERVICE PROVIDERS THROUGHOUT THE EASTERN NEIGHBORHOODS	7.2.1	Promote the continued operation of existing human and health services that serve low-income and immigrant communities in the Eastern Neighborhoods.	7.2.1.1	Work with the Mayor's Office of Community Development, local economic development organizations and other relevant organizations to explore providing financial incentive programs and other strategies to protect existing facilities from displacement.	MOCD	Ongoing
		7.2.2	Encourage new facilities and spaces for providers of services such as English as a Second Language, employment training services, art, education and youth programming.	7.2.2.1	The Mayors Office of Community Development will serve to connect interested project sponsors with service providers to develop mutually supportive development plans in areas with identified service gaps.	MOCD	Ongoing
				7.2.2.2	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profit providers.	Planning	Ongoing
				7.2.2.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facility space.	Planning	Upon Plan adoption
		7.2.3	Explore a range of revenue-generating tools to support the ongoing operations and maintenance of public health and community facilities, including public funds and grants as well as private funding sources.	7.2.3.1	The Mayor's Office of Community Development will work in cooperation with implementing agencies to secure grant and bond funding for community services.	MOCD	Ongoing
				7.2.3.2	Work in cooperation with the other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

				7.2.3.3	MOEWD will work with the Recreation and Park Department and other city agencies to create neighborhood assessment districts to support maintenance of new recreation and community facilities.	MOEWD	5 years
				7.2.3.4	All implementing agencies will continue coordinated efforts to prioritize adopted area plans for state and regional funding applications, including bonds and grants.	All agencies	Ongoing
				7.2.3.5	The City Administrators Office and Controller's Office will establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years
7.3	REINFORCE THE IMPORTANCE OF THE MISSION AS THE CENTER OF LATINO LIFE IN SAN FRANCISCO	7.3.1	Support efforts to preserve and enhance social and cultural institutions.	7.3.1.1	The Arts Commission will work to secure grant and bond funding for social and cultural institutions.	Arts Commission	Ongoing
				7.3.1.2	Recognize the work of cultural and social institutions in the Mission through creative strategies - events, awards, and physical signs and placards - that acknowledge their contributions.	Arts Commission	Ongoing
		7.3.2	Encourage the creation of new social and cultural facilities in the Mission area.	7.3.2.1	The Mayors Office of Community Development will connect interested project sponsors with social and cultural organizations to develop mutually supportive development plans.	MOCD	Ongoing
				7.3.2.2	Encourage development agreements that provide favorable leases or purchase agreements to new social and cultural facilities.	Planning	Ongoing
		7.3.3	Protect and support Latino and other culturally significant local business, structures, property and institutions in the Mission.	7.3.3.1	Work with the Arts Commission to develop a public way finding system or other physical demarcation to memorialize the important cultural and social resources in the Mission.	Arts Commission	5 years
				7.3.3.2	Pursue formal designation of the Mission's historic and cultural resources, as appropriate. (See the Historic Preservation Chapter for further discussion).	Planning	2 years
				7.3.3.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods (see Economic Development Chapter for further discussion).	MOEWD	Ongoing

#### HISTORIC PRESERVATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
8.1	IDENTIFY AND EVALUATE HISTORIC AND CULTURAL RESOURCES WITHIN THE MISSION AREA PLAN	8.1.1	Conduct context-based historic resource surveys within the Mission Area Plan.	8.1.1.1	Complete a survey of historical resources in the Mission area by the end of 2008.	Planning	2 years

		8.1.2	Pursue formal designation of the Mission historic and cultural resources, as appropriate.	8.1.2.1	Support nominations for listing of resources on the National Register or California Register, as well as nominations for local designation under Article 10 of the Planning Code in conformance with the Landmarks Preservation Advisory Board's annual work plan and based on the results of the historic resource surveys within the Mission plan area	Planning	5 years
		8.1.3	Recognize and evaluate historic and cultural resources that are less than fifty years old and may display exceptional significance to the recent past.	8.1.3.1	Continue to identify and document significant cultural, social and architectural resources from the recent past through survey, property specific historic resource evaluations and context development.	Planning	Ongoing
8.2	PROTECT, PRESERVE, AND REUSE HISTORIC RESOURCES WITHIN THE MISSION AREA PLAN	8.2.1	Protect individually significant historic and cultural resources and historic districts in the Mission plan area from demolition or adverse alteration.	8.2.1.1	A Planning Department Preservation Technical Specialist will work with neighborhood planning to carefully evaluate projects for their impacts to historic resources as well as to the overall historic character of the area.	Planning	Ongoing
				8.2.1.2	Scrutinize all proposals to demolish or significantly alter any historic or cultural resource within the Mission plan area in an effort to protect the character and quality of historic and cultural resources.	Planning	Ongoing
				8.2.1.3	Develop design guidelines that provide guidance for the rehabilitation of the Mission Area Plan's historic resources. The design guidelines will provide specific examples and case studies as guidance for appropriate historic rehabilitation in order to prevent adverse alteration.	Planning	5 years
		8.2.2	Apply the Secretary of the Interior's Standards for the Treatment of Historic Properties in conjunction with the Mission Area Plan objectives and policies for all projects involving historic or cultural resources.	8.2.2.1	A Planning Department Preservation Technical Specialist will apply the Secretary of the Interior Standards for the Treatment of Historic Properties in conjunction with the preservation policies and objectives of the Mission Area Plan to minimize the overall impact upon historic or cultural resources.	Planning	Ongoing
		8.2.3	Promote and offer incentives for the rehabilitation and adaptive reuse of historic buildings in the Mission plan area.	8.2.3.1	Amend the Planning Code to allow for market rate housing in certain planning districts where such designation promotes preservation and rehabilitation of historic or cultural resources pursuant to the Secretary of the Interior's Standards.	Planning	Upon Plan adoption
8.3	ENSURE THAT HISTORIC PRESERVATION CONCERNS CONTINUE TO BE AN INTEGRAL PART OF THE ONGOING PLANNING PROCESSES FOR THE MISSION PLAN AREA AS THEY EVOLVE OVER TIME	8.3.1	Pursue and encourage opportunities, consistent with the objectives of historic preservation, to increase the supply of affordable housing within the Mission plan area.	8.3.1.1	Work with the Mayor's Office of Housing to develop protocols that address the need for housing while allowing for the continued preservation and use of historic and cultural resources within the Mission plan area, particularly those that were previously developed for industrial uses.	Planning and the Mayor's Office of Housing	5 years

		8.3.1.2	Continue to work with the Department of Building Inspection to apply priority processing of all applications filed for projects that provide 100% affordable housing to low and moderate income households.	Planning and DBI	Ongoing
		8.3.1.3	Continue to work with the public agencies and the private sector to develop legislation and programs for projects that retain and rehabilitate historic resources for low-income and workforce housing.	Planning and MOH	5 years
8.3.2	Ensure a more efficient and transparent evaluation of project proposals which involve historic resources and minimize impacts to historic resources per CEQA guidelines.	8.3.2.1	Update Planning Department Bulletin #16, "City and County of San Francisco Planning Department CEQA Review Procedures for Historic Resources" which outlines the requirements and procedures regarding how a property is evaluated as a potential historic resource and whether proposals are in keeping with current preservation policies.	Planning	5 years
8.3.3	Prevent destruction of historic and cultural resources resulting from owner neglect or inappropriate actions.	8.3.3.1	Seek remedies in cases of neglect or impairment of historic or cultural resources through owner action/inaction within the Mission plan area.	Planning	Ongoing
		8.3.3.2	Work with the Department of Building Inspection, in cases of resource deterioration or diminishment due to unapproved owner activity/inactivity, to seek corrective remedies such as restoration, repair, and maintenance, through enforcement, as appropriate.	Planning and DBI	Ongoing
8.3.4	Consider the Mission area plan's historic and cultural resources in emergency preparedness and response efforts.	8.3.4.1	Work with the Department of Building Inspection and the Department of Emergency Services to develop programs to abate hazards posed by existing buildings and structures, while preserving resources and their character-defining features.	Planning , DBI and DEM	5 years
		8.3.4.2	Develop plans in the preparation and response to natural disasters including earthquakes and fires, and ensure the future welfare of historic and cultural resources.	Planning and DEM	5 years
8.3.5	Protect and retrofit local, state, or nationally designated UMB (Unreinforced Masonry Buildings) found in the Plan Area.	8.3.5.1	Work with the Department of Building Inspection to develop ways for property owners to facilitate the seismic upgrade of the City's unreinforced historic and cultural resources. This collaboration shall also develop a protocol to minimize the demolition of historic and culturally significant resources that are identified as UMBs through neglect and non-compliance with safety and health codes.	Planning and DBI	Ongoing

		8.3.6	Adopt and revise land use, design and other relevant policies, guidelines, and standards, as needed to further preservation objectives.	8.3.6.1	Revise the Mission Area Plan upon completion of the historic surveys to include official designation of historic resources and/or districts as appropriate, and may also include the adoption of historic design guidelines that are specific to an area or property type.	Planning	2 years
8.4	PROMOTE THE PRINCIPLES OF SUSTAINABILITY FOR THE BUILT ENVIRONMENT THROUGH THE INHERENTLY "GREEN" STRATEGY OF HISTORIC PRESERVATION	8.4.1	Encourage the retention and rehabilitation of historic and cultural resources as an option for increased sustainability and consistency with the goals and objectives of the Sustainability Plan for the City and County of San Francisco.	8.4.1.1	Continue to evaluate means of encouraging or mandating green building strategies, and historic preservation will be considered among those.	Planning	Ongoing
8.5	PROVIDE PRESERVATION INCENTIVES, GUIDANCE, AND LEADERSHIP WITHIN THE MISSION AREA PLAN	8.5.1	Disseminate information about the availability of financial incentives for qualifying historic preservation projects.	8.5.1.1	Promote awareness and support the use of preservation incentives and provide this information to the public through the planning website, the development of educational materials, the development of preservation and rehabilitation plans, and technical assistance during the application.	Planning	Ongoing
		8.5.2	Encourage use of the California Historic Building Code for qualifying historic preservation projects.	8.5.2.1	Work with the Department of Building Inspection to ensure that where appropriate the State Historic Building Code is applied.	Planning and DBI	Ongoing
		8.5.3	Demonstrate preservation leadership and good stewardship of publicly owned historic and cultural resources.	8.5.3.1	Work collaboratively with, and provide technical expertise to the School District, the Recreation and Park Department, the Port, the Redevelopment Agency, and other agencies as needed, to identify, maintain and rehabilitate the publicly owned historic and cultural resources in the Mission plan area.	Planning	Ongoing
				8.5.3.2	Work with DPW to develop "cultural landscapes" using elements such as maps locating important cultural, social centers in the plan area; plaques indicating historic sites; and signage to indicate the neighborhood as the Mission.	Planning and DPW	5 yrs
				8.5.3.3	Work with other city agencies to ensure that the release of city-owned surplus historic and cultural resources is contingent upon their rehabilitation in conformance with the Secretary of the Interior's Standards.	Planning	Ongoing
8.6	FOSTER PUBLIC AWARENESS AND APPRECIATION OF HISTORIC AND CULTURAL RESOURCES WITHIN THE MISSION AREA PLAN	8.6.1	Encourage public participation in the identification of historic and cultural resources within the Mission plan area.	8.6.1.1	Work with the Landmarks Preservation Advisory Board to continue to seek public participation in the development of an annual work plan for future preservation planning efforts and Article 10 designation.	Planning and the Landmarks Preservation Advisory Board	Ongoing
		8.6.2	Foster education and appreciation of historic and cultural resources within the Mission plan area among business leaders, neighborhood groups, and the general public through outreach efforts.	8.6.2.1	Develop outreach programs, literature, and internet tools such as the development of a preservation website, the creation of maps of historic districts and landmarked building, and attend public meetings in order to foster better understanding of the historic and architectural importance of the plan area.	Planning	Ongoing

			8.6.2.2	Department of Public Works will work to place plaques, signs and markers to aid in the identification of cultural and historic resources.	DPW	Ongoing
--	--	--	---------	---	-----	---------



## Showplace Square / Potrero Hill Area Plan

LAND USE							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
1.1	ENCOURAGE THE TRANSITION OF PORTIONS OF SHOWPLACE / POTRERO TO A MORE MIXED USE AND NEIGHBORHOOD-SERVING CHARACTER, WHILE PROTECTING THE CORE OF DESIGN-RELATED PDR USES	1.1.1	Revise land use controls in the core design and showroom area to protect and promote PDR activities, as well as the arts, by prohibiting construction of new housing and limiting the amount of office and retail uses that can be introduced.	1.1.1.1	Amend the Planning Code to establish a new "PDR-Design" district in this area	Planning	Upon Plan adoption
		1.1.2	In the northern part of Showplace Square (around 8th and Brannan, east of the freeway and along 16th and 17th Streets) revise land use controls to create new mixed use areas, allowing mixed-income housing as a principal use, as well as limited amounts of retail, office, and research and development uses while protecting against the wholesale displacement of PDR uses.	1.1.2.1	Amend the Planning Code to establish new "Urban Mixed Use" districts in these areas.	Planning	Upon Plan adoption
		1.1.3	Along the west side of I-280, south of Berry Street and north of 17th Street, permit and encourage innovative industries by removing controls on office uses. Investigate practical means to further define the type of office uses that would be desirable here.	1.1.3.1	Amend the Planning Code to establish an "Innovative Industries Special Use District" within portions of the PDR 1-D and UMU districts in Showplace Square.	Planning	Upon Plan adoption
				1.1.3.2	Work with the Mayor's Office of Economic and Workforce Development and other agencies to develop an implementable definition of office uses associated with Innovative Industries, and if successful, consider amending the Planning Code accordingly to encourage these types of uses and discourage other types of office uses.	Planning	2 years
		1.1.4	Allow for active ground floor uses and a more neighborhood commercial character in newly designated mixed use areas within Showplace Square	1.1.4.1	Amend the planning code to require active ground floor use and to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
1.2	IN AREAS OF SHOWPLACE/POTRERO WHERE HOUSING AND MIXED USE IS ENCOURAGED, MAXIMIZE DEVELOPMENT POTENTIAL IN KEEPING WITH NEIGHBORHOOD CHARACTER	1.2.1	Ensure that in-fill housing development is compatible with its surroundings.	1.2.1.1	Amend the Planning code to adopt design controls; See design guidelines discussed in the Built Form chapter, air quality and noise objectives below, and affordability requirements in the Housing chapter.	Planning	Upon Plan adoption
		1.2.2	In general, where residential development is permitted, control residential density through building height and bulk guidelines and bedroom mix requirements	1.2.2.1	In all new zoning districts that permit housing, amend the Planning Code to remove maximum density controls and institute building height, bulk, and bedroom mix requirements.	Planning	Upon Plan adoption

		1.2.3	Identify parts of Showplace Square where it would be appropriate to increase maximum heights for residential development.	1.2.3.1	Amend the height and bulk controls for Showplace - Potrero to increase height limits in appropriate places. (See height map in the Built Form chapter.) Develop increased levels of public benefits fees to cover these areas.	Planning	Upon Plan adoption
1.3	INSTITUTE FLEXIBLE "LEGAL NONCONFORMING USE" PROVISIONS TO ENSURE A CONTINUED MIX OF USES IN SHOWPLACE SQUARE / POTRERO	1.3.1	Continue existing legal nonconforming rules, which permit pre-existing establishments to remain legally even if they no longer conform to new zoning provisions, as long as the use was legally established in the first place.	1.3.1.1	Continue existing Planning Code regulations for legal nonconforming uses.	Planning	Completed
		1.3.2	Provide flexibility for legal housing units to continue in districts where housing is no longer permitted.	1.3.2.1	Amend the Planning Code to allow housing units in PDR districts to continue as nonconforming uses, subject to other code requirements.	Planning	Upon Plan adoption
1.4	SUPPORT A ROLE FOR "KNOWLEDGE SECTOR" BUSINESSES IN APPROPRIATE PORTIONS OF SHOWPLACE SQUARE/POTRERO HILL	1.4.1	Continue to permit manufacturing uses that support the Knowledge Sector in the Mixed Use and PDR districts of Showplace Square/Potrero Hill.	1.4.1.1	Continue to permit manufacturing uses in Mixed Use and PDR-1 districts.	Planning	Completed
		1.4.2	Allow Knowledge Sector office-type uses in portions of Showplace Square/Potrero Hill where it is appropriate.	1.4.2.1	Amend the Planning Code to permit limited amounts of office above the ground floor in Mixed Use and PDR-1-D districts.	Planning	Upon Plan adoption
		1.4.3	Identify portions of Showplace Square/Potrero Hill where it would be appropriate to allow research and development uses that support the Knowledge Sector.	1.4.3.1	Continue to permit R&D-oriented manufacturing uses in Mixed Use and PDR-1 districts. Permit limited amounts of R&D office above the ground floor in other Mixed Use and PDR-1 districts.	Planning	Ongoing
		1.4.4	Restrict the development of life science (or "biotech")-related establishments in Showplace-Potrero. However, if warranted in the future by space needs for these types of businesses, reconsider permitting these uses in some portions of the neighborhood, as long as they are buffered from existing residential areas of Potrero Hill.	1.4.4.1	As part of the Eastern Neighborhoods Monitoring Report, reevaluate citywide space needs for life-science-type uses and recommend changes to land use controls if warranted.	Planning	Upon completion of each periodic monitoring report
1.5	MINIMIZE THE IMPACT OF NOISE ON AFFECTED AREAS AND ENSURE GENERAL PLAN NOISE REQUIREMENTS ARE MET	1.5.1	Reduce potential land use conflicts by providing accurate background noise-level data for planning.	1.5.1.1	Update the 1972 San Francisco Transportation Noise-level map in the General Plan Noise Element to reflect current conditions and to ensure compatible land use planning.	Planning	Upon Plan adoption
		1.5.2	Reduce potential land use conflicts by carefully considering the location and design of both noise generating uses and sensitive uses in Showplace Square/Potrero Hill.	1.5.2.1	For proposed new uses that are expected to generate noise levels that contribute to increased ambient noise levels, work with the Department of Public Health to identify any existing sensitive uses near the location of the proposed new noise generating use and analyze the potential impacts of the proposed noise generating use on those nearby sensitive uses as part of the project design and environmental review process.	DPH	Ongoing

				1.5.2.2	For proposed new sensitive uses, work with the Department of Public Health to identify any existing noise generating uses near the location of the proposed new sensitive use and analyze the potential impacts on the proposed new sensitive use as part of project design and the environmental review process.	DPH	Ongoing
1.6	IMPROVE INDOOR AIR QUALITY FOR SENSITIVE LAND USES IN SHOWPLACE SQUARE / POTRERO HILL	1.6.1	Minimize exposure to air pollutants from existing traffic sources for new residential developments, schools, daycare and medical facilities.	1.6.1.1	For proposed sensitive uses, including residential, childcare and school facilities, work with the Department of Public Health to perform appropriate air quality exposure analysis as part of the project design and environmental review process.	DPH	Ongoing
1.7	RETAIN THE ROLE OF SHOWPLACE SQUARE AS AN IMPORTANT LOCATION FOR PRODUCTION, DISTRIBUTION, AND REPAIR (PDR) ACTIVITIES, FOCUSING IN PARTICULAR ON DESIGN RELATED ACTIVITIES	1.7.1	In areas designated for PDR, protect the stock of existing buildings used by, or appropriate for, PDR businesses by restricting conversions of industrial buildings to other building types and discouraging the demolition of sound PDR buildings.	1.7.1.1	Amend the Planning Code to extend PDR demolition controls to new PDR districts.	Planning	Upon Plan adoption
		4.3.2-1.7.2	Ensure that any future rezoning of areas within PDR districts is proposed within the context of periodic evaluation of the city's needs for PDR space.	4.3.2.4-1.7.2.1	As part of the 5-year monitoring report, Planning staff will recommend any appropriate changes to land use controls, based on new conditions.	Planning	5 years
		4.3.3-1.7.3	Require development of flexible buildings with generous floor-to-ceiling heights, large floor plates, and other features that will allow the structure to support various businesses.	4.3.3.4-1.7.3.1	Amend the Planning Code to adopt design controls; See design guidelines in the Built Form chapter.	Planning	Upon Plan adoption

#### HOUSING

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
2.1	ENSURE THAT A SIGNIFICANT PERCENTAGE OF NEW HOUSING CREATED IN THE SHOWPLACE / POTRERO IS AFFORDABLE TO PEOPLE WITH A WIDE RANGE OF INCOMES	2.1.1	Require developers in some formally industrial areas to contribute towards the City's very low, low, moderate and middle income needs as identified in the Housing Element of the General Plan.	2.1.1.1	Amend the Planning Code to designate an "Urban Mixed Use" (UMU) zoning district in some formerly industrial areas, imposing "mixed income" housing requirements	Planning	Upon Plan adoption
		2.1.2	Provide land and funding for the construction of new housing affordable to very low and low income households.	2.1.2.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to dedicate land for construction of affordable housing.	Planning	Upon Plan adoption
		2.1.3	Provide units that are affordable to households at moderate and "middle incomes" – working households earning above traditional below-market rate thresholds but still well below what is needed to buy a market priced home, with restrictions to ensure affordability continues.	2.1.3.1	Amend the Planning Code to provide options within the "mixed income" housing requirements which allow developers to construct housing priced for moderate and "middle" incomes.	Planning	Upon Plan adoption
		2.1.4	Allow single-resident occupancy hotels (SROs) and "efficiency" units to continue to be an affordable type of dwelling option, and recognize	2.1.4.1	Consider adjustments to current inclusionary policies that would enable SROs to contribute to affordable housing stock.	Planning	Upon Plan adoption

			their role as an appropriate source of housing for small households.	2.1.4.2	Amend the Planning Code to exempt SROs and other small household types such as affordable senior housing from requirements to provide a minimum of 40% two-bedroom units.	Planning	Upon Plan adoption
				2.1.4.3	Amend the Planning Code to require SRO development to adhere to moderate and "middle income" pricing requirements.	Planning	Upon Plan adoption
				2.1.4.4	Maintain an inventory of SRO hotels and units. Include in the Plan's regular monitoring program a review of affordability levels of SROs. If monitoring demonstrates that SROs are no longer a reliable source of affordable housing, revise SRO policies above.	Planning	Upon completion of each periodic monitoring report
2.2	RETAIN AND IMPROVE EXISTING HOUSING AFFORDABLE TO PEOPLE OF ALL INCOMES	2.2.1	Adopt Citywide demolition policies that discourage demolition of sound housing, and encourage replacement of affordable units.	2.2.1.1	Consider affordability and tenure type of replacement units as criteria for demolition.	Planning	Ongoing
		2.2.2	Preserve viability of existing rental units	2.2.2.1	Explore programs to acquire and rehabilitate existing at-risk rental housing	MOH	Ongoing
		2.2.3	Consider acquisition of existing housing for rehabilitation and dedication as permanently affordable housing.	2.2.3.1	The Mayor's Office of Housing will continue to allocate funds for rehabilitation projects, and pursue acquisition and rehabilitation of major projects.	MOH	2 years
		2.2.4	Ensure that at-risk tenants, including low-income families, seniors, and people with disabilities, are not evicted without adequate protection.	2.2.4.1	The Mayor's Office of Housing will work with the Rent Board and other agencies to prevent unfair evictions.	MOH	Ongoing
				2.2.4.2	The Mayor's of Housing will continue to provide housing for at-risk residents through existing programs.	MOH	Ongoing
2.3	ENSURE THAT NEW RESIDENTIAL DEVELOPMENTS SATISFY AN ARRAY OF HOUSING NEEDS WITH RESPECT TO TENURE, UNIT MIX AND COMMUNITY SERVICES	2.3.1	Target the provision of affordable units for families.	2.3.1.1	Work with the Mayor's Office of Housing to identify potential development sites for family housing.	MOH	2 years
				2.3.1.2	The Mayors Office of Housing will work with relevant city agencies to explore ways to increase public funding for family-sized units.	MOH	Ongoing
				2.3.1.3	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.2	Prioritize the development of affordable family housing, both rental and ownership, particularly along transit corridors and adjacent to community amenities.	2.3.2.1	Draft design guidelines for family friendly housing to guide development in these areas.	Planning	2 years
				2.3.2.2	Prioritize funding for family and rental units in distribution of affordable housing monies in transit and amenity-rich areas.	MOH	Ongoing
		2.3.3	Require that a significant number of units in new developments have two or more bedrooms, except Senior Housing and SRO developments.	2.3.3.1	Amend the Planning Code to eliminate residential densities, instead regulate by bedroom number.	Planning	Upon Plan adoption

				2.3.3.2	Amend the Planning Code to enable two bedroom units provided through inclusionary or other affordable housing programs to substitute for this requirement.	Planning	Upon Plan adoption
		2.3.4	Encourage the creation of family supportive services, such as childcare facilities, parks and recreation, or other facilities, in affordable housing or mixed use developments.	2.3.4.1	Ensure design guidelines contain specifications for child care facilities within multifamily housing.	Planning	2 years
				2.3.4.2	Apprise developers of available incentives, including, for example, grant funding, for licensed childcare centers.	Planning	Ongoing
		2.3.5	Explore a range of revenue-generating tools including impact fees, public funds and grants, assessment districts, and other private funding sources, to fund community and neighborhood improvements.	2.3.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure.	Planning	Upon Plan adoption
				2.3.5.2	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrators Office and Controller's Office	2 years
				2.3.5.3	MOEWD will work with the Department of Recreation and Parks to create neighborhood assessment districts to support maintenance of new parks.	MOEWD	5 years (or with establishment of new park)
				2.3.5.4	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
		2.3.6	Establish an impact fee to be allocated towards an Eastern Neighborhoods Public Benefit Fund to mitigate the impacts of new development on transit, pedestrian, bicycle, and street improvements, park and recreational facilities, and community facilities such as libraries, child care and other neighborhood services in the area.	2.3.6.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure .	Planning	Upon Plan adoption
2.4	LOWER THE COST OF THE PRODUCTION OF HOUSING	2.4.1	Require developers to separate the cost of parking from the cost of housing in both for sale and rental developments.	2.4.1.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption
				2.4.1.2	Monitor the sales prices of parking spaces in new developments, and re-evaluate policies based on information.	Planning	Ongoing
		2.4.2	Revise residential parking requirements so that structured or off-street parking is permitted up to specified maximum amounts in certain districts, but is not required.	2.4.2.1	Amend parking requirements in the Planning Code.	Planning	Upon Plan adoption

		2.4.3	Encourage construction of units that are "affordable by design."	2.4.3.1	Establish a working group including representatives of the development community, the Department of Building Inspection and the Department of Public Health to explore making changes to the Planning and Building Codes, as appropriate, that will make development less costly without compromising design excellence.	Planning	2 years
		2.4.4	Facilitate housing production by simplifying the approval process wherever possible.	2.4.4.1	Eliminate the majority of conditional use permit requirements in the Eastern Neighborhoods.	Planning	Upon Plan adoption
				2.4.4.2	Explore ways to facilitate efficient environmental review of individual projects by developing and adopting comprehensive local guidance for land use projects that includes significance thresholds, best-practice analytic methods, and standard feasible mitigations. Borrow from best practices in local guidance development from other California jurisdictions.	Planning	5 years
				2.4.4.3	Utilize state authorized infill exemptions where appropriate to limit environmental review of residential development consistent with this plan.	Planning	Ongoing
2.5	PROMOTE HEALTH THROUGH RESIDENTIAL DEVELOPMENT DESIGN AND LOCATION	2.5.1	Consider how the production of new housing can improve the conditions required for health of San Francisco residents.	2.5.1.1	In an effort to evaluate the healthfulness of project location and/or design choices, encourage new residential development projects to use the San Francisco Healthy Development Measurement Tool (HDMT) at the design or project review phase.	Planning	Ongoing
		2.5.2	Develop affordable family housing in areas where families can safely walk to schools, parks, retail, and other services.	2.5.2.1	The Mayor's Office of Housing and the SF Housing Authority will work with the Department of Recreation and Parks and the SFUSD to seek sites for family housing with good access to community amenities like parks, social services, and schools.	MOH	Ongoing
				2.5.2.2	Draft design guidelines for family friendly housing, and include guidelines for licensed childcare centers and licensed family childcare in multi-family housing.	Planning	2 years
				2.5.2.3	The Mayor's Office of Housing will work with Department of Children, Youth, and Families to co-locate affordable licensed childcare in new affordable family housing units.	MOH	Ongoing
		2.5.3	Require new development to meet minimum levels of "green" construction.	2.5.3.1	Follow pending legislation, Chapter 3C of the Building Code.	Planning	Upon Plan adoption

		2.5.4	Provide design guidance for the construction of healthy neighborhoods and buildings.	2.5.4.1	Establish a workgroup with participants from DBI, DPH, and Planning and the building design community to consider and recommend health-based building design guidelines and, where appropriate, related amendments to the Planning Code or Building Code.	DPH	5 years
2.6	CONTINUE AND EXPAND THE CITY'S EFFORTS TO INCREASE PERMANENTLY AFFORDABLE HOUSING PRODUCTION AND AVAILABILITY	2.6.1	Continue and strengthen innovative programs that help to make both rental and ownership housing more affordable and available.	2.6.1.1	Support efforts of the Mayor's Office of Housing and other City departments by continuing to provide departmental resources.	Planning	Ongoing
		2.6.2	Explore housing policy changes at the Citywide level that preserve and augment the stock of existing rental and ownership housing.	2.6.2.1	Amend the Planning Code to allow pre-existing, nonconforming units such as Live/Work loft, to pay retroactive development impact fees to achieve conformance status.	Planning	Upon Plan adoption
				2.6.2.2	Continue to monitor neighborhood support for accessory dwelling units (ADUs), and provide information to interested groups on the topic.	Planning	Ongoing
				2.6.2.3	The Mayor's Office of Housing will work with the Board of Supervisors to develop citywide housing initiatives, including bond funding, housing redevelopment programs, and employer subsidies for workforce housing.	MOH	Ongoing
		2.6.3	Research and pursue innovative revenue sources for the construction of affordable housing, such as tax increment financing, or other dedicated City funds.	2.6.3.1	The Mayor's Office of Housing will keep apprised of existing state, Federal and other housing grants and opportunities which can leverage the City's ability to construct or rehabilitate affordable housing.	MOH	Ongoing
				2.6.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### BUILT FORM

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
3.1	PROMOTE AN URBAN FORM THAT REFLECTS SHOWPLACE SQUARE AND POTRERO HILL'S DISTINCTIVE PLACE IN THE CITY'S LARGER FORM AND STRENGTHENS ITS PHYSICAL FABRIC AND CHARACTER	3.1.1	Adopt heights that are appropriate for Showplace Square's location in the city, the prevailing street width and block pattern, and the anticipated land uses, while respecting the residential character of Potrero Hill.	3.1.1.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption
		3.1.2	Development should respect the natural topography of Potrero Hill.	3.1.2.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.3	Relate the prevailing heights of buildings to street and alley width throughout the plan area.	3.1.3.1	Amend the Planning Code to set height and alley controls.	Planning	Upon Plan adoption
		3.1.4	Heights should reflect the importance of key streets in the city's overall urban pattern, while respecting the lower scale development on Potrero Hill.	3.1.4.1	Amend the Planning Code to set height controls.	Planning	Upon Plan adoption

		3.1.5	Respect public view corridors. Of particular interest are the east-west views to the bay or hills, and several north-south views towards downtown and Potrero Hill.	3.1.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.6	New buildings should epitomize the best in contemporary architecture, but should do so with full awareness of, and respect for, the height, mass, articulation and materials of the best of the older buildings that surrounds them.	3.1.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.1.7	Attractively screen rooftop HVAC systems and other building utilities from view.	3.1.7.1	Amend the Planning Code to require HVAC screening.	Planning	Upon Plan adoption
		3.1.8	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have greater flexibility as to where open space can be located.	3.1.8.1	Amend the Planning Code to allow greater flexibility for the placement of rear yards in new Mixed Use zones that do not have an established mid-block rear yard open space pattern.	Planning	Upon Plan adoption
		3.1.9	Preserve notable landmarks and areas of historic, architectural or aesthetic value, and promote the preservation of other buildings and features that provide continuity with past development.	3.1.9.1	Amend the Planning Code to allow office and housing uses without restriction in appropriate historic buildings to encourage rehabilitation and preservation.	Planning	Upon Plan adoption
		3.1.10	After results are obtained from the historic resources surveys, make necessary adjustments to these built form guidelines to ensure that new structures, particularly in historic districts, will be compatible with the surrounding historic context.	3.1.10.1	Revise design guidelines in the Showplace Square/Potrero Hill Area Plan, as appropriate upon completion of the historic resource survey	Planning	2 years
3.2	PROMOTE AN URBAN FORM AND ARCHITECTURAL CHARACTER THAT SUPPORTS WALKING AND SUSTAINS A DIVERSE, ACTIVE AND SAFE PUBLIC REALM.	3.2.1	Require high quality design of street-facing building exteriors.	3.2.1.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.2	Make ground floor retail and PDR uses as tall, roomy and permeable as possible.	3.2.2.1	Amend the Planning code to allow 15' ground floor heights and to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
		3.2.3	Minimize the visual impact of parking.	3.2.3.1	Amend the Planning code to require parking be wrapped with active uses and to minimize the size and impact of garage entrances.	Planning	Upon Plan adoption
		3.2.4	Strengthen the relationship between a building and its fronting sidewalk.	3.2.4.1	Amend the planning code to require 60% fenestration and 75% transparency.	Planning	Upon Plan adoption
		3.2.5	Building form should celebrate corner locations.	3.2.5.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption
		3.2.6	Sidewalks abutting new developments should be constructed in accordance with locally appropriate guidelines based on established best practices in streetscape design.	3.2.6.1	Adopt these requirements as design guidelines.	Planning	Upon Plan adoption



		3.2.7	Strengthen the pedestrian network by extending alleyways to adjacent streets or alleyways wherever possible, or by providing new publicly accessible mid-block rights of way.	3.2.7.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				3.2.7.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
3.3	PROMOTE THE ENVIRONMENTAL SUSTAINABILITY, ECOLOGICAL FUNCTIONING AND THE OVERALL QUALITY OF THE NATURAL ENVIRONMENT IN THE PLAN AREA	3.3.1	Require new development to adhere to a new performance-based ecological evaluation tool to improve the amount and quality of green landscaping.	3.3.1	Work with the Department of Building Inspection, Public Utilities Commission to implement these performance-based requirements.	Planning	2 years
		3.3.2	Discourage new surface parking lots and explore ways to encourage retrofitting existing surface parking lots and off-street loading areas to minimize negative effects on microclimate and stormwater infiltration. The city's Stormwater Master Plan, upon completion, will provide guidance on how best to adhere to these guidelines.	3.3.2	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC and Planning	2 years
		3.3.3	Enhance the connection between building form and ecological sustainability by promoting use of renewable energy, energy-efficient building envelopes, passive heating and cooling, and sustainable materials	3.3.3.1	Adopt these requirements as design guidelines. Follow pending legislation Chapter 13C of the Building Code.	Planning	Ongoing
		3.3.4	Compliance with strict environmental efficiency standards for new buildings is strongly encouraged.	3.3.4.1	Adopt these requirements as design guidelines.	Planning	Ongoing

#### TRANSPORTATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
4.1	IMPROVE PUBLIC TRANSIT TO BETTER SERVE EXISTING AND NEW DEVELOPMENT IN SHOWPLACE SQUARE / POTRERO HILL	4.1.1	Commit resources to an analysis of the street grid, the transportation impacts of new zoning, and mobility needs in Showplace Square Potrero Hill/Eastern Neighborhoods to develop a plan that prioritizes transit while addressing needs of all modes (transit, vehicle traffic, bicyclists, pedestrians).	4.1.1.1	The San Francisco Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), the Department of Public Works (DPW) and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Planning Implementation Study.	SFMTA	Upon Plan adoption

		4.1.1.2	As part of the Eastern Neighborhoods Transportation Implementation Planning Study, the SFMTA, SFCTA, DPW and the Planning Department should work together to identify and secure funding for the study recommendations, and collaborate to begin implementing the recommendations as soon as study findings are available.	SFMTA	2 years
4.1.2	Decrease transit travel time and improve reliability through a variety of means, such as transit-only lanes, transit signal priority, transit "queue jumps," lengthening of spacing between stops, and establishment of limited or express service.	4.1.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning should identify locations and transit lines for specific transit improvements.	SFMTA	2 years
4.1.3	Implement the service recommendations of the Transit Effectiveness Project (TEP).	4.1.3.1	SFMTA will work with other City agencies to implement the recommendations of the Transit Effectiveness Project.	SFMTA	5 years
4.1.4	Reduce existing curb cuts where possible and restrict new curb cuts to prevent vehicular conflicts with transit on important transit and neighborhood commercial streets.	4.1.4.1	Amend the Planning Code to restrict construction of curb cuts on key pedestrian and transit streets.	Planning	Upon Plan adoption
4.1.5	Ensure Muni's storage and maintenance facility needs are met to serve increased transit demand and provide enhanced service.	4.1.5.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, Planning, SFMTA and SFCTA will identify future transit facility needs in the Eastern Neighborhoods.	SFMTA	2 years
4.1.6	Improve public transit service linking Showplace Square / Potrero Hill to the downtown core and regional transit hubs including Market Street, 4th and King Caltrain station, Civic Center BART station, 16th Street BART station, and the Transbay Terminal.	4.1.6.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, the San Francisco County Transportation Authority (SFCTA) and Planning should identify specific transit service improvements and funding.	SFMTA	2 years
4.1.7	Improve direct transit connectivity from downtown and Mission Bay to Potrero Hill.	4.1.7.1	SFMTA will implement planned bus route changes to the #30 or #45 bus.	SFMTA	5 years
4.1.8	To the extent possible, balance competing land use and transportation-related priorities for 16th Street in Showplace Square to improve transit speed and reliability.	4.1.8.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will further explore feasibility of 16th Street transit improvements.	SFMTA	2 years
4.1.9	Study the possibility of creating a "premium" transit service such as Bus Rapid Transit or implementing high-level transit preferential treatments for segments of Mission Street, 16th Street and Potrero Avenue.	4.1.9.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will further explore feasibility of high-level transit treatments for segments of Mission Street, 16th Street and Potrero Avenue.	SFMTA	2 years
4.1.10	Consider grade separation of the Caltrain tracks at 16th Street as part of a future high speed rail project.	4.1.10.1	SFMTA, SFCTA, and Planning will work with Caltrain and the California High-Speed Rail Authority in planning for future high-speed rail improvements.	SFMTA	10 years

4.2	INCREASE TRANSIT RIDERSHIP BY MAKING IT MORE COMFORTABLE AND EASIER TO USE	4.2.1	Improve the safety and quality of streets, stops and stations used by transit passengers.	4.2.1.1	As part of Eastern Neighborhoods Transportation Implementation Study, SFMTA DPW and Planning will identify key transit streets, stops and stations to be prioritized for improvements.	SFMTA	2 years
		4.2.2	Provide comprehensive and real-time passenger information, both on vehicles and at stops and stations.	4.2.2.1	SFMTA, BART and Caltrain will establish programs for improved passenger information in the Eastern Neighborhoods.	SFMTA, BART, Caltrain	5 years
4.3	ESTABLISH PARKING POLICIES THAT IMPROVE THE QUALITY OF NEIGHBORHOODS AND REDUCE CONGESTION AND PRIVATE VEHICLE TRIPS BY ENCOURAGING TRAVEL BY NON-AUTO MODES	4.3.1	For new residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing reasonable parking caps.	4.3.1.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.2	For new non-residential development, provide flexibility by eliminating minimum off-street parking requirements and establishing caps generally equal to the previous minimum requirements. For office uses, parking should be limited relative to transit accessibility.	4.3.2.1	Amend the Planning Code.	Planning	Upon Plan adoption
		4.3.3	Make the cost of parking visible to users, by requiring parking to be rented, leased or sold separately from residential and commercial space for all new major development.	4.3.3.1	Apply existing provisions in Code Section 167 to Showplace Square / Potrero Hill.	Planning	Upon Plan adoption
		4.3.4	Encourage, or require where appropriate, innovative parking arrangements that make efficient use of space, particularly where cars will not be used on a daily basis.	4.3.4.1	Amend the Planning Code to allow, and in some cases require, the use of mechanical parking lifts, tandem parking arrangements or valet services in lieu of independently accessible parking arrangements.	Planning	Upon Plan adoption
		4.3.5	Permit construction of new parking garages in Mixed Use districts only if they are part of shared parking arrangements that efficiently use space, are appropriately designed, and reduce the overall need for off-street parking in the area.	4.3.5.1	Amend the Planning Code to require that any new parking garages be part of mixed-use development, be wrapped in active uses, be generally available to the public, provide ample spaces for car sharing vehicles, and not be sited on key transit, neighborhood commercial, or pedestrian street frontages.	Planning	Upon Plan adoption
		4.3.6	Reconsider and revise the way that on-street parking is managed in both commercial and residential districts in order to more efficiently use street parking space and increase turnover and parking availability.	4.3.6.1	SFMTA and SFCTA will continue to study implementation of best practices in parking management.	SFMTA & SFCTA	Ongoing
4.4	SUPPORT THE CIRCULATION NEEDS OF EXISTING AND NEW PDR USES IN SHOWPLACE SQUARE / POTRERO HILL	4.4.1	Provide an adequate amount of short term, on-street curbside freight loading spaces in PDR areas of Showplace Square.	4.4.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will determine if adequate on-street truck parking spaces are provided in Showplace Square / Potrero. If needed, SFMTA will pursue implementation of new truck parking spaces and meters.	SFMTA	2 years
		4.4.2	Continue to require off-street facilities for freight loading and service vehicles in new large non-residential developments.	4.4.2.1	Continue to enforce Planning Code provisions regarding off-street freight loading.	Planning	Ongoing

		4.4.3	In areas with a significant number of PDR establishments, design streets to serve the needs and access requirements of trucks while maintaining a safe pedestrian environment.	4.4.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify where conflicts exist between PDR vehicles and pedestrians and propose appropriate mitigations.	SFMTA	2 years
				4.4.3.2	SFMTA will assess current priority freight routes as identified in the General Plan, actual truck volumes on streets, and impacts of truck route proximity to residential zoning.	SFMTA	10 years
4.5	CONSIDER THE STREET NETWORK IN SHOWPLACE SQUARE/POTRERO HILL AS A CITY RESOURCE ESSENTIAL TO MULTI-MODAL MOVEMENT AND PUBLIC OPEN SPACE	4.5.1	Maintain a strong presumption against the vacation or sale of streets or alleys except in cases where significant public benefits can be achieved.	4.5.1.1	Evaluate street vacation or sale proposals for consistency with the General Plan.	Planning	Ongoing
		4.5.2	As part of a development project's open space requirement, require publicly accessible alleys that break up the scale of large developments and allow additional access to buildings in the project.	4.5.2.1	Amend the Planning Code to require developments on properties with 300 or more feet of street frontage on a block face longer than 400' to provide a minimum 20-foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
				4.5.2.2	Encourage developments on properties with 100 feet or more, but less than 300 feet of street frontage in the middle one-third of a block face longer than 400' to provide a 10-20 foot-wide publicly accessible mid-block right of way and access easement for the entire depth of the property, connecting to existing streets or alleys. This can be applied toward a development's open space requirement.	Planning	Upon Plan adoption
		4.5.3	Redesign underutilized streets in the Showplace Square area for creation of Living Streets and other usable public space or to facilitate transit movement.	4.5.3.1	The Planning Department will accommodate the SFMTA's planned reroute of the #30 or #45 Muni bus from downtown through Mission Bay and Showplace Square into Potrero Hill.	Planning	10 years
				4.5.3.2	See the Streets and Open Space chapter for a discussion of Living Streets and public space concepts.	Planning	Upon Plan adoption
4.6	SUPPORT WALKING AS A KEY TRANSPORTATION MODE BY IMPROVING PEDESTRIAN CIRCULATION WITHIN SHOWPLACE SQUARE / POTRERO HILL AND TO OTHER	4.6.1	Use established street design standards and guidelines to make the pedestrian environment safer and more comfortable for walk trips.	4.6.1.1	SFMTA, the Department of Public Works (DPW), the Public Utilities Commission (PUC) and Planning will use accepted street design guidelines to guide street improvements.	Planning	Ongoing

	AND TO OTHER PARTS OF THE CITY	4.6.2	Prioritize pedestrian safety improvements at intersections and in areas with historically high frequencies of pedestrian injury collisions.	4.6.2.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will propose pedestrian improvements targeting locations – including intersections, street segments, and small areas - with high frequencies of pedestrian injury collisions.	SFMTA	2 years
		4.6.3	Improve pedestrian connections between Showplace Square / Potrero Hill and Mission Bay.	4.6.3.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will identify pedestrian improvements to better link the neighborhoods..	SFMTA	2 years
		4.6.4	Facilitate improved pedestrian crossings at several locations along 16th Street to better connect Potrero Hill to the Showplace Square area.	4.6.4.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will select appropriate pedestrian improvements for 16th Street.	DPW	2 years
		4.6.5	Facilitate completion of the sidewalk network in Showplace Square / Potrero Hill, especially where new development is planned to occur.	4.6.5.1	The Department of Public Works (DPW) and SFMTA should work with developers and property owners in areas lacking sidewalks to plan and fund new sidewalk construction.	DPW	Ongoing
4.7	IMPROVE AND EXPAND INFRASTRUCTURE FOR BICYCLING AS AN IMPORTANT MODE OF TRANSPORTATION	4.7.1	Provide a continuous network of safe, convenient and attractive bicycle facilities connecting Showplace Square / Potrero Hill to the citywide bicycle network and conforming to the San Francisco Bicycle Plan.	4.7.1.1	The SFMTA's Bicycle Program will work to implement planned bicycle network improvements.	SFMTA	Ongoing
				4.7.1.2	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA and Planning will evaluate additional areas for potential bicycle improvements.	SFMTA	2 years
		4.7.2	Provide secure, accessible and abundant bicycle parking, particularly at transit stations, within shopping areas and at concentrations of employment.	4.7.2.1	The SFMTA's Bicycle Program will prioritize locations for additional bicycle parking.	SFMTA	Ongoing
		4.7.3	Explore feasibility of the Mission Creek Bikeway project.	4.7.3.1	SFMTA, SFCTA and Planning will evaluate issues surrounding implementation of the Mission Creek Bikeway.	SFMTA	2 years
4.8	ENCOURAGE ALTERNATIVES TO CAR OWNERSHIP AND THE REDUCTION OF PRIVATE VEHICLE TRIPS	4.8.1	Continue to require car-sharing arrangements in new residential and commercial developments, as well as any new parking garages.	4.8.1.1	Continue to enforce the Planning Code provisions requiring car-sharing spaces in new developments.	Planning	Ongoing
		4.8.2	Require large retail establishments, particularly supermarkets, to provide shuttle and delivery services to customers.	4.8.2.1	Amend Planning Code to require such services be provided by retail uses over 20,000 sf.	Planning	Upon Plan adoption
		4.8.3	Develop a Transportation Demand Management (TDM) program for the Eastern Neighborhoods that provides information and incentives for employees, visitors and residents to use alternative transportation modes and travel times.	4.8.3.1	Amend Planning Code to require as a condition of approval for new large office development or substantial alteration, the provision of "transportation demand management" programs or onsite transportation brokerage services.	Planning	Upon Plan adoption

				4.8.3.2	Planning, SFMTA, SFCTA and the Department of the Environment will develop a plan for implementation of Transportation Demand Management (TDM) measures in the Eastern Neighborhoods, which will include TDM program benchmarks and periodic monitoring to determine the success of measures and needed revisions in standards, charges and procedures.	Planning	5 years
				4.8.3.3	Work with SFMTA, SFCTA, Department of the Environment and Mayor's Office of Housing to explore the feasibility of a program requiring that transit passes be provided to residents in large new developments (i.e. 50+ units) as part of homeowner association fees or other methods.	Planning & SFMTA	5 yrs
4.9	FACILITATE MOVEMENT OF AUTOMOBILES BY MANAGING CONGESTION AND OTHER NEGATIVE IMPACTS OF VEHICLE TRAFFIC	4.9.1	Introduce traffic calming measures where warranted to improve pedestrian safety and comfort, reduce speeding and traffic spillover from arterial streets onto residential streets and alleyways.	4.9.1.1	As part of the Eastern Neighborhoods Transportation Implementation Study, SFMTA, SFCTA and Planning will evaluate locations that warrant traffic calming measures in Showplace Square / Potrero Hill.	SFMTA	2 yrs
		4.9.2	Decrease auto congestion through implementation of Intelligent Traffic Management Systems (ITMS) strategies such as smart parking technology, progressive metering of traffic signals and the SFMTA "SFGO" program.	4.9.2.1	SFMTA will evaluate the potential for increased use of ITMS in Showplace Square/ Potrero Hill.	SFMTA	Ongoing
4.10	DEVELOP A COMPREHENSIVE FUNDING PLAN FOR TRANSPORTATION IMPROVEMENTS	4.10.1	As part of the Eastern Neighborhoods Public Benefits Program, pursue funding for transit, pedestrian, bicycle and auto improvements through developer impact fees, in-kind contributions, community facilities districts, dedication of tax revenues, and state or federal grant sources.	4.10.1.1	As part of Eastern Neighborhoods Transportation Implementation Planning Study, SFMTA, SFCTA, DPW and Planning will develop a funding strategy for transportation improvements identified in the study.	SFMTA	2 yrs
				4.10.1.2	Amend the Planning Code to require impact fees to address the impact of new residential and non-residential development on neighborhood infrastructure and be applied towards transit and transportation improvements.	Planning	Upon Plan adoption
				4.10.1.3	The City Administrator's Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	City Administrator's Office and Controller's Office	2 years

				4.10.1.4	The Capital Planning Committee shall give consideration toward "emerging needs" improvements that are part of adopted area plans for funding from the Capital Plan, should its current priorities of seismic improvements, good repair/renewal needs, disability access improvements, and branch library improvement program allow.	Capital Planning Committee	5 years
				4.10.1.5	During the City's budgeting process, the Mayor and the Board of Supervisors should support the completion of already funded projects, and wherever possible leverage General or other Citywide funding towards public improvements, in the Eastern Neighborhoods	Mayor's Office	Ongoing
				4.10.1.6	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, shall establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				4.10.1.7	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years

#### STREETS AND OPEN SPACE

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
5.1	PROVIDE PUBLIC PARKS AND OPEN SPACES THAT MEET THE NEEDS OF RESIDENTS, WORKERS AND VISITORS	5.1.1	Identify opportunities to create new public parks and open spaces and provide at least one new public park or open space serving Showplace/Potrero Hill.	5.1.1.1	Evaluate sites for the ability to provide opportunities for passive and active recreation. Work with the Recreation and Park Department to identify a site that is a minimum of 1/4 acre, but preferably up to one acre in Showplace Square/Potrero Hill plan area.	Planning and RPD	10 years
				5.1.1.2	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on public open space.	Planning	Upon Plan adoption
				5.1.1.3	The City Administrators Office and Controller's Office shall establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Mayor's Office	2 years

				5.1.1.4	The Mayor's Office of Economic and Workforce development, in cooperation with Planning, will establish a Public Benefits Finance Working Group to explore and implement creative methods of financing/ implementing the Eastern Neighborhoods Public Benefits Program, including tax increment financing, CFDs, neighborhood partnerships such as commercial district CBDs and park assessment districts.	Mayor's Office, Planning	Upon Plan Adoption
				5.1.1.5	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
				5.1.1.6	Employ public, participatory process in design of and selection of facilities in new public open spaces.	RPD	Prior to Park Acquisition
		5.1.2	Require new residential and commercial development to contribute to the creation of public open space.	5.1.2.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on open space.	Planning	Upon Plan Adoption
5.2	ENSURE THAT NEW DEVELOPMENT INCLUDES HIGH QUALITY PRIVATE OPEN SPACE	5.2.1	Require new residential and mixed-use residential development to provide on-site private open space designed to meet the needs of residents.	5.2.1.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible.	Planning	Upon Plan Adoption
		5.2.2	Establish requirements for commercial development to provide on-site open space.	5.2.2.1	Amend the Planning Code to apply requirements for open space for commercial development to all of the Eastern Neighborhoods but allow an in-lieu open space fee if project sponsors are unable to provide the space on-site due to site constraints.	Planning	Upon Plan adoption
		5.2.3	Encourage private open space to be provided as common spaces for residents and workers of the building wherever possible.	5.2.3.1	Amend the Planning Code to remove the current provision that disincentivizes common open space. Instead, allow sponsors the option to provide space as common or as private open space.	Planning	Upon Plan Adoption
		5.2.4	Encourage publicly accessible open space as part of new residential and commercial development.	5.2.4.1	Amend the Planning Code to require that all residential developments provide 80 square feet of open space per unit, with an allowance of a 1/3 reduction in the requirement if the open space is publicly accessible. Allow 50% of this required open space to be off-site if within 800 feet of the project site.	Planning	Upon Plan adoption
				5.2.4.2	Amend the Planning Code to incentivize commercial developments to provide their open space as publicly accessible open space.	Planning	Upon Plan adoption



		5.2.5	New development should respect existing patterns of rear yard open space. Where an existing pattern of rear yard open space does not exist, new development on mixed-use-zoned parcels should have flexibility as to where open space can be located.	5.2.5.1	Amend the Planning Code to apply existing allowances for greater flexibility for the placement of rear yards for projects that do not have an established mid-block rear yard open space pattern to the new Mixed Use zones in the Showplace Square/Potrero area.	Planning	Upon Plan Adoption
		5.2.6	Ensure quality open space is provided in flexible and creative ways, adding a well used, well-cared for amenity for residents of a highly urbanized neighborhood. Private open space should meet the following design guidelines: A. Designed to allow for a diversity of uses, including elements for children, as appropriate. B. Maximize sunlight exposure and protection from wind C. Adhere to the performance-based evaluation tool.	5.2.6.1	Amend the Planning code to require private open spaces follow these design controls.	Planning	Upon Plan Adoption
5.3	CREATE A NETWORK OF GREEN STREETS THAT CONNECTS OPEN SPACES AND IMPROVES THE WALKABILITY, AESTHETICS AND ECOLOGICAL SUSTAINABILITY OF THE NEIGHBORHOOD	5.3.1	Redesign underutilized portions of streets as public open spaces, including widened sidewalks or medians, curb bulb-outs, "living streets" or green connector streets.	5.3.1.1	Identify and map areas in need of improvement. Work with DPW and MTA to prioritize improvements.	Planning with assistance from MTA and DPW	2 years
		5.3.2	Maximize sidewalk landscaping, street trees and pedestrian scale street furnishing to the greatest extent feasible.	5.3.2.1	Review all projects against street design guidelines and standards prior to project approval to ensure that new developments improve adjacent street frontages according to the latest guidelines and standards.	Planning	Upon Plan Adoption
		5.3.3	Design the intersections of major streets to reflect their prominence as public spaces.	5.3.3.1	Identify and map areas in need of improvement. Work with DPW and SFMTA to prioritize improvements.	Planning	2 years
		5.3.4	Enhance the pedestrian environment by requiring new development to plant street trees along abutting sidewalks. When this is not feasible, plant trees on development sites or elsewhere in the plan area.	5.3.4.1	Amend Planning Code to require that a project sponsor provide an in-lieu payment to DPW/Bureau of Urban Forest for a tree to be planted and maintained within Showplace Square/Potrero Hill should it not be possible to plant a tree every 20 feet.	Planning	Upon Plan Adoption
		5.3.5	Significant above grade infrastructure, such as freeways, should be retrofitted with architectural lighting to foster pedestrian connections beneath.	5.3.5.1	The Department of Public Works will work with CalTrans to encourage lighting along the freeways.	DPW	5 years
		5.3.6	Where possible, transform unused freeway and rail rights-of-way into landscaped features that provide a pleasant and comforting route for pedestrians.	5.3.6.1	Identify and map excess portions of freeway right of way.	DPW	2 years
				5.3.6.2	Identify agency ownership of space.	DPW	2 years
				5.3.6.3	The Department of Public Works will work with CalTrans to develop a plan to meet existing landscaping requirements per existing CalTrans code.	DPW	2 years

		5.3.7	Develop a comprehensive public realm plan for Showplace Square that reflects the differing needs of streets based upon their predominant land use, role in the transportation network, and building scale.	5.3.7.1	The Municipal Transportation Agency (SFMTA), San Francisco County Transportation Authority (SFCTA), Department of Public Works (DPW) and the Planning Department will work together to develop the scope, funding and schedule for the Eastern Neighborhoods Transportation Implementation Planning Study.	SFMTA	2 years
5.4	THE OPEN SPACE SYSTEM SHOULD BOTH BEAUTIFY THE NEIGHBORHOOD AND STRENGTHEN THE ENVIRONMENT	5.4.1	Increase the environmental sustainability of Showplace Square/Potrero Hill's system of public and private open spaces by improving the ecological functioning of all open space.	5.4.1.1	Work with the Department of Building Inspection and Public Utilities Commission to implement landscaping and stormwater requirements.	Planning	Upon Plan Adoption
		5.4.2	Explore ways to retrofit existing parking and paved areas to minimize negative impacts on microclimate and allow for stormwater infiltration.	5.4.2.1	Work with the PUC on the Stormwater Master Plan and explore incentives that would encourage the retrofit of existing parking areas.	PUC	Upon Plan Adoption
		5.4.3	Encourage public art in existing and proposed open spaces.	5.4.3.1	Work with neighborhood groups and the San Francisco Arts Commission to expand public art exhibits.	Arts Commission	10 years
5.5	ENSURE THAT EXISTING OPEN SPACE, RECREATION AND PARK FACILITIES ARE WELL MAINTAINED	5.5.1	Prioritize funds and staffing to better maintain existing parks and obtain additional funding for a new park and open space facilities.	5.5.1.1	The Recreation and Park Department will determine level of staffing resources required to adequately maintain existing and proposed park sites.	RPD	Upon Plan Adoption
				5.5.1.2	MOEWD will work with the Recreation and Park Department to pursue alternate financing mechanisms for ongoing maintenance, including Community Benefits Districts, Business Improvement Districts, and landscape assessment districts.	MOEWD	2 years
		5.5.2	Renovate run-down or outmoded park facilities to provide high quality, safe and long-lasting facilities. Identify at least one existing park or recreation facility in Showplace Square/Potrero Hill for renovation.	5.5.2.1	Work with Recreation and Park Department to identify necessary capital improvements at existing park sites.	RPD	10 years
				5.5.2.2	Seek to direct impact fees and/or other new revenues generated by new development for improvements to existing parks.	Planning	Upon Plan Adoption
		5.5.3	Explore opportunities to use existing recreation facilities, such as school yards, more efficiently.	5.5.3.1	Work with the Recreation and Park Department, the Mayor's Office of Education, and the San Francisco Unified School District to expand the pilot program to open school yards on weekends to the public.	Mayor's Office of Education/Mayor's Greening Director	5 years
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>							
OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
6.1	SUPPORT THE ECONOMIC WELLBEING OF A VARIETY OF BUSINESSES IN THE EASTERN NEIGHBORHOODS	6.1.1	Provide business assistance for new and existing PDR businesses in the Eastern Neighborhoods.	6.1.1.1	The Mayor's Office of Economic and Workforce Development (MOEWD) will continue to administer the Industrial Business Initiative to retain existing PDR businesses, identify and target industrial sectors poised for job growth, and support the creation of competitive industrial business districts.	MOEWD	Ongoing

			6.1.1.2	PDR businesses will continue to be staffed by an MOEWD industrial manager who serves as a single point of contact for information on real estate, technical assistance, tax incentives, workforce training and hiring programs, and assistance navigating city government.	MOEWD	Ongoing
			6.1.1.3	MOEWD will continue to provide assistance in the creation of sector specific industrial business associations.	MOEWD	Ongoing
	6.1.2	Provide business assistance for new and existing Knowledge Sector businesses in the Eastern Neighborhoods.	6.1.2.1	Targeted Knowledge Sector industries will be staffed by MOEWD sector specific industry managers, who serve as a single-point of contact for information on real estate, tax incentives, workforce training and hiring programs, and assistance navigating city government. Targeted Knowledge Sector industries may include but not be limited to clean technology, life science and digital media.	MOEWD	Ongoing
			6.1.2.2	MOEWD Knowledge Sector Industry Initiatives will retain existing businesses, work to recruit and support the growth of new Knowledge Sector businesses, and develop initiatives to strengthen and grow the industry in San Francisco.	MOEWD	Ongoing
	6.1.3	Provide business assistance for new and existing small businesses in the Eastern Neighborhoods.	6.1.3.1	Develop a strategic plan in collaboration with MOEWD, the Mayor's Office of Community Development (MOCD), local Neighborhood Economic Development Organizations and the Small Business Commission. This strategic plan will focus on creating a system to manage small business interaction with the City, providing outreach to local businesses, exploring financial incentive programs, designating the roles and responsibilities of relevant city agencies and non-profit partners, and streamlining the permit and licensing process for new and existing small businesses.	MOEWD	2 years
			6.1.3.2	Create business assistance resources that includes: web, print, telephone and a "one-stop" small business technical assistance center.	MOEWD	2 years
			6.1.3.3	To support both the economic and environmental benefits of participating in the green business movement, MOEWD will encourage commercial businesses in the Eastern Neighborhoods to seek green business certification.	MOEWD	Ongoing

6.2	INCREASE ECONOMIC SECURITY FOR WORKERS BY PROVIDING ACCESS TO SOUGHT-AFTER JOB SKILLS	6.2.1	Provide workforce development training for those who work in and live in the Eastern Neighborhoods, particularly those who do not have a college degree.	6.2.1.1	MOEWD is focused on seven industries for employment and training services and business service development. These industries were identified because they currently require a significant number of jobs, or are expected to in the near future. The seven industries are: Health Care and Social Assistance, Biotechnology, Information Technology, Hospitality, Retail, Construction, and Transportation. MOEWD and HSA will identify strategies to link low income and low skilled San Francisco residents to sector based training programs for skills development.	MOEWD and HSA	Ongoing
				6.2.1.2	MOEWD and HSA will continue to identify and develop high quality sector-based training programs that have the capacity to transition program participants into sustainable employment.	MOEWD and HSA	Ongoing
				6.2.1.3	MOEWD will continue to develop a citywide strategic workforce development plan. The planning process incorporates the assistance of MOEWD's workforce partners. The partners include representatives from educational institutions (both K-12 and higher education); labor unions; workforce not-for profits; government entities and employers.	MOEWD	Ongoing

#### COMMUNITY FACILITIES

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
7.1	PROVIDE ESSENTIAL COMMUNITY SERVICES AND FACILITIES	7.1.1	Support the siting of new facilities to meet the needs of a growing community and to provide opportunities for residents of all age levels.	7.1.1.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facilities.	Planning	Ongoing
				7.1.1.2	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Ongoing
				7.1.1.3	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non-profits.	Planning	Ongoing
		7.1.2	Recognize the value of existing facilities and support their expansion and continued use.	7.1.2.1	Utilize existing city revenue and impact fee revenue to expand existing facilities to support increased usage from new residents.	RPD, MOCD	Upon Plan adoption

		7.1.2.2	Work with the San Francisco Unified School District, the Department of Children Youth and Families, the San Francisco Redevelopment Agency and the Mayor's Office of Community Development to explore revitalizing older or closed schools and other unused community and public facilities as multi-use facilities, with joint use agreements and leases or other appropriate arrangements that permit co-location of neighborhood services such as youth-serving community-based organizations, low-income clinics, recreation centers and job skills training sites.	Mayor's Office and SFUSD	10 years
		7.1.2.3	The Mayor and the SFUSD will continue monitoring the pilot program that enables use of selected school playgrounds on weekends and select holidays, and work with the Department of Children, Youth, and Families and other agencies to continue exploring possibilities for joint use of school playgrounds outside of school hours. (See Streets and Open Space Chapter for further discussion).	Mayor's Office and SFUSD	5 years
7.1.3	Ensure childcare services are located where they will best serve neighborhood workers and residents	7.1.3.1	Ensure that zoning permits childcare facilities in schools, near residential	Planning	Upon Plan adoption
		7.1.3.2	Continue to require office or hotel development projects to pay the childcare impact fee to mitigate the impact on the availability of child-care facilities.	Planning	Ongoing
		7.1.3.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on neighborhood infrastructure, including community facilities such as child care facilities.	Planning	Upon Plan adoption
		7.1.3.4	Amend the Planning Code to enable large-scale development to meet fee obligations through in-kind provision of a City-approved community facility, where such a facility meets a demonstrated community need.	Planning	Upon Plan adoption
7.1.4	Seek the San Francisco Unified School District's consideration of new middle school options in this neighborhood, or in the Central Waterfront or East SoMa neighborhoods, or the expansion of existing schools to accommodate middle school demand from projected population growth in the Eastern Neighborhoods.	7.1.4.1	Work with the San Francisco Unified School District, as new development occurs in this area, to continue to monitor attendance and population trends in the Central Waterfront, and the Potrero Hill and East SoMa neighborhoods, as well as future school relocation, closure and merger decisions data to determine the need for new or expanded school facilities.	Mayor's Office of Education and SFUSD	Ongoing

		7.1.5	Ensure public libraries that serve the plan area have sufficient materials to meet projected growth to continue quality services and access for residents of the area.	7.1.5.1	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community infrastructure, including library materials, in the project area.	Planning	Upon Plan adoption
7.2	ENSURE CONTINUED SUPPORT FOR HUMAN SERVICE PROVIDERS AND SOCIAL AND CULTURAL INSTITUTIONS THROUGHOUT THE EASTERN NEIGHBORHOODS	7.2.1	Promote the continued operation of existing human and health services that serve low-income and immigrant communities in the Eastern Neighborhoods.	7.2.1.1	Work with the Mayor's Office of Community Development, local economic development organizations and other relevant organizations to explore providing financial incentive programs and other strategies to protect existing facilities from displacement.	MOCD	Ongoing
		7.2.2	Encourage new facilities and spaces for providers of services such as English as a Second Language, employment training services, art, education and youth programming.	7.2.2.1	The Mayor's Office of Community Development will serve to connect interested project sponsors with neighborhoods to develop mutually supportive development plans in areas with identified service gaps.	MOCD	Ongoing
				7.2.2.2	Encourage development agreements that provide favorable leases or purchase agreements to needed community facilities providers and non profits.	Planning	Ongoing
				7.2.2.3	Amend the Planning Code to require impact fees for new residential and non-residential development to address their impact on community facility space in the project area.	Planning	Upon Plan Adoption
		7.2.3	Explore a range of revenue-generating tools to support the ongoing operations and maintenance of community facilities, including public funds and grants as well as private funding sources.	7.2.3.1	The Mayor's Office of Community Development will work in cooperation with implementing agencies to secure grant and bond funding for community services.	MOCD	Ongoing
				7.2.3.2	Work in cooperation with other City agencies, to support state law changes that will enable use of tax increment financing to support plan based improvements and explore how programs could be implemented in the Eastern Neighborhoods.	Planning	2 years
				7.2.3.3	MOEWD will work with the Recreation and Park Department and other city agencies to create neighborhood assessment districts to support maintenance of new recreation and community facilities.	MOEWD	5 years
				7.2.3.4	All implementing agencies will continue coordinated efforts to prioritize adopted area plans for state and regional funding applications, including bonds and grants.	All agencies	Ongoing
				7.2.3.5	The City Administrators Office and Controller's Office will establish a Grant Coordination Officer/Office to maintain responsibility for the coordination of funding applications throughout the City to secure grant and bond funding for community improvements.	Office of the Controller, City Administrator	2 years

		7.2.4	Support efforts to preserve and enhance social and cultural institutions.	7.2.4.1	The Arts Commission will work to secure grant and bond funding for social and cultural institutions.	Arts Commission	Ongoing
				7.2.4.2	Recognize the work of cultural and social institutions in Showplace Square through creative strategies - events, awards, and physical signs and placards - that acknowledge their contributions.	Arts Commission	Ongoing
		7.2.5	Encourage the creation of new social and cultural facilities in the Showplace Square / Potrero Hill area.	7.2.5.1	The Mayors Office of Community Development will connect interested project sponsors with social and cultural organizations to develop mutually supportive development plans.	MOCD	Ongoing
				7.2.5.2	Encourage development agreements that provide favorable leases or purchase agreements to new social and cultural facilities.	Planning	Ongoing

#### HISTORIC PRESERVATION

OBJECTIVES		POLICIES		IMPLEMENTATION		LEAD AGENCY	TIMELINE
#	Objective	#	Policy	#	Action		
8.1	IDENTIFY AND EVALUATE HISTORIC AND CULTURAL RESOURCES WITHIN THE SHOWPLACE SQUARE AREA PLAN	8.1.1	Conduct context-based historic resource surveys within the Showplace Square Area Plan.	8.1.1.1	Complete a survey of historical resources in the Showplace Square area by the end of 2008.	Planning	2 years
		8.1.2	Pursue formal designation of the Showplace Square historic and cultural resources, as appropriate.	8.1.2.1	Support nominations for listing of resources on the National Register or California Register, as well as nominations for local designation under Article 10 of the Planning Code in conformance with the Landmarks Preservation Advisory Board's annual work plan and based on the results of the historic resource surveys within the Showplace Square plan area.	Planning	5 years
		8.1.3	Recognize and evaluate historic and cultural resources that are less than fifty years old and may display exceptional significance to the recent past.	8.1.3.1	Continue to identify and document significant cultural, social and architectural resources from the recent past through survey, property specific historic resource evaluations and context development.	Planning	Ongoing
8.2	PROTECT, PRESERVE, AND REUSE HISTORIC RESOURCES WITHIN THE SHOWPLACE SQUARE AREA PLAN	8.2.1	Protect individually significant historic and cultural resources and historic districts in the Showplace Square Area Plan from demolition or adverse alteration.	8.2.1.1	A Planning Department Preservation Technical Specialist will work with neighborhood planning to carefully evaluate projects for their impacts to historic resources as well as to the overall historic character of the area.	Planning	Ongoing
				8.2.1.2	Scrutinize all proposals to demolish or significantly alter any historic or cultural resource within the Showplace Square plan area in an effort to protect the character and quality of historic and cultural resources.	Planning	Ongoing

				8.2.1.3	Develop design guidelines that provide guidance for the rehabilitation of the Showplace Square Area Plan's historic resources. The design guidelines will provide specific examples and case studies as guidance for appropriate historic rehabilitation in order to prevent adverse alteration.	Planning	5 years
		8.2.2	Apply the Secretary of the Interior's Standards for the Treatment of Historic Properties in conjunction with the Showplace Square Area Plan objectives and policies for all projects involving historic or cultural resources.	8.2.2.1	A Planning Department Preservation Technical Specialist will apply the Secretary of the Interior Standards for the Treatment of Historic Properties in conjunction with the preservation policies and objectives of the Showplace Square Area Plan to minimize the overall impact upon historic or cultural resources.	Planning	Ongoing
		8.2.3	Promote and offer incentives for the rehabilitation and adaptive reuse of historic buildings in the Showplace Square plan area.	8.2.3.1	Amend the Planning Code to allow for market rate housing in certain planning districts where such designation promotes preservation and rehabilitation of historic or cultural resources pursuant to the Secretary of the Interior's Standards.	Planning	Upon plan adoption
8.3	ENSURE THAT HISTORIC PRESERVATION CONCERNS CONTINUE TO BE AN INTEGRAL PART OF THE ONGOING PLANNING PROCESSES FOR THE SHOWPLACE SQUARE PLAN AREA AS THEY EVOLVE OVER TIME	8.3.1	Pursue and encourage opportunities consistent with the objectives of historic preservation, to increase the supply of affordable housing within the Showplace Square plan area.	8.3.1.1	Work with the Mayor's Office of Housing to develop protocols that address the need for housing while allowing for the continued preservation and use of historic and cultural resources within the Showplace Square plan area, particularly those that were previously developed for industrial uses.	Planning and the Mayor's Office of Housing	5 years
				8.3.1.2	Continue to work with the Department of Building Inspection to apply priority processing of all applications filed for projects that provide 100% affordable housing to low and moderate income households.	Planning and DBI	Ongoing
				8.3.1.3	Continue to work with the public agencies and the private sector to develop legislation and programs for projects that retain and rehabilitate historic resources for low-income and workforce housing.	Planning and MOH	5 years
		8.3.2	Ensure a more efficient and transparent evaluation of project proposals which involve historic resources and minimize impacts to historic resources per CEQA guidelines.	8.3.2.1	Update Bulletin #16, "City and County of San Francisco Planning Department CEQA Review Procedures for Historic Resources" which outlines the requirements and procedures regarding how a property is evaluated as a potential historic resource and whether proposals are in keeping with current preservation policies.	Planning	5 years
		8.3.3	Prevent destruction of historic and cultural resources resulting from owner neglect or inappropriate actions.	8.3.3.1	Seek remedies in cases of neglect or impairment of historic or cultural resources through owner action/inaction within the Showplace Square/Potrero Hill plan area.	Planning	Ongoing



				8.3.3.2	Work with the Department of Building Inspection, in cases of resource deterioration or diminishment due to unapproved owner activity/inactivity, to seek corrective remedies such as restoration, repair, and maintenance, through enforcement, as appropriate.	Planning and DBI	Ongoing
		8.3.4	Consider the Showplace Square Area Plan's historic and cultural resources in emergency preparedness and response efforts.	8.3.4.1	Work with the Department of Building Inspection and the Department of Emergency Services to develop programs to abate hazards posed by existing buildings and structures, while preserving resources and their character-defining features.	Planning, DBI and DEM	Ongoing
				8.3.4.2	Develop plans in the preparation and response to natural disasters including earthquakes and fires to ensure the future welfare of historic and cultural resources.	Planning and DEM	Ongoing
		8.3.5	Protect and retrofit local, state, or nationally designated UMB (Unreinforced Masonry Buildings) found in the Plan Area.	8.3.5.1	Work with the Department of Building Inspection to develop ways for property owners to facilitate the seismic upgrade of the City's unreinforced historic and cultural resources. This collaboration shall also develop a protocol to minimize the demolition of historic and culturally significant resources that are identified as UMBs through neglect and non-compliance with safety and health codes.	Planning and DBI	Ongoing
		8.3.6	Adopt and revise land use, design and other relevant policies, guidelines, and standards, as needed to further preservation objectives.	8.3.6.1	Revise the Showplace Square Area Plan upon completion of the historic surveys to include official designation of historic resources and/or districts as appropriate, and may also include the adoption of historic design guidelines that are specific to an area or property type.	Planning	2 years
8.4	PROMOTE THE PRINCIPLES OF SUSTAINABILITY FOR THE BUILT ENVIRONMENT THROUGH THE INHERENTLY "GREEN" STRATEGY OF HISTORIC PRESERVATION	8.4.1	Encourage the retention and rehabilitation of historic and cultural resources as an option for increased sustainability and consistency with the goals and objectives of the Sustainability Plan for the City and County of San Francisco.	8.4.1.1	Continue to evaluate means of encouraging or mandating green building strategies, and historic preservation will be considered among those.	Planning	Ongoing
8.5	PROVIDE PRESERVATION INCENTIVES, GUIDANCE, AND LEADERSHIP WITHIN THE SHOWPLACE SQUARE AREA PLAN	8.5.1	Disseminate information about the availability of financial incentives for qualifying historic preservation projects.	8.5.1.1	Promote awareness and support the use of preservation incentives and will provide this information to the public through the planning website, the development of educational materials, the development of preservation and rehabilitation plans, and technical assistance during the application.	Planning	Ongoing
		8.5.2	Encourage use of the California Historic Building Code for qualifying historic preservation projects.	8.5.2.1	The Planning Department and the Department of Building Inspection will work together to ensure that where appropriate the State Historic Building Code is applied.	Planning and DBI	Ongoing

		8.5.3	Demonstrate preservation leadership and good stewardship of publicly owned historic and cultural resources.	8.5.3.1	The Planning Department will work collaboratively with, and provide technical expertise to the School District, the Recreation and Parks Department, the Port, the Redevelopment Agency, and other agencies as needed, to identify, maintain and rehabilitate the publicly owned historic and cultural resources in the Showplace Square plan area.	Planning	Ongoing
				8.5.3.2	Work with DPW to develop "cultural landscapes" using elements such as maps locating important cultural, social centers in the plan area; plaques indicating historic sites; and signage to indicate the neighborhood as Showplace Square/Potrero Hill.	Planning and DPW	5 years
				8.5.3.3	The Planning Department shall work with other city agencies to ensure that the release of city-owned surplus historic and cultural resources is contingent upon their rehabilitation in conformance with the Secretary of the Interior's Standards.	Planning	Ongoing
8.6	FOSTER PUBLIC AWARENESS AND APPRECIATION OF HISTORIC AND CULTURAL RESOURCES WITHIN THE SHOWPLACE SQUARE AREA PLAN	8.6.1	Encourage public participation in the identification of historic and cultural resources within the Showplace Square plan area.	8.6.1.1	Work with the Landmarks Preservation Advisory Board will continue to seek public participation in the development of an annual work plan for future preservation planning efforts and Article 10 designation.	Planning Department and the Landmarks Preservation Advisory Board	Ongoing
		8.6.2	Foster education and appreciation of historic and cultural resources within the Showplace Square plan area among business leaders, neighborhood groups, and the general public through outreach efforts.	8.6.2.1	Develop outreach programs, literature, and internet tools such as the development of a preservation website, the creation of maps of historic districts and landmarked building, and attend public meetings in order to foster better understanding of the historic and architectural importance of the plan area.	Planning	Ongoing
				8.6.2.2	Department of Public Works will work to place plaques, signs and markers to aid in the identification of cultural and historic resources.	DPW	Ongoing

# Needs Assessment

---

## San Francisco Eastern Neighborhoods

December 17, 2007

Prepared for:

San Francisco Planning  
Department

**Seifel**  
CONSULTING INC.

221 Main Street  
Suite 420  
San Francisco CA  
94105

415.618.0700

## Table of Contents

<b>I. Introduction .....</b>	<b>1</b>
<b>II. Study Area .....</b>	<b>1</b>
<b>III. Demographic Sources and Techniques Used to Perform Needs Analysis .....</b>	<b>3</b>
A. Techniques .....	3
B. Demographic Sources.....	3
<b>IV. Summary of Preliminary Findings .....</b>	<b>4</b>
<b>V. Needs Analysis .....</b>	<b>7</b>
A. Open Space, Parks and Recreational Facilities .....	7
B. Community Facilities and Services.....	12
C. Neighborhood Serving Businesses.....	30
D. Housing .....	31
E. Transportation and Transit .....	32
<b>VI. Conclusion.....</b>	<b>33</b>

## Appendices

### Appendix A: Needs Tables

### Appendix B: Western SOMA

# I. Introduction

The City of San Francisco Planning Department (Planning Department) is evaluating the potential rezoning of land within the Eastern Neighborhoods and Central Waterfront areas, as well as other areas of the City. In Spring 2006, the Planning Department retained Seifel Consulting Inc. (Seifel) to assess the current and future need for key services and amenities in the Eastern Neighborhoods and Central Waterfront areas in order to inform the Planning Department's evaluation. The initial needs findings were memorialized in the Draft Eastern Neighborhoods Needs Assessment, September 2006. In October/November 2007, Seifel updated the 2006 initial need findings in light of additional research and time passed.

The services and amenities covered in this assessment include open space, parks and recreational facilities, community facilities and services, neighborhood serving businesses, and housing.

The Planning Department is evaluating funding mechanisms to address the needs for some key services and amenities. This report will help inform the rezoning process and the decision of what funding mechanisms to pursue for various needs.

This report begins by describing the study area in Chapter II, and then outlines demographic sources and techniques used to perform the needs analysis in Chapter III. Chapter IV provides a summary of findings including tables showing projected needs and need category definitions. Chapter V presents the needs analysis by category, and Chapter VI concludes the report.

# II. Study Area

Seifel evaluated the current and future needs in four neighborhoods within the Eastern Neighborhoods and Central Waterfront areas.

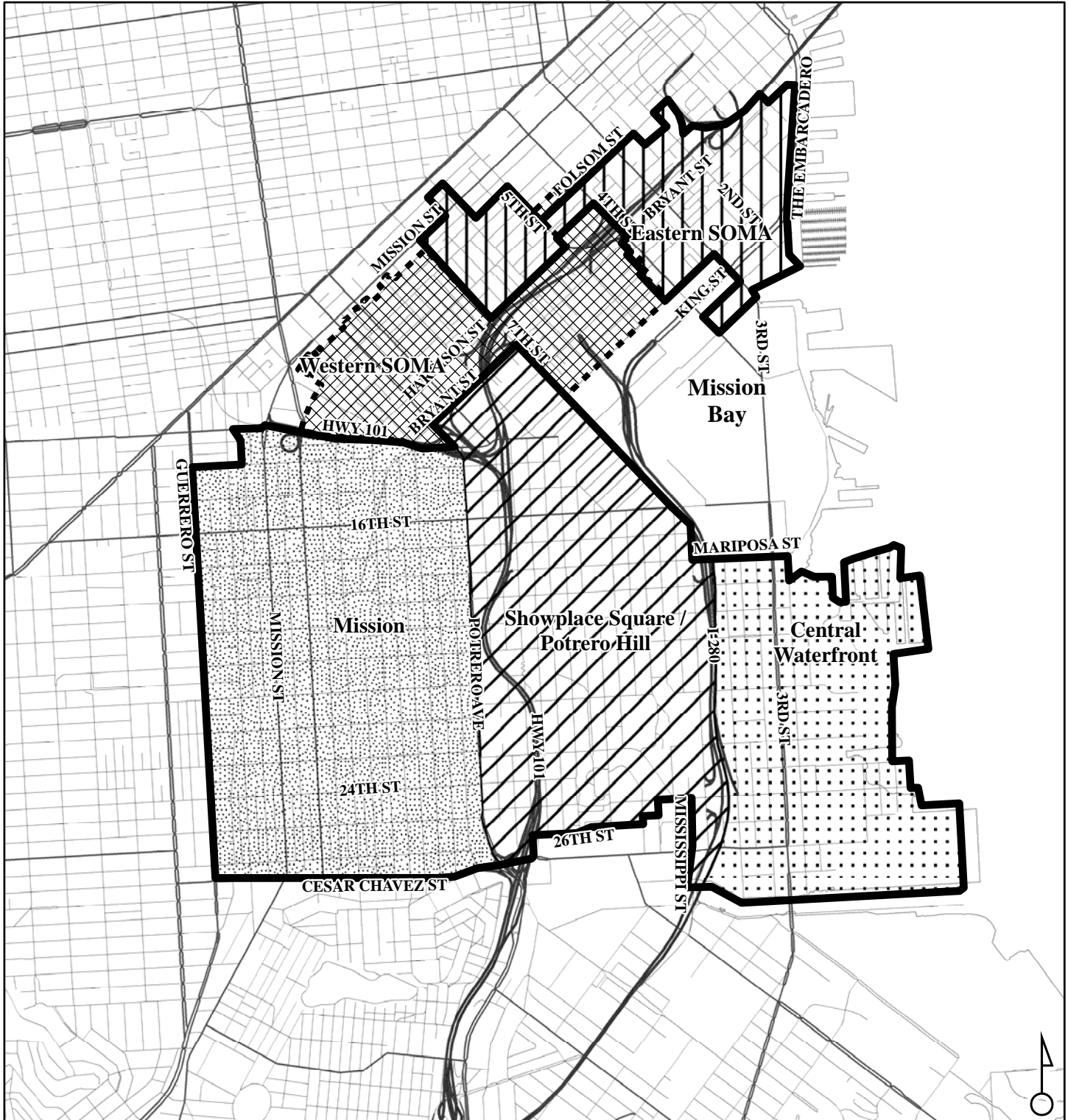
- Mission
- Showplace Square/Potrero Hill
- Eastern South of Market Area (SOMA)
- Central Waterfront

In the rest of this memo, these areas are collectively called the "Eastern Neighborhoods."

The findings and methodology from the needs assessment for these four neighborhoods are described within this memorandum. Appendix A includes a summary needs table and detailed tables by neighborhood. In addition, Seifel assessed the current needs in the Western SOMA neighborhood, which is included in Appendix B.

See Figure II-1 for boundaries of the study area.

Figure II-1  
Study Area Boundary and Subareas  
San Francisco Eastern Neighborhoods



**Eastern Neighborhoods Study Area Boundary**

**Western SOMA Additional Area**

**Eastern Neighborhoods Subareas**

**Central Waterfront**

**Eastern SOMA**

**Mission**

**Showplace Square / Potrero Hill**

0 0.25 0.5 1 Miles

**Seifel**  
CONSULTING INC.

### III. Demographic Sources and Techniques Used to Perform Needs Analysis

#### A. Techniques

Four main techniques were used to perform the needs analysis:

- Review of available studies, maps and reports, including the General Plan, existing City impact fee studies, departmental databases, and facility plans.
- Review of work performed to date on the potential expansion of the City's development impact fee program.
- Interviews regarding future capital needs and planning with personnel from key City departments, including: Department of Aging and Adult Services, Department of Children, Youth and Families (DCYF), Human Service Agency, San Francisco Arts Commission, San Francisco Fire Department (SFFD), San Francisco Police Department (SFPD), Department of Public Health (DPH), Recreation and Park Department (RPD), and San Francisco Unified School District (SFUSD).
- Estimates of current and future need assuming that the City meets standard levels of service provision for the Eastern Neighborhoods in each key need area.

#### B. Demographic Sources

##### 1. Socioeconomic Impact Analysis

As a part of the Eastern Neighborhoods Community Planning Process, the Hausrath Economics Group (Hausrath) prepared a Socioeconomic Impact Analysis. The Administrative Draft Socioeconomic Impact Analysis (Draft for Public Review), which was released in March 2007, outlines the impacts on employment and housing due to the proposed rezoning. The socioeconomic data contained in the Hausrath report was used as a baseline for the needs assessment.

##### 2. Demographic Projections

In determining future needs, Seifel used the 2025 demographic projections for the land use scenario, Revised Option B, developed by the Planning Department and first introduced in the February 2003 report *Community Planning in the Eastern Neighborhoods: Rezoning Options Workbook—First Draft*.<sup>1</sup>

---

<sup>1</sup> The Option B Revised land use scenario reflects updated planning area boundaries and additional pipeline projects, but is essentially the same as the growth scenario outlined in 2003.

## IV. Summary of Preliminary Findings

The needs assessment evaluated both the current levels of service and projected need for service in the Eastern Neighborhoods, as well as the net remaining need at build-out. The following key findings were observed:

- Current levels of service are adequate for the future in the following analysis categories:
  - Citywide open space
  - High school facilities
  - Library facilities
  - Police and fire stations
- Based on the build out projections, the following services/amenities will be needed in the future:
  - District, neighborhood and subneighborhood open space and maintenance
  - Recreational facilities and maintenance
  - Public health centers
  - Human service centers
  - Cultural centers
  - Middle and elementary schools
  - Licensed childcare spaces
  - Library materials
  - Transportation and transit service
  - Neighborhood serving businesses<sup>2</sup>
  - Affordable housing

Table IV-1 summarizes the projected need for each key service category at build out of the Eastern Neighborhoods. Table IV-2 describes each need category and outlines which analysis categories are included.

---

<sup>2</sup> While specific data regarding current levels of service for neighborhood serving businesses is not readily available, anecdotal evidence indicates a lack of neighborhood serving businesses. Furthermore, new neighborhood serving businesses will be needed at build out to serve the new residents.



**Table IV-1  
Need Projections  
San Francisco Eastern Neighborhoods**

<b>Analysis Categories</b>	<b>2025 Need Projection</b>	<b>Notes on Need Provision</b>
<b>Open Space and Recreation Facilities</b>		
Open Space & Parks – District, Neighborhood & Subneighborhood	14.5 acres	New parks and/or intensified use of existing parks & open space
Open Space & Parks Maintenance	\$89,000 per year	
Open Space Recreational Facilities	707,760 SF	
Recreational Facilities Maintenance	\$79,000 per year	
<b>Community Facilities &amp; Services</b>		
Education		Potential need could be met through relocation or new facility
Middle School (6-8)	up to 1 school	
Health Care	0.65 centers	Expansion and/or shared facility
Human Service Agencies	0.49 centers	Expansion and/or shared facility
Cultural Centers	0.16 centers	Expansion and/or shared facility
Public Libraries (Materials)	\$74 fee/resident	
Police (Equipment)	11 squad cars	
Child Care	4,447 spaces	
Infants (0 to 24 months)	619 spaces	
Pre-School (2 to 5 years)	2,099 spaces	
School Aged (6 to 13 years)	1,729 spaces	
<b>Neighborhood Serving Businesses</b>		
Drug Stores	9,748 SF	
Supermarkets	60,040 SF	
Restaurants without liquor	42,611 SF	
Restaurants with liquor	29,466 SF	
Personal Service	18,093 SF	
Other Neighborhood Serving Retail	9,231 SF	
<b>Affordable Housing</b>	4,716 units	
Very Low (<50% AMI)	1,901 units	
Low (<80% AMI)	771 units	
Moderate (<120% AMI)	2,044 units	
<b>Transportation and Transit</b>	Unknown	To be specified through further study

**Table IV-2**  
**Definitions for Needs Assessment**  
**San Francisco Eastern Neighborhoods**

Need	Definition	Analysis Categories	Explanation
Open Space & Recreational Facilities	A variety of publicly-accessible spaces including traditional parks, walkways, landscaped areas, recreation facilities, playing fields and unmaintained open areas.	Open Space & Parks - Citywide	Flagship parks, Regional parks, Undeveloped open space, Civic squares and plazas, Large public gardens, Lakes, Greenbelts, Viewsheds
		Open Space & Parks - District, Neighborhood & Subneighborhood	Land and maintenance of: Neighborhood parks, Greenscapes, Mini-parks, Improved alleyways, Widened amenitized sidewalks, Median strips, Greenways, Community Gardens
		Recreational Facilities	Facilities and Maintenance of: Activity Centers, Senior Centers, Arts and Community Centers, Archery, Basketball Courts, Clubhouses, Day Camps, Dog Parks, Equestrian Areas, Fieldhouses, Stadiums, Boating Facilities, Greenhouses, Maintenance Facilities, Museums and Programmed Areas, Offices, Performance Spaces, Picnic Areas, Play Areas and Structures, Playing Courts and Fields, Recreation Centers, Restrooms, Shelters, Shops and Concessions, Skateparks, Swimming Pools, Tennis Courts, Volleyball Courts
Community Facilities & Services	Facilities serving the basic social, health and educational needs of a neighborhood or community.	Education - Student Facilities	Classroom space needed for public education, grades K-12
		Public Libraries	Library facilities and materials
		Police	Police stations and equipment
		Fire	Fire stations and equipment
		Health Care	Publicly-funded health clinics and facilities serving low income residents
		Human Services	City funded "one-stop" centers that include employment and workforce development services, services for senior and adults with disability, and/or youth and family services <sup>a</sup>
		Cultural Facilities	City-owned facilities providing providing accessible arts opportunities for all San Franciscans through cultural arts and programs
Neighborhood Serving Businesses	Businesses catering to the daily needs of neighborhood residents and not necessarily drawing many customers from outside the neighborhood.	Child Care	Licensed child care facilities
		Drug Stores	N/A
		Supermarkets	N/A
		Restaurants	Includes full-service restaurants, specialty restaurants such as coffee shops, ice cream parlors, donut shops, and fast food restaurants
		Personal Service	Coin-operated laundry, dry cleaning, hair, nail and personal care salons
Housing	Impact on affordable housing needs resulting from zoning Option B revised.	Other Neighborhood Serving Retail	Specialty food stores, convenience stores, gift shops, florists, nurseries and garden supply
		Supply to meet affordable housing needs	N/A
Transportation	Infrastructure serving the transportation needs of residents and businesses through adequate streets, transit, bicycle and and pedestrian facilities.	Streets	System capacity, traffic signals, physical condition, and safety
		Public Transit	System capacity, frequency of service, service reliability, stop location and physical condition
		Bicycle Facilities	Bicycle lanes, bicycle racks, off-street bicycle parking
		Pedestrian Facilities	Sidewalks, crosswalks, collision control at dangerous intersections

a. Recreation centers for youth and seniors are analyzed in the Open Space and Parks - Facilities section.

Source: San Francisco Planning Department and Seifel Consulting Inc.

## V. Needs Analysis

The purpose of this chapter is to present the needs as analyzed given the projected future growth in the Eastern Neighborhoods. For each analyzed need, the methodology used is introduced as well as a need factor given that methodology. This need factor is then considered alongside the projected future growth to determine and assess the need. Analyzed needs are accompanied by a table summarizing findings and, where relevant, a map showing the location of existing facilities and amenities.

The chapter is organized as follows:

- A. Open Space, Parks and Recreational Facilities
- B. Community Facilities and Services
- C. Neighborhood Serving Businesses
- D. Housing

### A. Open Space, Parks and Recreational Facilities

The City's open space, parks and recreational facilities are grouped into three categories using the definitions found in the Recreation and Open Space Element of the General Plan, which reflect the different types of services and amenities available:

- Citywide Open Space and Parks—Generally categorized as a publicly accessible space that is 30 acres and over. The special nature of these larger spaces enables residents from other San Francisco neighborhoods to make use of these amenities.
- District, Neighborhood and Subneighborhood Open Space and Parks—District open space is over 10 acres and less than 30 acres and serves more than a single neighborhood or community. Neighborhood open space is categorized as publicly accessible space that is from one to ten acres. These smaller spaces generally serve a single community or neighborhood. Subneighborhood open space and parks are less than one acre and serve immediately adjacent areas.
- Recreational Facilities—Facilities operated by the Recreation and Park District (RPD) that include community centers, sports facilities, performance spaces, and play areas.

San Francisco's Sustainability Plan calls for parks service to be maintained at a level of 5.5 acres per 1,000 residents.<sup>3</sup> Seifel's analysis of current acreage of citywide and neighborhood open space and parks reveals that levels of service are provided at approximately a 4:1 ratio of citywide to district/neighborhood/subneighborhood open space and parks. Therefore, a need factor of 4.5 acres per 1,000 residents for citywide parks and one acre per 1,000 residents for district, neighborhood and subneighborhood parks was used to assess current and future need.

---

<sup>3</sup> Per the Quimby Act (California Governmental Code §66477), a city may require the dedication of land or the payment of fees to provide up to 5 acres of park area per 1,000 residents.

## **1. Open Space and Parks—Citywide**

*Need factor: 4.5 acres/1,000 residents*

No citywide open space currently exists within the study area. However, sufficient amounts of citywide open space are accessible to neighborhood residents. Currently, the City provides approximately 6.3 acres of open space per 1,000 residents and will remain far above the citywide Sustainability Plan standard of 4.5 acres per 1,000 residents, even with the projected future demand from new residents.<sup>4</sup>

Sufficient amounts of citywide open space are accessible to neighborhood residents, and proposals for new citywide spaces, such as Brannan Street Wharf, an open space development over piers on the Embarcadero in Eastern SOMA, Pier 70 in the Central Waterfront, and the Blue Greenway Public Waterfront Trail, a planned 13-mile greenway/waterway network located along the southern waterfront, will increase citywide open spaces within easy access of new residents of the Eastern Neighborhoods.

## **2. Open Space and Parks—District, Neighborhood and Subneighborhood**

*Need factor: one acre/1,000 residents*

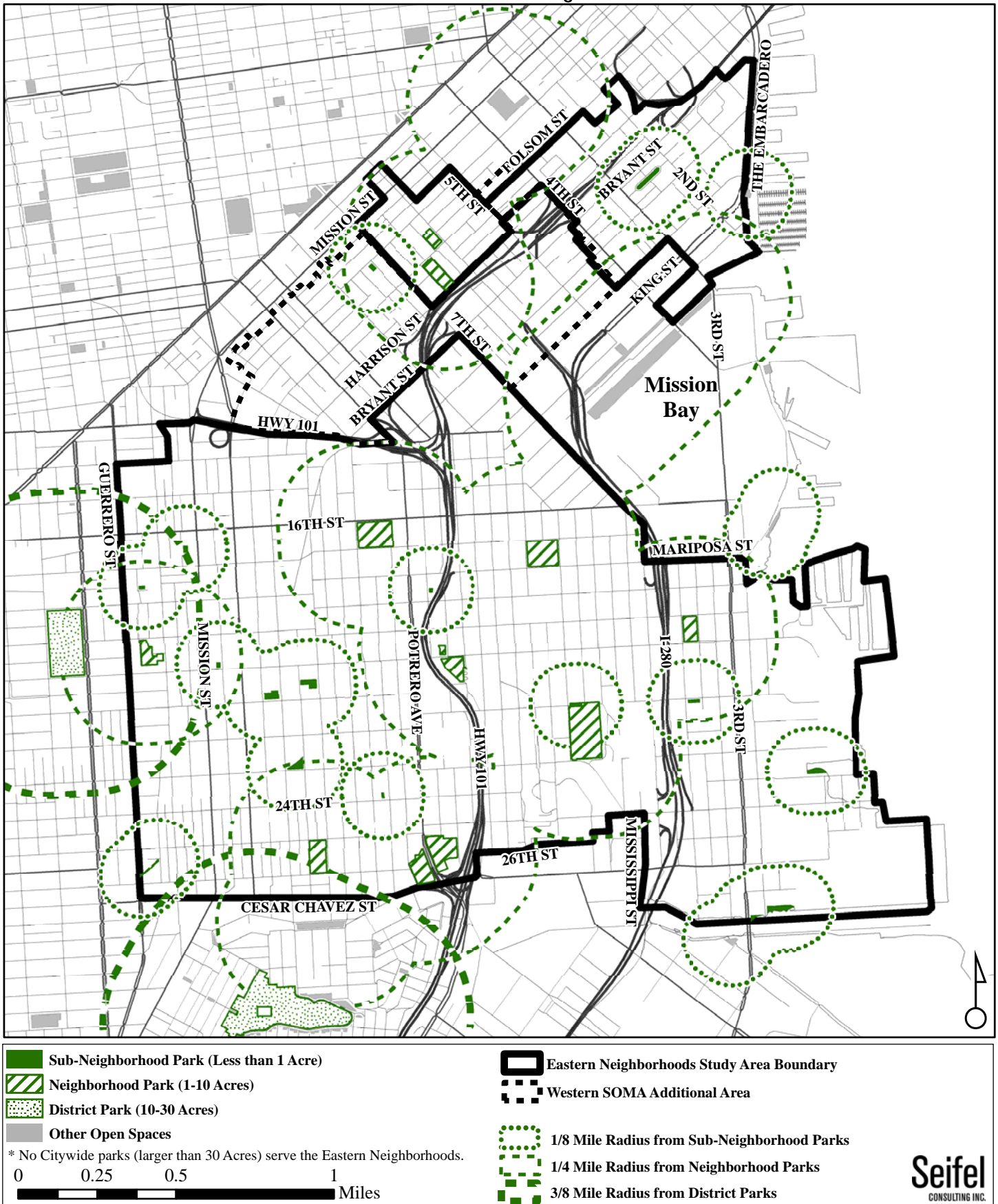
In order to maintain adequate levels of service, new residents will need additional accessible open space and parks. Using the Need factor of one acre of open space per 1000 residents, Seifel projects that the Eastern Neighborhoods will need approximately 14.5 acres of new neighborhood and/or subneighborhood parks and open space. However, RPD has indicated that needs could be met through intensification of existing park space into more active space.

In addition, the location of these open spaces and parks is also critical to meeting neighborhood needs. The General Plan standards indicate that a neighborhood area has adequate access to open space if it is within one-half mile of citywide open space, three-eighths mile of district open space, one-quarter mile of neighborhood open space or one-eighth mile of subneighborhood open space. The Central Waterfront and portions of the other three neighborhoods lack access to neighborhood and/or subneighborhood open space (Figure V-1).

---

<sup>4</sup> Calculations based on inventory from San Francisco Recreation and Park Department, May 2006.

Figure V-1  
Public Open Space  
San Francisco Eastern Neighborhoods



### 3. Maintenance and Operating Expenses—Parks

*Cost of \$7,835/acre for labor*

According to RPD, the existing parks within the Eastern Neighborhoods are relatively well maintained, with an average score of 84 percent on the RPD park maintenance evaluations conducted since June 2005.<sup>5</sup> While neighborhood residents have reported maintenance deficiencies, Seifel was unable to quantify these deficiencies or the associated costs of rectifying them because RPD has not identified or analyzed these deficiencies.<sup>6</sup>

The current structure of the RPD budget does not allow precise estimation of the costs of maintaining neighborhood parks and open space because the budget does not link park maintenance outcomes to the cost of the relevant inputs (maintenance personnel, capital equipment, etc). In lieu of this detailed information, Seifel estimated a minimum cost factor for maintenance and operating expenses based on direct labor costs and a small overhead factor.

The city will likely need to hire one additional Gardener (class 3417) to service the 14.5 acres of new neighborhood and/or subneighborhood parks and open space projected to be needed in the Eastern Neighborhoods.<sup>7</sup> The total labor cost of a Gardener is approximately \$74,400 per year, which includes wages plus required benefits.<sup>8</sup> Since maintenance of the new parks will require additional management and supervisory oversight, Seifel multiplied this cost by an overhead factor of 1.2, to reach a total estimated labor cost of \$89,300 for new Eastern Neighborhood parks. This figure translates to \$7,835 per acre for future park maintenance.<sup>9</sup>

---

<sup>5</sup> Evaluations are based on park maintenance standards published by RPD in May 2005. Most parks in the Eastern Neighborhoods were evaluated at least twice through Summer 2006.

<sup>6</sup> The Neighborhood Parks Council gave some playgrounds within the Eastern Neighborhoods failing or almost failing grades and has criticized the RPD evaluations for being inconsistent, but the NPC 2006 Report Card also granted As and Bs to most of the playgrounds in the study area.

<sup>7</sup> According to Isabelle Wade of the Neighborhood Parks Council, the national standards for landscaping are one gardener for every 16 acres, but dense urban areas typically require more. However, new parks in the Eastern Neighborhoods are expected to have relatively low landscaping requirements, as they will be neighborhood serving without intense citywide or tourist-driven demand. Maintenance needs may increase over time as the parks age, and every facility has unique maintenance and environmental factors affecting its maintainability. According to RPD, current staffing of gardeners is inadequate, and detailed staffing analysis is underway to quantify staffing needs.

<sup>8</sup> FY 2006-2007 total compensation (base salary plus mandatory fringe benefits) from Katie Petrucione, Director of Finance and Administration, Recreation and Parks Department.

<sup>9</sup> The estimated per acre maintenance cost does not include an allowance for the maintenance trades or supplies. This omission is because it was not possible to reasonably assign these costs on a per-park or per-acre basis given available RPD budget information. However, new parks in the Eastern Neighborhoods are unlikely to have significant skilled labor or capital equipment maintenance needs once they are completed.

#### 4. Recreational Facilities

*Citywide provision of 21.58 square feet/resident*

The City does not have published standards for provision of recreational facilities. Seifel analyzed current citywide levels of facility square footage per capita in order to establish a need factor for recreational facilities. All of the neighborhoods except for Potrero Hill/Showplace Square have an existing need for recreational facilities based on current citywide provision levels, and future residents will need an additional 312,000 square feet of recreational facilities, totaling 708,000 square feet of recreational facilities needed in the Eastern Neighborhoods. See Table IV-2 for the types of facilities included in the calculation.

#### 5. Maintenance and Operating Expenses—Recreation Facilities

*Cost of \$0.32/SF for labor*

RPD has not yet published maintenance standards for recreation facilities. As with parks, budget data constraints prevent comprehensive analysis of the cost of maintaining new recreation facilities projected for the Eastern Neighborhoods. One additional Custodian (class 2708) will be needed to maintain the 312,000 square feet of recreation space projected to serve new Eastern Neighborhood residents.<sup>10</sup> One additional Custodian would maintain approximately the same ratio of custodians per square foot throughout the city as exists currently.<sup>11</sup> At a cost of \$66,100 per year in salary plus benefits times an overhead factor of 1.2, the estimated additional maintenance labor is \$79,300 or \$0.32 per square foot.<sup>12</sup>

**Table V-1**  
**Current and Future Needs**  
**Open Space, Parks and Recreational Facilities**  
**San Francisco Eastern Neighborhoods**

Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Need Projection
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	(1,366) acres	14,477 residents	65.1 acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	See Figure V-1	14,477 residents	14.5 acres	14.5 acres
Open Space & Parks (Operating Costs)	7,835 \$/acre	Average maintenance rating of 85% but cannot cost out deficiencies	14.5 acres	\$ 89,322 annual labor cost	\$ 89,322 annual labor cost
Recreational Facilities	21.58 SF/resident	395,346 SF	14,477 residents	312,414 SF	707,760 SF
Recreation Facilities (Operating Costs)	0.25 \$/SF	N/A	312,414 SF	\$ 79,325 annual labor cost	\$ 79,325 annual labor cost

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

Source: San Francisco Planning Department, RPD, Seifel Consulting Inc.

<sup>10</sup> Since Seifel was unable to estimate the costs of existing maintenance deficiencies in recreation facilities citywide, it did not calculate the “current need” for recreation maintenance.

<sup>11</sup> According to RPD, existing staffing levels of custodians are inadequate to meet current needs, but the Budget Analyst’s Management Audit recommends reassigning custodians to better meet demand. RPD is currently conducting a staffing analysis that will allow better quantification of this issue. The recommendation of one additional custodian is conservative.

<sup>12</sup> As with parks, this factor does not include skilled labor maintenance, equipment, or other supplies. It also does not include the cost of additional programming at the recreational facilities.

## B. Community Facilities and Services

This section of the report focuses on various facilities and services that maintain or enrich the quality of life for residents of the City of San Francisco's Eastern Neighborhoods. The City's Community Facilities and Services are grouped into the following eight categories:

1. Education
  - Elementary Schools
  - Middle Schools
  - High Schools
2. Public Libraries
  - Facilities
  - Materials and Renovation
3. Police
  - Facilities
  - Equipment and Officers
4. Fire
5. Health Care
6. Human Service Agencies
7. Cultural Facilities
8. Child Care

### 1. Education

*Need factor: Based on desired number of students per school type in San Francisco*

SFUSD has a full choice student assignment system that provides families the opportunity to apply to any school within the District. Many families do not list their local school as their first choice. According to SFUSD officials, “the extent to which families opt to attend schools in their neighborhood, the rate at which families from other neighborhoods attend schools in this area, and the overall number of students in the City will determine the actual need for additional “seats” in the Eastern Neighborhoods.”<sup>13</sup>

This is an important consideration that must be taken into consideration when determining the need for new and/or expanded school facilities. However, the proximity of schools to neighborhoods remains significant for many current and future Eastern Neighborhoods residents. Seifel thus investigated school capacity in the Eastern Neighborhoods as a whole and by subneighborhood.

---

<sup>13</sup> Nancy Waymack. Director of Policy and Operations, SFUSD (December 2007).



The capacity study performed as part of the 2002 SFUSD Facilities Master Plan found excess capacity existed for the Eastern Neighborhood Schools for each school type (elementary, middle, and high school). However, aggregate numbers do not show the extent to which some schools are under-enrolled and others over-enrolled, or the schools' ability to absorb the increased population anticipated as part of the rezoning. Moreover, the issue of location and proximity of schools to current and future populations are lost in aggregate numbers.

Figures V-2, V-3 and V-4 contain current school locations in and around the Eastern Neighborhoods. These maps show that the Mission currently has the majority of the educational facilities in the Eastern Neighborhoods, while Eastern SOMA has one elementary and one small middle school and the Central Waterfront has no open facilities.

Seifel based the household student generation factors for market rate and affordable housing units on the SFUSD's 2002 Demographic Analyses and Enrollment Forecasts (DAEF), assuming that the ratio of elementary, middle and high school students is consistent with existing and projected proportions in the DAEF. Table V-2 shows the projected growth in future public school students in elementary, middle and high school categories.<sup>14</sup> Factoring in current excess capacity where applicable, Seifel used design capacity assumptions from the 2005 Residential Development School Fee Justification Study in order to calculate how many new schools may be needed in the Eastern Neighborhoods.<sup>15</sup>

**Table V-2**  
**Current and Future Needs**  
**School Capacity**  
**San Francisco Eastern Neighborhoods**

Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
<b>Student Capacity and Demand</b>						
High School (9-12)	0.102 students/housing unit	(982) student capacity	7,385 housing units	753 students	(229) students	N/A
Middle School (6-8)	0.069 students/housing unit	(443) student capacity	7,385 housing units	510 students	67 students	N/A
Elementary School (K-5)	0.146 students/housing unit	(1,742) student capacity	7,385 housing units	1,078 students	(664) students	N/A
<b>School Capacity and Demand</b>						
High School (9-12)	1,611 students/school	(0.61) schools	753 students	0.47 schools	(0.14) schools	0 schools
Middle School (6-8)	1,389 students/school	(0.32) schools	510 students	0.37 schools	0.05 schools	* schools
Elementary School (K-5)	656 students/school	(2.66) schools	1,078 students	1.64 schools	(1.01) schools	0 schools

a. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEF), San Francisco Unified School District (SFUSD), July 2002.

Assumes ratio of elementary to middle to high schools students is consistent with existing and projects proportions in the DAEF and that 25% of new SF Eastern units are affordable.

Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD. Current capacity and enrollment information from SFUSD, December 2007.

\*Seifel recommends that a middle school be considered for the Eastern SOMA, Showplace Square/Potrero Hill, and/or Central Waterfront Neighborhoods.

Source: San Francisco Planning Department, SFUSD, Seifel Consulting Inc.

<sup>14</sup> DAEF (San Francisco Unified School District, July 2002) estimates a student generation rate of 0.2 students per housing unit and 0.7 students per affordable unit. Seifel estimates that 25 percent of new housing units in the Eastern Neighborhoods will be affordable to low and moderate income households (see Housing section at end of this report).

<sup>15</sup> These design capacity assumptions are that a high school has the capacity for 1,611 students and an elementary school for 656 students. Design capacity for middle schools was not analyzed in the 2005 Residential Development School Fee Justification Study—Seifel estimated middle school capacity of 1,389 students based on the design capacity for elementary schools, adjusted for the fewer number of grade levels and the fewer number of middle schools citywide.

The student capacity calculations above demonstrate the need for an elementary school, and this is reinforced by the fact that no elementary schools are located in the eastern portion of the Study Area (Figure V-2). Seifel therefore recommends that a new elementary school be located in the Central Waterfront, Eastern SOMA or Showplace Square/Potrero Hill neighborhoods.

The student capacity calculations above demonstrate sufficient capacity for projected elementary school students, although some neighborhoods, namely Eastern SOMA and the Central Waterfront, will not be able to meet the demand for new elementary school spaces within their boundaries. Seifel therefore recommends maintain existing elementary schools and monitoring choice patterns of families in the Eastern Neighborhoods for increased demand for local elementary schools.

Seifel also recommends that the Planning Department and SFUSD consider adding capacity for middle school students in the Central Waterfront, Eastern SOMA or Showplace Square/Potrero Hill neighborhoods. This recommendation is based on new student projections and limited capacity for middle school students in the area now; currently there is only one middle school in the Eastern Neighborhoods, Horace Mann Middle School, located on the western side of the Mission neighborhood, and one K-8 school, Bessie Carmichael, within Eastern SOMA.<sup>16</sup>

Student capacity currently exists in Eastern Neighborhoods high schools. These schools are centrally located in the Eastern Neighborhoods, and future student generation would not be great enough to warrant construction of an additional high school (Figure V-4).

The calculations and recommendations contained in this memo will be impacted by future SFUSD school closures, relocation and merger decisions, as well as future attendance trends in the Eastern Neighborhoods and rest of the District. Updated information about these decisions and trends should be considered before any particular policy or plan is actively pursued.

---

<sup>16</sup> The middle school at Bessie Carmichael is currently operating out of portable classrooms, with its permanent facility under construction at 824 Harrison Street. There is an additional K-8 school, Paul Revere K-8 School, south of the Eastern Neighborhoods in Bernal Heights.

Figure V-2  
Public Elementary Schools  
San Francisco Eastern Neighborhoods

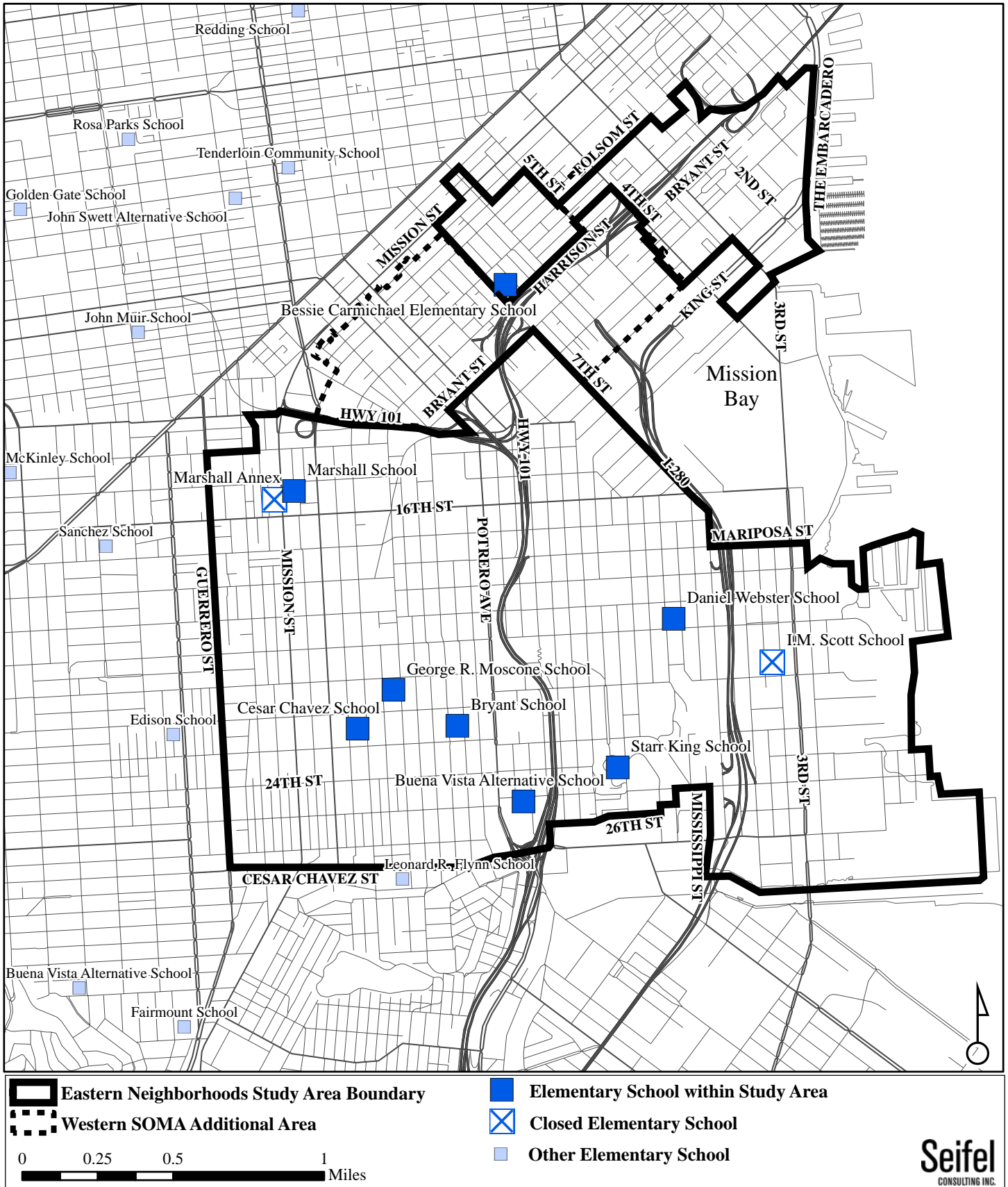


Figure V-3  
Public Middle Schools  
San Francisco Eastern Neighborhoods

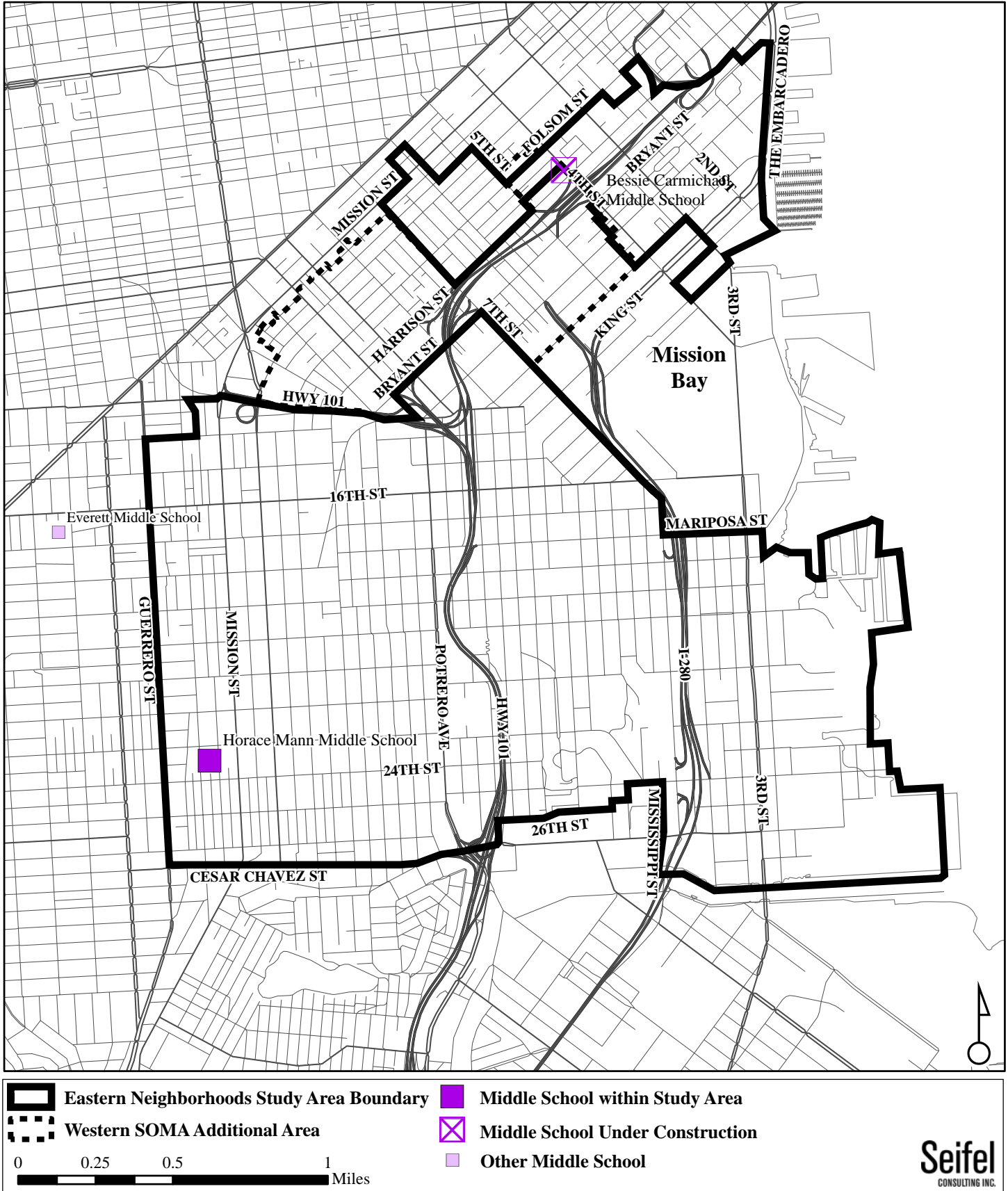
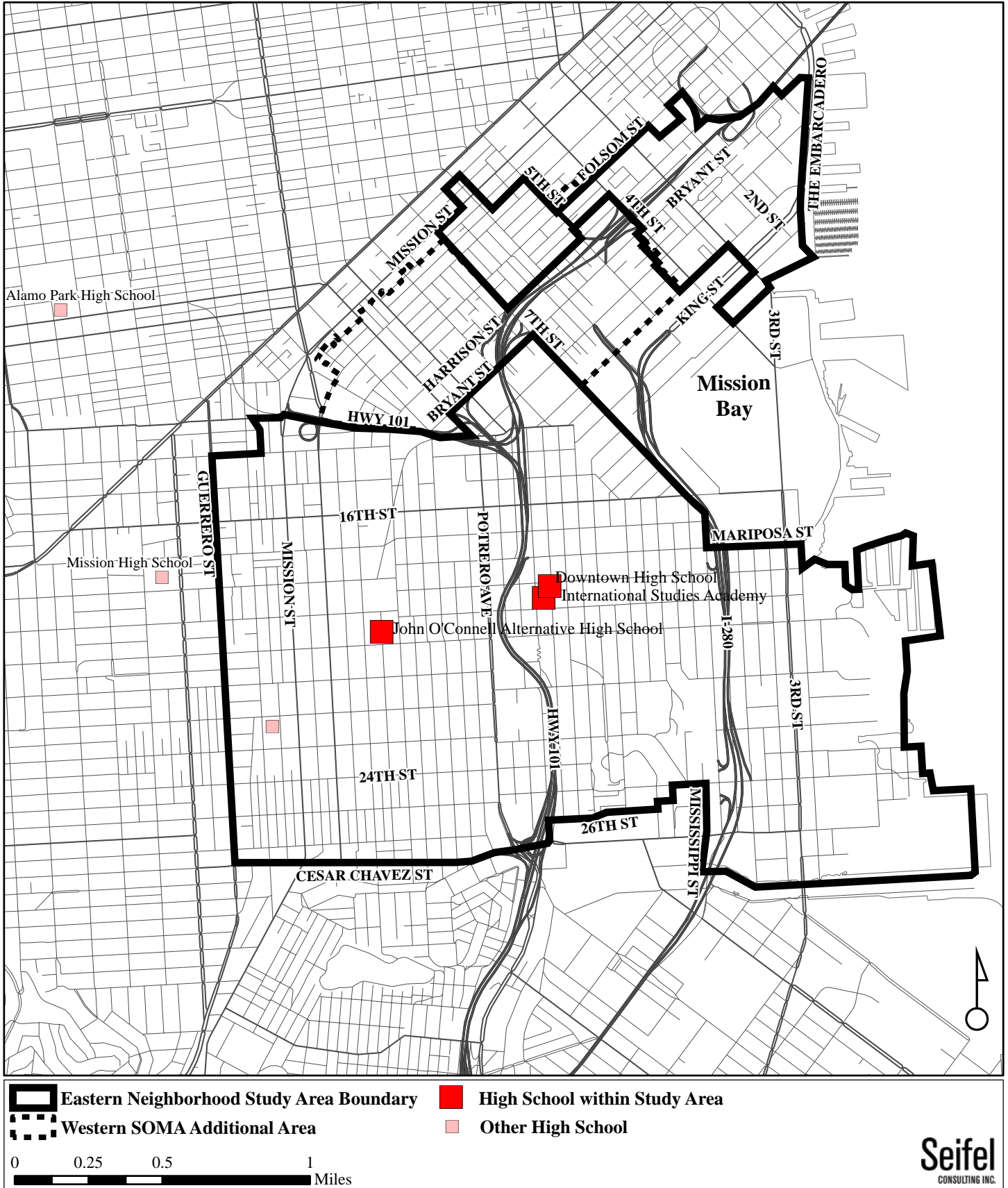


Figure V-4  
Public High Schools  
San Francisco Eastern Neighborhoods



## 2. Public Libraries

### a. **Facilities**

*Need factor: Library Department does not indicate need for new library branches.*

The public library system consists of one Main Library and 27 branch libraries. The City's level of service exceeds State levels, and new construction is not the Branch Library Improvement Program's highest priority.<sup>17</sup> According to San Francisco Public Library service area maps, the Eastern Neighborhoods are currently served by the Main Library, Mission Branch, Potrero Branch, and Mission Bay Branch (see Figure V-5).<sup>18</sup> The Library Department does not indicate that a new library would be needed in the Eastern Neighborhoods but does indicate that improvements are needed at the Potrero Branch.

The Potrero Branch is the only library serving the Eastern Neighborhoods in need of renovation, and it is slated for renovation in 2008, with partial funding from the Proposition A bond measure. The Mission Branch library was one of the five branches seismically renovated and made code compliant during the 1990s, the Main Library was completed in 1996, and the Mission Bay Branch is the City's first new branch in 40 years.

### b. **Materials and Renovation**

*Need Factor: \$74/new resident for materials*

While the Library Department does not indicate a need for future branch libraries, an increase in residential population could add to the need for library materials and improvements. The Rincon Hill impact fee formula of \$69/new resident is consistent with the service standards used by the San Francisco Public Library for allocating resources to neighborhood branch libraries.<sup>19</sup> Seifel escalated the fee to reflect inflation from 2005, when the fee was initially determined, to 2007 resulting at a current dollar amount of \$74/new resident.<sup>20</sup> This fee is intended to offset the need for additional materials, branch renovation and rehabilitation caused by increased use in all library branches.

---

<sup>17</sup> California Library Statistics 2007 (FY 2005-06) by the California State Library Foundation indicate that per capita library expenditures in San Francisco are nearly two and a half times the State average. The Branch Improvement Program was initiated under Proposition A in 2000.

<sup>18</sup> Branch Facilities Plan, San Francisco Public Library, 2006.

<sup>19</sup> Rincon Hill Area Plan, City 2005 General Plan.

<sup>20</sup> Seifel escalated the 2005 materials cost to 2007 dollars using the Consumer Price Index for the San Francisco/Oakland/San Jose area.

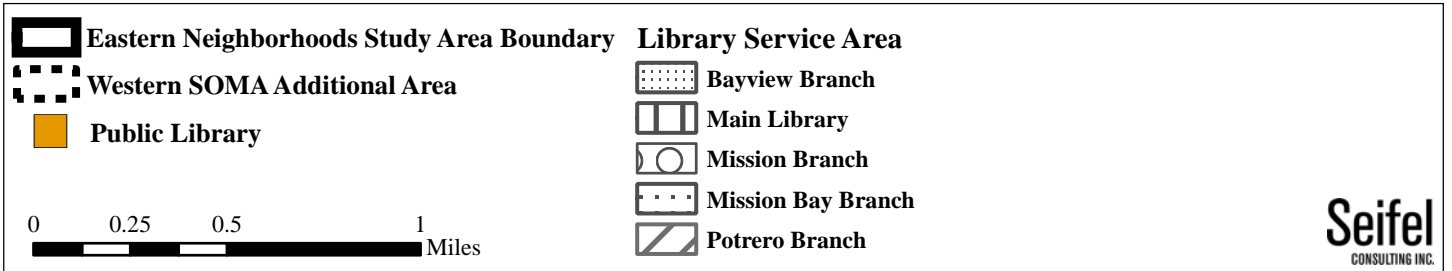
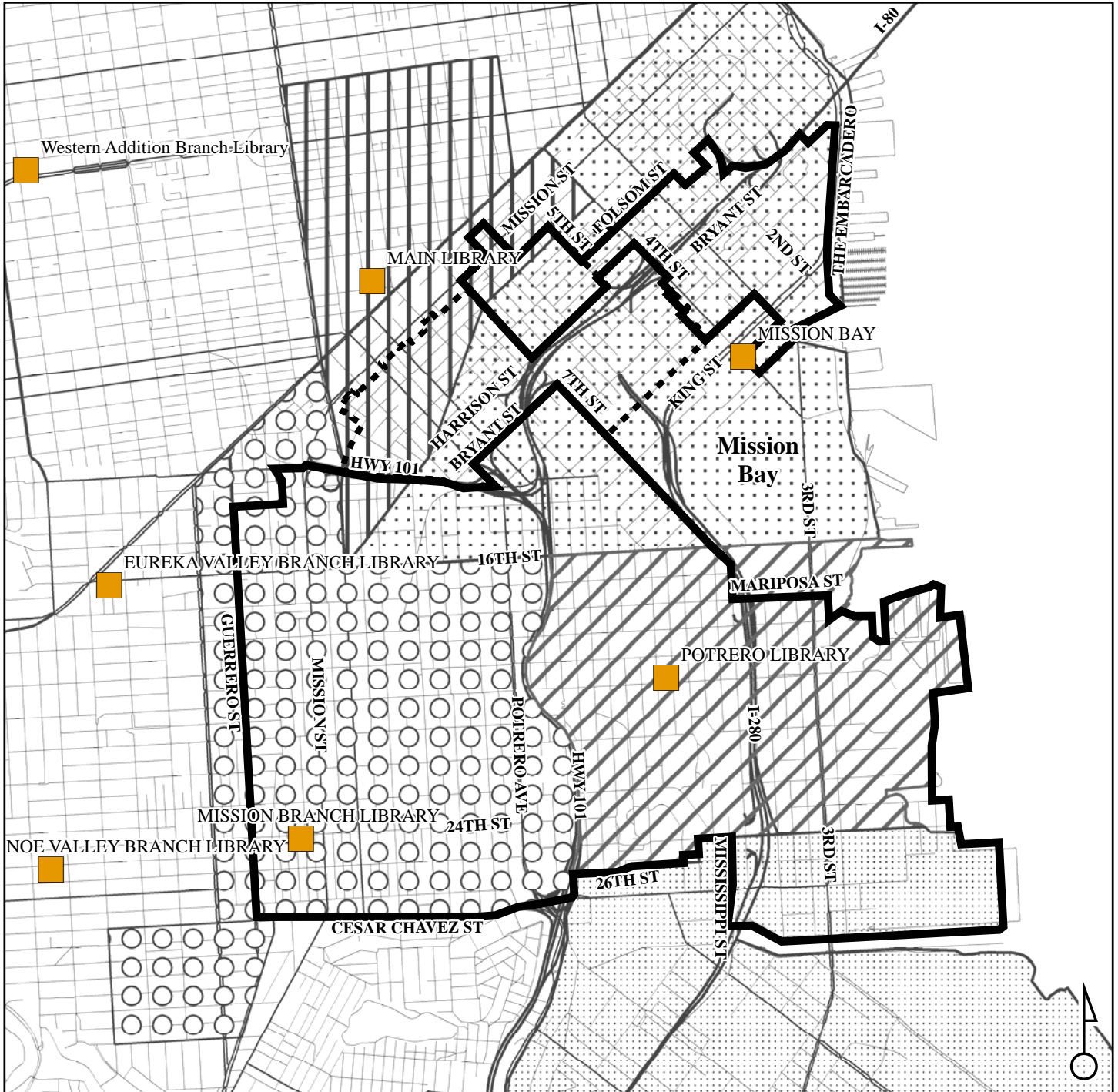
**Table V-3  
Current and Future Needs  
Public Libraries Facilities and Materials  
San Francisco Eastern Neighborhoods**

<b>Analysis Categories</b>	<b>Need Factor</b>	<b>Existing Need (Surplus)</b>	<b>Growth in Need</b>	<b>Future Conditions Needed</b>	<b>Need Projection</b>
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	0 libraries	Based on Geography	0 libraries	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	14,477 residents	\$ 1,066,342 total fees	\$ 74 fee/resident

Source: San Francisco Planning Department, San Francisco Library Department, Seifel Consulting Inc.



Figure V-5  
Public Libraries  
San Francisco Eastern Neighborhoods



**Seifel**  
CONSULTING INC.



### 3. Police

#### a. **Facilities**

*Need factor: Police Department does not indicate need*

San Francisco, like most U.S. cities, does not have a standard for provision of police stations. The San Francisco Police Department (SFPD) indicated that no additional police stations would be needed in the Eastern Neighborhoods as a result of projected population growth. The SFPD identifies three stations that currently serve the Eastern Neighborhoods—Bayview, Mission and Southern (to be replaced by Mission Bay) police stations (see Figure V-6).

#### b. **Equipment and Officers**

*Need factor: 0.77 squad cars/1,000 residents*

Seifel was unable to obtain information on the adequacy of current equipment or current equipment needs. Seifel evaluated the future need for equipment, specifically squad cars, according to SFPD standards. This analysis projects a future need for 11 new squad cars, which currently cost the SFPD approximately \$30,000 each.<sup>21</sup> The SFPD indicates that the new Mission Bay station, which is replacing Southern station, will accommodate new officers to serve Mission Bay and the surrounding area. A precise estimate of how many new officers are needed only in Eastern Neighborhoods was not available given the department's system wide approach.

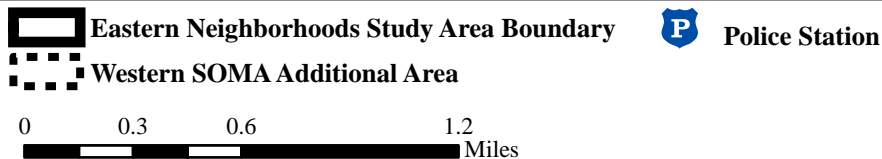
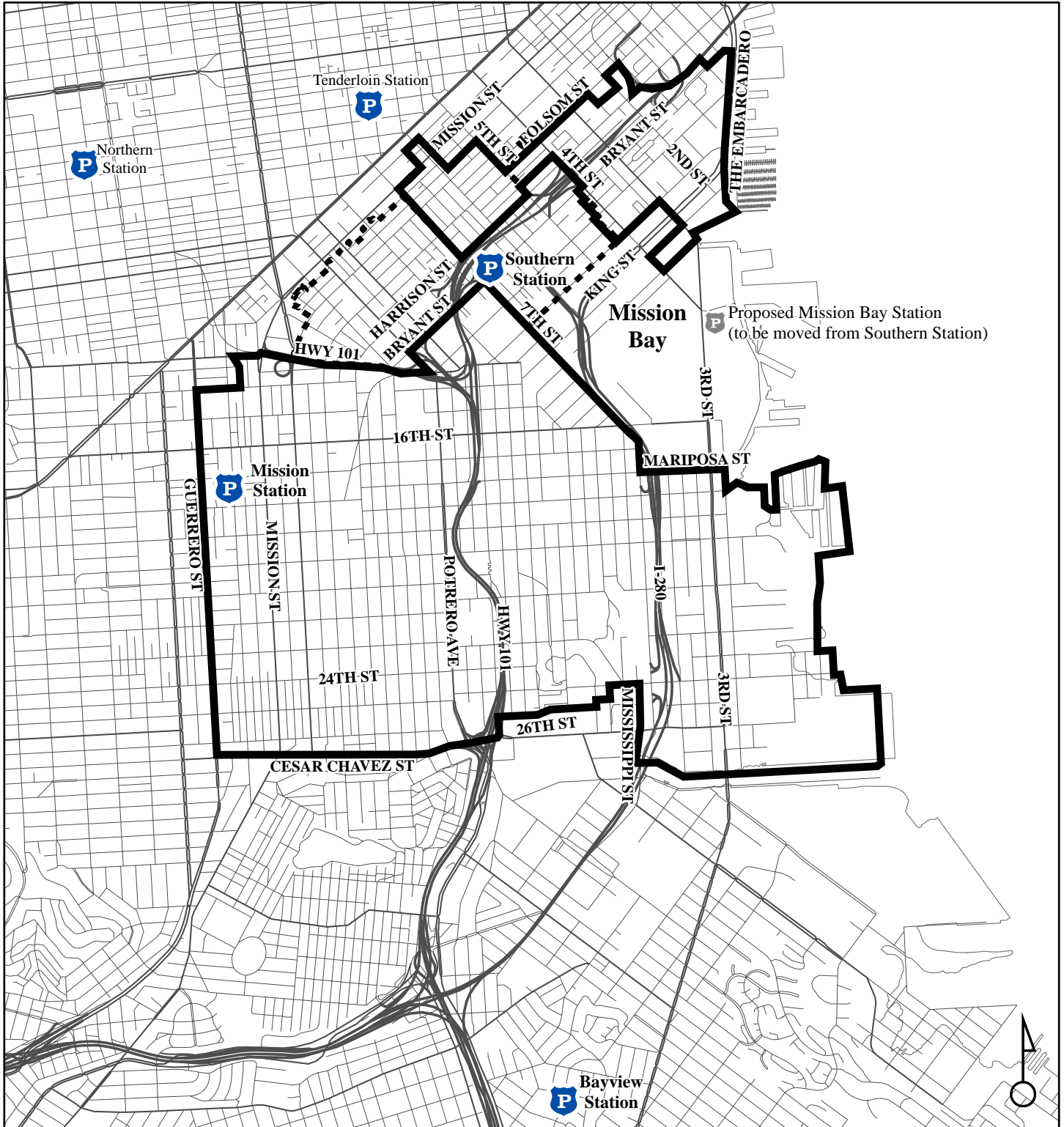
**Table V-4**  
**Current and Future Needs**  
**Police Facilities and Equipment**  
**San Francisco Eastern Neighborhoods**

<b>Analysis Categories</b>	<b>Need Factor</b>	<b>Existing Need (Surplus)</b>	<b>Growth in Need</b>	<b>Future Conditions Needed</b>	<b>Need Projection</b>
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	0 stations	Based on Geography	0 stations	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	N/A	14,477 residents	11.2 squad cars	11 squad cars

Source: San Francisco Planning Department, SFPD, Seifel Consulting Inc.

<sup>21</sup> Based on interviews with the SFPD, May 2006.

Figure V-6  
Police Stations  
San Francisco Eastern Neighborhoods



**Seifel**  
CONSULTING INC.

#### 4. Fire

*General Plan factor: 1/2 mile service area; Fire Department factor: Based on response time*

According to the Community Facilities Element of the City's General Plan, "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." As shown in Figure V-7, the San Francisco Fire Department (SFFD) currently has 10 fire stations that serve the study area and an additional station planned in Mission Bay. While the Central Waterfront and the Mission are not entirely within a 1/2-mile service area, this does not necessarily indicate inadequate levels of service. The SFFD bases service standards on response time. The department's 300-second response time goal is currently being met in the study area.<sup>22</sup> In addition, the SFFD does not anticipate a need for future stations to serve the Eastern Neighborhoods based on adequate response time. However, while a need does not exist at the neighborhood level, the SFFD has indicated a need may exist citywide when the comprehensive citywide system is considered. Similarly, the department does not indicate a need for new officers or firefighters in the Eastern Neighborhoods, but a need may exist when the citywide system is considered.

**Table V-5  
Current and Future Needs  
Fire  
San Francisco Eastern Neighborhoods**

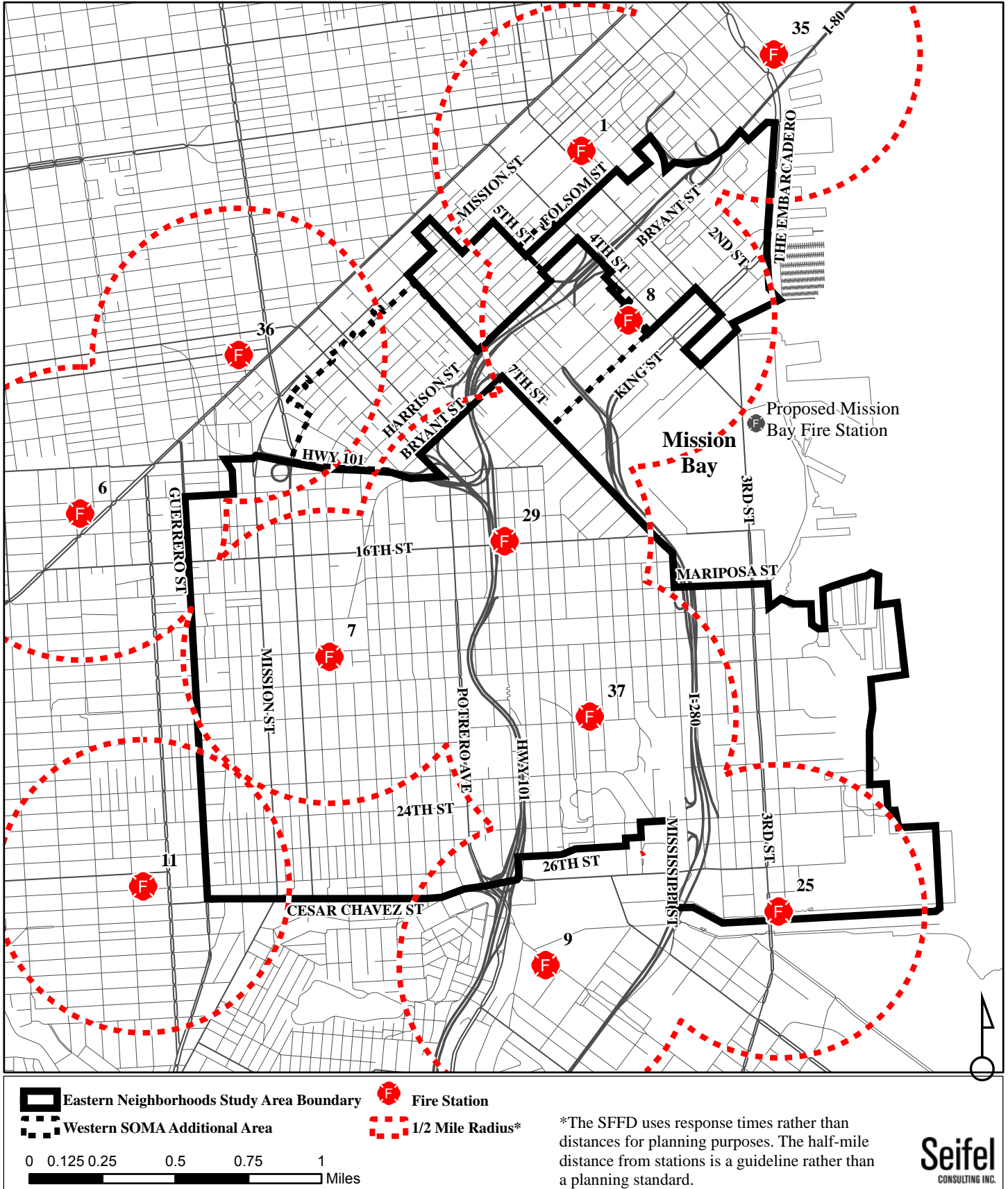
Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Need Projection
Fire <sup>a</sup>	1/2 mile service area	0 stations	Based on response time	0 stations	0 stations

a. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

Source: San Francisco Planning Department, SFFD, Seifel Consulting Inc.

<sup>22</sup> Per a 2005 questionnaire of the SFFD by ESA.

Figure V-7  
Fire Stations  
San Francisco Eastern Neighborhoods



## 5. Health Care

*Need factor: 0.057 centers/1,000 residents*

Currently, the City has 24 public health clinics, four of which are located in the Eastern Neighborhoods.<sup>23</sup> The Department of Public Health (DPH) recommends a one-mile access to health care centers, and all of the Eastern Neighborhoods are within a one-mile radius of a public health center except for the eastern most edges of the Eastern SOMA and Central Waterfront neighborhoods (Figure V-8).<sup>24</sup>

On a per capita basis, the Eastern Neighborhoods have more facilities than exist citywide, which is appropriate as public health centers primarily serve low-income residents and the Eastern Neighborhoods house a disproportionate share of the City's low-income residents. Seifel assumed that income distribution will remain relatively constant and that the current neighborhood service level of 0.057 centers per 1,000 residents would therefore be necessary to serve future residents. Given projected population growth in the Eastern Neighborhoods, additional facilities or expansion of existing facilities equivalent to 0.65 centers are needed.

## 6. Human Service Centers

*Need factor: 0.043 centers/1,000 residents*

Staff of the City's Human Service Agency acknowledge the difficulty in establishing a definition of human service centers. For the purposes of this report, the human service facilities include City funded "one-stop" centers that include employment and workforce development services, services for senior and adults with disability, and/or youth and family services.<sup>25</sup>

Currently, the City has 45 human service centers, three of which are located in the Eastern Neighborhoods (Figure V-8). With projected population growth in the Eastern Neighborhoods, additional facilities or expansion of existing facilities equivalent to a 16 percent increase in capacity is needed to maintain the neighborhood level of service of 0.043 centers per 1,000 residents.<sup>26</sup> The Human Service Agency indicates a need for consolidation of existing service providers rather than construction of more facilities.

---

<sup>23</sup> Information about public health clinics located on the DPH website, <http://www.dph.sf.ca.us/chn/healthcenters.htm>.

<sup>24</sup> While the Central Waterfront does not currently have any public health centers, the current and future populations could be served by the Potrero Hill Health Center.

<sup>25</sup> Recreation centers for youth and seniors are analyzed in the Open Space and Parks - Facilities section. This analysis does not include cultural centers.

<sup>26</sup> While the Central Waterfront does not currently have any human service centers, the current and future populations could be served by the Potrero Hill Family Resource Center.

## 7. Cultural Facilities

*Need factor: 0.014 centers/1,000 residents*

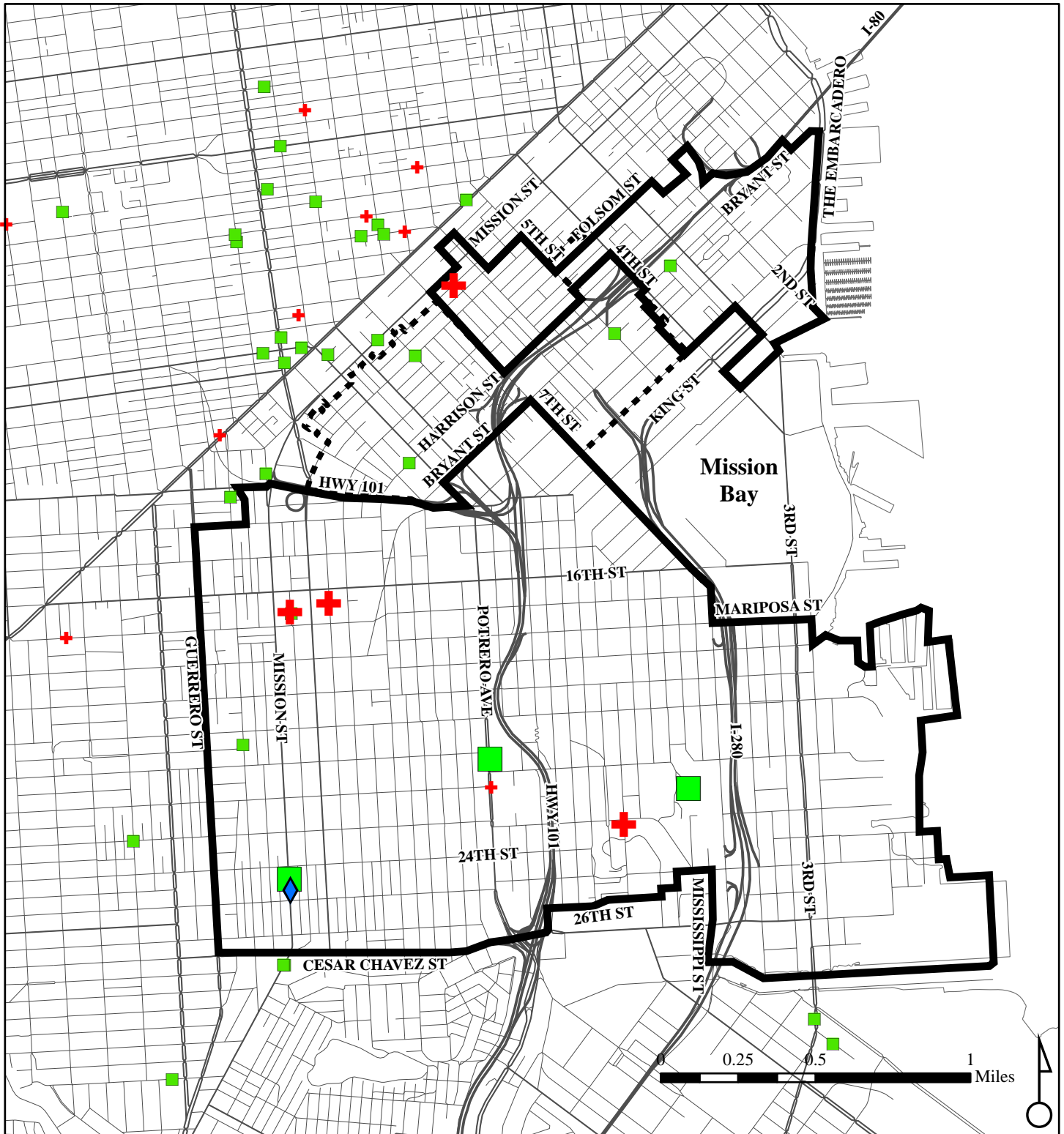
The City's Arts Commission currently maintains four city-owned cultural centers throughout the City, one of which is in the Eastern Neighborhoods (Figure V-8). The Mission Cultural Center operates at full capacity serving the current population. With projected population growth in the Eastern Neighborhoods, additional facilities or expansion of the Mission Cultural Center equivalent to a 16 percent increase in capacity is needed to maintain the level of facilities at the neighborhood level of service of 0.014 centers per 1,000 residents.

**Table V-6**  
**Current and Future Needs**  
**Health Care, Human Services, and Cultural Center Facilities**  
**San Francisco Eastern Neighborhoods**

Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Need Projection
Health Care	0.057 centers/1,000 residents	0.0 centers	14,477 residents	0.82 centers	0.65 centers
Human Service Agencies	0.043 centers/1,000 residents	(0.1) centers	14,477 residents	0.62 centers	0.49 centers
Cultural Centers	0.014 centers/1,000 residents	(0.0) centers	14,477 residents	0.21 centers	0.16 centers

Source: San Francisco Planning Department, DPH, HSA, SF Arts Commission, and Seifel Consulting Inc.

Figure V-8  
Neighborhood Community Facilities  
San Francisco Eastern Neighborhoods



- |   |  |
|---|--|
| <span style="color: red;">+</span> Health Centers in Needs Assessment     | <span style="color: green;">■</span> Human Service Centers in Needs Assessment   |
| <span style="color: red;">+</span> Health Centers not in Needs Assessment | <span style="color: green;">■</span> Human Service Centers not in Needs Assessment   |
| <span style="color: blue;">◆</span> Mission Cultural Center               | <span style="border: 2px solid black; display: inline-block; width: 20px; height: 10px;"></span> Eastern Neighborhoods Study Area Boundary |

**Seifel**  
CONSULTING INC.



## 8. Child Care

*Need factor: 52.7 spaces/1,000 residents, 22.4 spaces/1,000 workers*

In order to assess current and future need, Seifel followed a methodology that accounts for the current and future needs of both residents and workers formulated in conjunction with the Planning Department, the Department of Children, Youth and Their Families (DCYF), and Brion Associates.<sup>27</sup>

Resident need was calculated based on household population and share of that population that is an infant (0 to 24 months), pre-school age (2 to 5 years old) or school age (6 to 13 years old). The estimate of total children was then adjusted to account for children with working parents, children needing licensed child care, and those who were likely to seek that care from child care centers (as opposed to family care establishments).

Estimated need by workers was calculated based on jobs within each neighborhood. So as not to overstate demand by counting workers who are also residents, Seifel estimated the number of jobs held by workers living outside of the area (non-resident workers). Child care required by non-resident workers was then calculated based on the share of those workers who would require child care and the type of child care they would need.<sup>28</sup>

Existing child care supply was determined by neighborhood using the San Francisco Child Care Information Management System.<sup>29</sup> The analysis determined an existing need of 3,472 licensed child care spaces in the Eastern Neighborhoods. New development is anticipated to increase that need by 975 spaces, for a total future need of 4,447 spaces, as illustrated in table V-7. For need by neighborhood and/or age group, see Appendix A.

---

<sup>27</sup> Brion & Associates is the firm currently consulting on child care for the Citywide Development Impact Fee Study.

<sup>28</sup> Sources and assumptions for child care analysis: **Population/Jobs**—US Census 2000 and Planning Department ‘Option B’ Projections for 2025. **Children as % of Population**—Based on estimated number of children by age categories for San Francisco from CA Department of Finance P-3 Report as analyzed by Brion & Associates, 2006. **Children with Working Parents**—Labor force participation rates for parents in families with two working parents or a single working parent from the 2000 Census. Rates vary by age, under 6 years and over 6 years. **Children Needing Licensed Care**—Many children with working parents are cared for by family members, nannies, friends, and unlicensed care. This analysis assumes that approximately 37% of infants, 100% of pre-school age children, and 66% of school age children need licensed child care. Assumptions are based on a detailed review of other child care studies performed by Brion & Associates and DCYF direction. **Non-Resident Workers**—Share of San Francisco jobs held by workers living outside of the City was used as a proxy for share of jobs held by workers living outside of the Eastern Neighborhoods. **Workers need for Child Care**—Assumes 5% of non-resident employees need child care and one space per employee. Also assumes that 25% of those spaces will be for infants and 75% for pre-school children. School age children are assumed to have care near their place of residence. These assumptions were made by Brion & Associates under DCYF direction.

<sup>29</sup> San Francisco Child Care Information Management System ([www.sfccmap.com](http://www.sfccmap.com)), a project of the Low Income Investment Fund and San Francisco State University’s Institute for Geographic Information Science, with collaboration from the City and County of San Francisco (September 2006). Seifel analyzed spaces in each neighborhood using a GIS file containing licensed child care centers from the SFCCIMS provided via the SF Department of Children, Youth and Their Families (DCYF).



**Table V-7**  
**Current and Future Needs**  
**Child Care Spaces**  
**San Francisco Eastern Neighborhoods**

Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Need Projection
Child Care <sup>a</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	3,472 spaces	975 spaces	4,447 spaces	4,447 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	518 spaces	101 spaces	619 spaces	619 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	1,661 spaces	438 spaces	2,099 spaces	2,099 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	1,293 spaces	436 spaces	1,729 spaces	1,729 spaces

a. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion & Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System . Source: San Francisco Planning Department, Brion & Associates, Seifel Consulting Inc.

## C. Neighborhood Serving Businesses

### *No standard need factors*

While neighborhoods need businesses that provide retail and personal services to residents, no citywide standards for their provision currently exist. In addition, while community residents have indicated a need for additional neighborhood serving businesses in the Eastern Neighborhoods, the Planning Department does not have information on the current number and square footage of neighborhood serving businesses in the Eastern Neighborhoods.

Seifel estimated the Eastern Neighborhoods' future retail needs by modeling the spending habits of households earning the Eastern Neighborhoods' median income with data from the Bureau of Labor Statistic's 2003 Consumer Expenditure Survey.<sup>30</sup> See Table IV-2 for types of businesses included in the analysis. Supportable square feet for each retail type was calculated using the Urban Land Institute's 2004 Dollars and Cents of Shopping Centers estimates.<sup>31</sup> Overall, the analysis indicates that future Eastern Neighborhoods residents will likely demand an additional 169,000 square feet of neighborhood serving retail.

**Table V-8**  
**Current and Future Needs**  
**Neighborhood Serving Businesses**  
**San Francisco Eastern Neighborhoods**

Analysis Categories	Need Factor	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Need Projection
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.	7,385 housing units	9,748 SF	9,748 SF
Supermarkets	8.1 SF/housing units		7,385 housing units	60,040 SF	60,040 SF
Full Service Restaurants	5.8 SF/housing units		7,385 housing units	42,611 SF	42,611 SF
Limited Service Restaurants	4.0 SF/housing units		7,385 housing units	29,466 SF	29,466 SF
Personal Service	2.5 SF/housing units		7,385 housing units	18,093 SF	18,093 SF
Other Neighborhood Serving Retail	1.3 SF/housing units		7,385 housing units	9,231 SF	9,231 SF
TOTAL	22.9 SF/housing units		7,385 housing units	169,190 SF	169,190 SF

Source: San Francisco Planning Department, Bureau of Labor Statistics, ULI's 2004 Dollars and Cents of Shopping Centers, and Seifel Consulting Inc.

<sup>30</sup> While the median household income varies within the Eastern Neighborhoods, Seifel assumes the projected increase in population will have a substantial impact on neighborhood demographics. We assume that the median household income for the entire Eastern Neighborhoods combined is a more stable figure upon which to base future income projections. The median household income for the Eastern Neighborhoods, reported by Hausrath Economics Group on August 17, 2006, escalated to 2003 dollars, is \$54,282. The Bureau of Labor Statistic's Consumer Expenditure Survey, 2003 provides estimates of annual household spending by product type for household income ranging from \$50,000 to \$75,000. Seifel's Retail Model converts dollars spent by product type to dollars spent annually by retail store type using US Census Bureau Product Line data.

<sup>31</sup> Seifel escalated the Department of Labor Statistic's Consumer Expenditure Survey results to 2004 dollars. Dollars and Cents estimates are the median sales volume per square foot of gross leasable space for Neighborhood Shopping Centers in the Western Region. According to the Urban Land Institute definition in *2004 Dollars and Cents of Shopping Centers*, Neighborhood Shopping Centers provide for the sale of convenience goods and personal services. Typically they are built around a supermarket as the principal tenant and contain a gross leasable area of approximately 60,000 square feet.

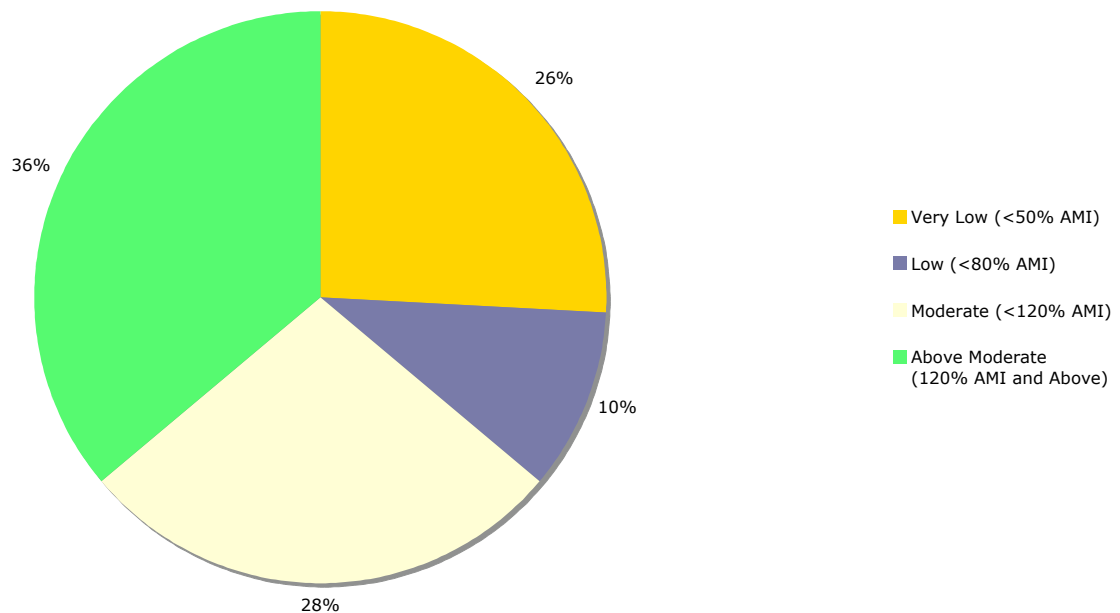
## D. Housing

### 1. Affordable Housing Needs

*Need factor: 26%, 10% and 28% of new production is affordable to very low, low and moderate income households*

ABAG estimates that 64 percent of new housing production in San Francisco will need to be affordable to very low, low and moderate income households, as indicated in the Hausrath Socioeconomic Impact Analysis. Within the Eastern Neighborhoods, this translates to 1,901 units affordable to very low-income households, 771 to low-income households and 2,044 to moderate-income households, for a total of 4,716 of the 7,385 units anticipated.

**Figure V-9  
Current and Future Needs  
Affordable Housing  
San Francisco Eastern Neighborhoods**



## **E. Transportation and Transit**

### *No standard need factors*

Due to the complexity of planning for transportation and transit needs, the calculation of future transportation needs is not feasible in a manner comparable to the analyses undertaken in this assessment. However, the Eastern Neighborhoods planning process has determined that the transit and transportation infrastructure that exists in these neighborhoods is already insufficient, and it is estimated that the population growth and development will increase need.

It is clear that land use change and new residential development in the Eastern Neighborhoods will require improvements to the existing transportation infrastructure. Industrial areas, historically focused on the movement of vehicles and trucks, are evolving to accommodate pedestrians, bicyclists and public transit. New traffic signals, transit service, and bicycle and pedestrian facilities are required to meet the transportation needs of new residents, visitors and employees in the Eastern Neighborhoods. While some needs have been identified at a broad level through the Eastern Neighborhoods planning process, and some improvements are being identified through planning efforts such as the San Francisco Municipal Transportation Agency's (SFMTA) Transit Effectiveness Project (TEP), further study is needed to identify the specific projects that will make up a comprehensive multi-modal transportation improvement program. In 2008, the SFMTA, San Francisco County Transportation Authority (SFCTA), and the Planning Department will commence the Eastern Neighborhoods Transportation Implementation Study to identify needed improvements.

## VI. Conclusion

Based on current levels of service and projected growth in the Eastern Neighborhoods as estimated based on Zoning Option B Revised, future needs are projected for district/neighborhood/subneighborhood open space and maintenance, recreational facilities and maintenance, child care, police squad cars, elementary and middle school facilities, health care facilities, human service facilities, cultural center expansion, library funding, neighborhood serving retail, affordable housing, and transportation and transit.

# Appendix A: Needs Tables

Table A-1  
Current and Future Need (2025 - Option B Revised)  
San Francisco Eastern Neighborhoods

Analysis Categories	Need Factor	Existing Condition*	Current Demand/Need	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
Open Space & Parks - Citywide <sup>b</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres	14,477 residents	65.1 acres	(1,301) acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood (Operating Costs)	1.0 acres/1,000 residents	50.4 acres	Based on Geography	See Figure V-1	14,477 residents	14.5 acres	N/A	14.5 acres
Recreational Facilities	7.835 \$/acre	Average maintenance rating of 85% but cannot cost out deficiencies			14.5 acres	\$ 89,322 annual labor cost	N/A	\$ 89,322 annual labor cost
Recreation Facilities (Operating Costs)	21.58 SF/resident	1,054,916 SF	67,204 residents	395,346 SF	14,477 residents	312,414 SF	707,760 SF	707,760 SF
Education (Schools) <sup>f</sup>	0.254 \$/SF	N/A	N/A	N/A	312,414 SF	\$ 79,325 annual labor cost	N/A	\$ 79,325 annual labor cost
High School (9-12)	0.317 students/housing unit	7,275 student capacity	N/A	(3,167) student capacity	7,385 housing units	2,341 students	(826) students	N/A
Middle School (6-8)	0.102 students/housing unit	2,050 student capacity	N/A	(982) student capacity	7,385 housing units	753 students	(229) students	N/A
Elementary School (K-5)	0.069 students/housing unit	1,025 student capacity	N/A	(443) student capacity	7,385 housing units	510 students	67 students	N/A
High School (9-12)	0.146 students/housing unit	4,200 student capacity	N/A	(1,742) student capacity	7,385 housing units	1,078 students	(664) students	N/A
Middle School (6-8)	1.611 students/school	3 schools	N/A	(0.61) schools	753 students	0.47 schools	(0.14) schools	0 schools
Elementary School (K-5)	1,389 students/school	2 schools	N/A	(0.32) schools	510 students	0.37 schools	0.05 schools	* schools
Public Libraries (Facilities)	656 students/school	8 schools	N/A	(2.66) schools	1,078 students	1.64 schools	(1.01) schools	0 schools
Public Libraries (Materials)	No standard need factor; no additional facilities anticipated to be needed	5 libraries	Based on Geography	0 libraries	Based on Geography	0 libraries	0 libraries	0 libraries
Police (Facilities)	\$ 74 fee/resident	N/A	67,204 residents	N/A	14,477 residents	\$ 1,066,342 total fees	N/A	\$ 74 fee/resident
Police (Equipment)	No standard need factor; no additional facilities anticipated to be needed	3 stations	Based on Geography	0 stations	Based on Geography	0 stations	0 stations	0 stations
Fire <sup>g</sup>	0.77 squad cars/1,000 residents	Data unavailable	67,204 residents	N/A	14,477 residents	11.2 squad cars	N/A	11 squad cars
Health Care	1/2 mile service area	11 stations	Based on response time	0 stations	Based on response time	0 stations	0 stations	0 stations
Human Service Agencies	0.057 centers/1,000 residents	4 centers	67,204 residents	0.0 centers	14,477 residents	0.82 centers	0.65 centers	0.65 centers
Cultural Facilities	0.043 centers/1,000 residents	3 centers	67,204 residents	(0.1) centers	14,477 residents	0.62 centers	0.49 centers	0.49 centers
Child Care <sup>e</sup>	0.014 centers/1,000 residents	1 centers	67,204 residents	(0.0) centers	14,477 residents	0.21 centers	0.16 centers	0.16 centers
Infants (0 to 24 months)	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	1,785 spaces	5,257 spaces	3,472 spaces	975 spaces	4,447 spaces	N/A	4,447 spaces
Pre-School (2 to 5 years)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	218 spaces	736 spaces	518 spaces	101 spaces	619 spaces	N/A	619 spaces
School Aged (6 to 13 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	1,147 spaces	2,808 spaces	1,661 spaces	438 spaces	2,099 spaces	N/A	2,099 spaces
Drug Stores	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	420 spaces	1,713 spaces	1,293 spaces	436 spaces	1,729 spaces	N/A	1,729 spaces
Supermarkets	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	9,748 SF	N/A	9,748 SF
Full Service Restaurants	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	60,040 SF	N/A	60,040 SF
Limited Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	42,611 SF	N/A	42,611 SF
Personal Service	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	29,466 SF	N/A	29,466 SF
Other Neighborhood Serving Retail	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	18,093 SF	N/A	18,093 SF
Affordable housing needs	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			7,385 housing units	9,231 SF	N/A	9,231 SF
	0.64 affordable units/total units	N/A	25,464 total units	N/A	7,385 total units	4,716 affordable units	N/A	4,716 affordable units

a. Existing conditions for libraries, police stations and fire stations are counted within the subarea by service area. Some facilities serve more than one subarea, however, they are not counted multiple times in this total.

b. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

c. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEF), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

d. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

e. Current response times meet SFPD standards.

f. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Bron &amp; Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

\*Seifel recommends that a middle school be considered for the Eastern SOMA, Showplace Square/Potrero Hill, and/or Central Waterfront Neighborhoods.

Source: San Francisco Planning Department, Environmental Science Associates, Seifel Consulting Inc.

Table A-2  
Current and Future Need (2025 - Option B Revised)  
Mission Neighborhood

Analysis Categories	Need Factor	Existing Condition	Current Demand/Need	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres	4,301 residents	19.4 acres	(1,346) acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	17.0 acres	Based on Geography	See Figure V-1	4,301 residents	4.3 acres	N/A	4.3 acres
Open Space & Parks (Operating Costs)	6170 \$/acre	Average maintenance rating of 85% but cannot cost out deficiencies			4.3 acres	\$ 26,537 annual labor cost	N/A	\$ 26,537 annual labor cost
Recreational Facilities	21.58 SF/resident	385,683 SF	41,788 residents	516,102 SF	4,301 residents	92,816 SF	608,918 SF	608,918 SF
Recreation Facilities (Operating Costs)	0.254 \$/SF	N/A	N/A	N/A	92,816 SF	\$ 23,567 annual labor cost	N/A	\$ 23,567 annual labor cost
Education (Schools) <sup>b</sup>	0.317 students/housing unit	4,025 student capacity	N/A	(1,611) student capacity	1,118 housing units	354 students	(1,257) students	N/A
High School (9-12)	0.102 students/housing unit	1,225 student capacity	N/A	(482) student capacity	1,118 housing units	114 students	(368) students	N/A
Middle School (6-8)	0.069 students/housing unit	825 student capacity	N/A	(392) student capacity	1,118 housing units	77 students	(315) students	N/A
Elementary School (K-5)	0.146 students/housing unit	1,975 student capacity	N/A	(737) student capacity	1,118 housing units	163 students	(574) students	N/A
High School (9-12)	1.611 students/school	1 schools <sup>c</sup>	N/A	(0.30) schools	114 students	0.07 schools	(0.23) schools	0 schools
Middle School (6-8)	1.389 students/school	1 schools	N/A	(0.28) schools	77 students	0.06 schools	(0.23) schools	0 schools
Elementary School (K-5)	656 students/school	4 schools	N/A	(1.12) schools	163 students	0.25 schools	(0.87) schools	0 schools
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	3 libraries	Based on Geography	0 libraries	Based on Geography	0 libraries	0 libraries	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	41,788 residents	N/A	4,301 residents	\$ 316,802 total fees	N/A	\$ 74 fee/resident
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	1 stations	Based on Geography	0 stations	Based on Geography	0 stations	0 stations	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	Data unavailable	41,788 residents	N/A	4,301 residents	3.3 squad cars	N/A	3 squad cars
Fire <sup>d</sup>	1/2 mile service area	7 stations	Based on response time	0 stations	Based on response time	0 stations	0 stations	0 stations
Health Care	0.057 centers/1,000 residents	2 centers	41,788 residents	0.4 centers	4,301 residents	0.24 centers	0.6 centers	0.6 centers
Human Service Agencies	0.043 centers/1,000 residents	2 centers	41,788 residents	(0.2) centers	4,301 residents	0.18 centers	(0.0) centers	(0.0) centers
Cultural Centers	0.014 centers/1,000 residents	1 centers	41,788 residents	(0.4) centers	4,301 residents	0.06 centers	(0.3) centers	(0.3) centers
Child Care <sup>e</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	1,392 spaces	2,774 spaces	1,382 spaces	273 spaces	1,655 spaces	N/A	1,655 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	189 spaces	334 spaces	145 spaces	26 spaces	171 spaces	N/A	171 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	887 spaces	1,375 spaces	488 spaces	117 spaces	605 spaces	N/A	605 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	316 spaces	1,065 spaces	749 spaces	130 spaces	879 space	N/A	879 space
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	1,476 SF	N/A	1,476 SF
Supermarkets	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	9,089 SF	N/A	9,089 SF
Full Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	6,451 SF	N/A	6,451 SF
Limited Service Restaurants	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	4,461 SF	N/A	4,461 SF
Personal Service	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	2,739 SF	N/A	2,739 SF
Other Neighborhood Serving Retail	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,118 housing units	1,398 SF	N/A	1,398 SF
Affordable housing needs	0.64 affordable units/total units	N/A	13,309 total units	N/A	1,118 total units	714 affordable units	N/A	714 affordable units

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

b. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEF), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

c. The analysis does not include Downtown High School, as this facility is scheduled to relocate within the 2006/2007 school year.

d. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

e. Current response times meet SFPD standards.

f. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion & Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

Source: San Francisco Planning Department, Environmental Science Associates, Seifert Consulting Inc.



Table A-3  
Current and Future Need (2025 - Option B Revised)  
Showplace Square / Potrero Hill Neighborhood

Analysis Categories	Need Factor	Existing Condition	Current Demand/Need	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres	4,049 residents	18.2 acres	(1,347) acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	18.3 acres	Based on Geography	See Figure V-1	4,049 residents	4.0 acres	N/A	4.0 acres
Open Space & Parks (Operating Costs)	6170 \$/acre	Average maintenance rating of 85% but cannot cost out deficiencies			4.0 acres	\$ 24,982 annual labor cost	N/A	\$ 24,982 annual labor cost
Recreational Facilities	21.58 SF/resident	574,940 SF	13,501 residents	(283,589) SF	4,049 residents	87,377 SF	(196,211) SF	0 SF
Recreation Facilities (Operating Costs)	0.254 \$/SF	N/A	N/A	N/A	87,377 SF	\$ 22,186 annual labor cost	N/A	\$ 22,186 annual labor cost
Education (Schools)	0.317 students/housing unit	2,500 student capacity	N/A	(1,380) student capacity	2,635 housing units	835 students	(545) students	N/A
High School (9-12)	0.102 students/housing unit	825 student capacity	N/A	(500) student capacity	2,635 housing units	269 students	(231) students	N/A
Middle School (6-8)	0.069 students/housing unit	0 student capacity	N/A	0 student capacity	2,635 housing units	182 students	182 students	N/A
Elementary School (K-5)	0.146 students/housing unit	1,675 student capacity	N/A	(880) student capacity	2,635 housing units	385 students	(495) students	N/A
High School (9-12)	1.611 students/school	2 schools <sup>c</sup>	N/A	(0.31) schools	269 students	0.17 schools	(0.14) schools	0 schools
Middle School (6-8)	1.389 students/school	0 schools	N/A	0.00 schools	182 students	0.13 schools	0.13 schools	* schools
Elementary School (K-5)	656 students/school	3 schools	N/A	(1.34) schools	385 students	0.59 schools	(0.76) schools	0 schools
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	2 libraries	Based on Geography	0 libraries	Based on Geography	0 libraries	0 libraries	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	13,501 residents	N/A	4,049 residents	\$ 298,240 total fees	N/A	\$ 74 fee/resident
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	3 stations	Based on Geography	0 stations	Based on Geography	0 stations	0 stations	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	Data unavailable	13,501 residents	N/A	4,049 residents	3.1 squad cars	N/A	3 squad cars
Fire <sup>d</sup>	1/2 mile service area	6 stations	Based on response time	0 stations	Based on response time	0 stations	0 stations	0 stations
Health Care	0.057 centers/1,000 residents	1 centers	13,501 residents	(0.2) centers	4,049 residents	0.23 centers	(0.0) centers	(0.0) centers
Human Service Agencies	0.043 centers/1,000 residents	1 centers	13,501 residents	(0.4) centers	4,049 residents	0.17 centers	(0.3) centers	(0.3) centers
Cultural Centers	0.014 centers/1,000 residents	0 centers	13,501 residents	0.2 centers	4,049 residents	0.06 centers	0.2 centers	0.2 centers
Child Care <sup>e</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	281 spaces	1,194 spaces	913 spaces	299 spaces	1,211 spaces	N/A	1,211 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	25 spaces	182 spaces	157 spaces	35 spaces	192 spaces	N/A	192 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	156 spaces	667 spaces	511 spaces	142 spaces	653 spaces	N/A	653 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	100 spaces	344 spaces	244 spaces	122 spaces	366 spaces	N/A	366 spaces
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	3,478 SF	N/A	3,478 SF
Supermarkets	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	21,423 SF	N/A	21,423 SF
Full Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	15,204 SF	N/A	15,204 SF
Limited Service Restaurants	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	10,514 SF	N/A	10,514 SF
Personal Service	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	6,456 SF	N/A	6,456 SF
Other Neighborhood Serving Retail	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,635 housing units	3,294 SF	N/A	3,294 SF
Affordable housing needs	0.64 affordable units/total units	N/A	5,539 total units	N/A	2,635 total units	1,683 affordable units	N/A	1,683 affordable units

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

b. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEP), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

c. Includes Downtown High School, although as it is an alternative format school, capacity and current enrollment are not included in calculations of existing surplus/deficit.

d. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

Current response times meet SFPD standards.

e. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion &amp; Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

Source: San Francisco Planning Department, Environmental Science Associates, Seifert Consulting Inc.

Table A-4  
Current and Future Need (2025 - Option B Revised)  
Eastern SOMA Neighborhood

Analysis Categories	Need Factor	Existing Condition	Current Demand/Need	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres	4,199 residents	18.9 acres	(1,347) acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	12.3 acres	Based on Geography	See Figure V-1	4,199 residents	4.2 acres	N/A	4.2 acres
Open Space & Parks (Operating Costs)	6170 \$/acre	Average maintenance rating of 80% but cannot cost out deficiencies			4.2 acres	\$ 25,908 annual labor cost	N/A	\$ 25,908 annual labor cost
Recreational Facilities	21.58 SF/resident	94,293 SF	10,211 residents	126,060 SF	4,199 residents	90,614 SF	216,675 SF	216,675 SF
Recreation Facilities (Operating Costs)	0.254 \$/SF	N/A	N/A	N/A	90,614 SF	\$ 23,008 annual labor cost	N/A	\$ 23,008 annual labor cost
Education (Schools) <sup>b</sup>	0.317 students/housing unit	750 student capacity	N/A	(176) student capacity	2,508 housing units	795 students	619 students	N/A
High School (9-12)	0.102 students/housing unit	0 student capacity	N/A	0 student capacity	2,508 housing units	256 students	256 students	N/A
Middle School (6-8)	0.069 students/housing unit	200 student capacity	N/A	(51) student capacity	2,508 housing units	173 students	122 students	N/A
Elementary School (K-5)	0.146 students/housing unit	550 student capacity	N/A	(125) student capacity	2,508 housing units	366 students	241 students	N/A
High School (9-12)	1.611 students/school	0 schools	N/A	0.00 schools	256 students	0.16 schools	0.16 schools	0 schools
Middle School (6-8)	1.389 students/school	1 schools	N/A	(0.04) schools	173 students	0.12 schools	0.09 schools	* schools
Elementary School (K-5)	656 students/school	1 schools	N/A	(0.19) schools	366 students	0.56 schools	0.37 schools	0 schools
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	2 libraries	Based on Geography	0 libraries	Based on Geography	0 libraries	0 libraries	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	10,211 residents	N/A	4,199 residents	\$ 309,288 total fees	N/A	\$ 74 fee/resident
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	1 stations	Based on Geography	0 stations	Based on Geography	0 stations	0 stations	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	Data unavailable	10,211 residents	N/A	4,199 residents	3.2 squad cars	N/A	3 squad cars
Fire <sup>c</sup>	1/2 mile service area	3 stations	Based on response time	0 stations	Based on response time	0 stations	0 stations	0 stations
Health Care	0.057 centers/1,000 residents	1 centers	10,211 residents	(0.4) centers	4,199 residents	0.24 centers	(0.2) centers	(0.2) centers
Human Service Agencies	0.043 centers/1,000 residents	0 centers	10,211 residents	0.4 centers	4,199 residents	0.18 centers	0.6 centers	0.6 centers
Cultural Centers	0.014 centers/1,000 residents	0 centers	10,211 residents	0.1 centers	4,199 residents	0.06 centers	0.2 centers	0.2 centers
Child Care <sup>d</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	112 spaces	945 spaces	833 spaces	292 spaces	1,125 spaces	N/A	1,125 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	4 spaces	149 spaces	145 spaces	32 spaces	176 spaces	N/A	176 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	104 spaces	537 spaces	433 spaces	134 spaces	567 spaces	N/A	567 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	4 spaces	260 spaces	256 spaces	126 spaces	383 spaces	N/A	383 spaces
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	3,311 SF	N/A	3,311 SF
Supermarkets	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	20,390 SF	N/A	20,390 SF
Full Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	14,471 SF	N/A	14,471 SF
Limited Service Restaurants	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	10,007 SF	N/A	10,007 SF
Personal Service	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	6,145 SF	N/A	6,145 SF
Other Neighborhood Serving Retail	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			2,508 housing units	3,135 SF	N/A	3,135 SF
Affordable housing needs	0.64 affordable units/total units	N/A	5,818 total units	N/A	2,508 total units	1,602 affordable units	N/A	1,602 affordable units

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

b. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEF), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools based on SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

c. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

d. Current response times meet SFPD standards.

e. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion & Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

\*Serfil recommends that a middle school be considered for the Eastern SOMA, Showplace Square/Potrero Hill, and/or Central Waterfront Neighborhoods.

Source: San Francisco Planning Department, Environmental Science Associates, Serfil Consulting Inc.

Table A-5  
Current and Future Need (2025 - Option B Revised)  
Central Waterfront Neighborhood

Analysis Categories	Need Factor	Existing Condition	Current Demand/Need	Existing Need (Surplus)	Growth in Need	Future Conditions Needed	Net Future Conditions Needed (Surplus)	Need Projection
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres	1,928 residents	8.7 acres	(1,357) acres	0.0 acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	2.8 acres	Based on Geography	See Figure V-1	1,928 residents	1.9 acres	N/A	1.9 acres
Open Space & Parks (Operating Costs)	6170 \$/acre	Average maintenance rating of 88% but cannot cost out deficiencies			1.9 acres	\$ 11,896 annual labor cost	N/A	\$ 11,896 annual labor cost
Recreation Facilities	21.58 SF/resident	0 SF	1,704 residents	36,772 SF	1,928 residents	41,606 SF	78,379 SF	78,379 SF
Recreation Facilities (Operating Costs)	0.254 \$/SF	N/A	N/A	N/A	41,606 SF	\$ 10,564 annual labor cost	N/A	\$ 10,564 annual labor cost
Education (Schools) <sup>b</sup>	0.317 students/housing unit	0 student capacity	N/A	0 student capacity	1,124 housing units	356 students	356 students	N/A
High School (9-12)	0.102 students/housing unit	0 student capacity	N/A	0 student capacity	1,124 housing units	115 students	115 students	N/A
Middle School (6-8)	0.069 students/housing unit	0 student capacity	N/A	0 student capacity	1,124 housing units	78 students	78 students	N/A
Elementary School (K-5)	0.146 students/housing unit	0 student capacity	N/A	0 student capacity	1,124 housing units	164 students	164 students	N/A
High School (9-12)	1.611 students/school	0 schools	N/A	0 schools	115 students	0.07 schools	0.07 schools	0 schools
Middle School (6-8)	1.389 students/school	0 schools	N/A	0 schools	78 students	0.06 schools	0.06 schools	* schools
Elementary School (K-5)	656 students/school	0 schools	N/A	0 schools	164 students	0.25 schools	0.25 schools	0 schools
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	2 libraries	Based on Geography	0 libraries	Based on Geography	0 libraries	0 libraries	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	1,704 residents	N/A	1,928 residents	\$ 142,012 total fees	N/A	\$ 74 fee/resident
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	1 stations	Based on Geography	0 stations	Based on Geography	0 stations	0 stations	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	Data unavailable	1,704 residents	N/A	1,928 residents	1.5 squad cars	N/A	2 squad cars
Fire <sup>c</sup>	1/2 mile service area	2 stations	Based on response time	0 stations	Based on response time	0 stations	0 stations	0 stations
Health Care	0.057 centers/1,000 residents	0 centers	1,704 residents	0.1 centers	1,928 residents	0.11 centers	0.2 centers	0.2 centers
Human Service Agencies	0.043 centers/1,000 residents	0 centers	1,704 residents	0.1 centers	1,928 residents	0.08 centers	0.2 centers	0.2 centers
Cultural Centers	0.014 centers/1,000 residents	0 centers	1,704 residents	0.0 centers	1,928 residents	0.03 centers	0.1 centers	0.1 centers
Child Care <sup>d</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	0 spaces	343 spaces	343 spaces	112 spaces	455 spaces	N/A	455 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	0 spaces	71 spaces	71 spaces	9 spaces	80 spaces	N/A	80 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	0 spaces	229 spaces	229 spaces	45 spaces	274 spaces	N/A	274 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	0 spaces	43 spaces	43 spaces	58 spaces	102 spaces	N/A	102 spaces
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	1,484 SF	N/A	1,484 SF
Supermarkets	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	9,138 SF	N/A	9,138 SF
Full Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	6,485 SF	N/A	6,485 SF
Limited Service Restaurants	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	4,485 SF	N/A	4,485 SF
Personal Service	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	2,754 SF	N/A	2,754 SF
Other Neighborhood Serving Retail	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.			1,124 housing units	1,405 SF	N/A	1,405 SF
Affordable housing needs	0.64 affordable units/total units	N/A	798 total units	N/A	1,124 total units	718 affordable units	N/A	718 affordable units

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in the Eastern Neighborhoods.

b. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEP), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

c. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations.

Current response times meet SFPD standards.

d. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion & Associates. Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

\*Seitel recommends that a middle school be considered for the Eastern SOMA, Showplace Square/Potrero Hill, and/or Central Waterfront Neighborhoods.

Source: San Francisco Planning Department, Environmental Science Associates, Seitel Consulting Inc.

## Appendix B: Western SOMA

This appendix describes the existing conditions and current needs in the Western SOMA neighborhood.<sup>32</sup> Figures in the main report display the boundaries of this neighborhood, labeled Western SOMA Additional Area. Seifel did not project future needs for this neighborhood because it is not included in the Planning Department's Eastern Neighborhoods rezoning study area.

Appendix Table B-1 summarizes the assessment of existing conditions and current needs presented in this appendix. All category definitions are identical to those in the main text.

### A. Open Space, Parks and Recreational Facilities

- **Open Space and Parks – Citywide**—*Need factor: 4.5 acres/1,000 residents*  
No citywide open space currently exists within Western SOMA. However, sufficient amounts of citywide open space are accessible to neighborhood residents. The current citywide open space provision is a ratio of approximately 6.3 acres per 1,000 residents.
- **Open Space and Parks – District, Neighborhood and Subneighborhood**—*Need factor: one acre/1,000 residents*  
Western SOMA contains one subneighborhood park of 0.23 acres. Large portions of the neighborhood lack access to neighborhood and/or subneighborhood open space (Figure V-1).
- **Recreational Facilities**—*Citywide provision of 21.58 square feet/resident*  
No recreational facilities currently exist within Western SOMA. Based on current population, the existing need for recreational facilities in Western SOMA is 95,000 square feet.

### B. Community Facilities and Services

- **Education**—*Need factor: Based on desired number of students per school type in San Francisco*  
No schools are currently located in the Western SOMA neighborhood. As such, Seifel was unable to calculate the existing surplus or deficit in the schools capacity. However, given that surplus capacity currently exists in the nearby Eastern Neighborhoods schools, education needs in Western SOMA are likely currently fulfilled.
- **Public Libraries – Facilities**—*Need factor: Library department does not indicate need for new library branches*  
Two libraries serve Western SOMA: the Main Library and the Mission Bay Branch (Figure V-5). Library service is sufficient in the neighborhood.
- **Police – Facilities**—*Need factor: Police department does not indicate need*  
The SFPD's Southern Station is located within the Western SOMA neighborhood boundary (Figure V-6). The new station in Mission Bay will serve Western SOMA residents once SFPD relocates Southern Station to Mission Bay.

---

<sup>32</sup> Analysis completed in September 2006.

- **Police – Equipment**—*Need factor: 2.7 officers/1,000 residents; 2 squad cars/7 officers; 0.77 squad cars/1,000 residents*  
Seifel was unable to obtain information on the adequacy of current equipment or current equipment needs.
- **Fire**—*General Plan factor: 1/2 mile service area; Fire Department factor: Based on response time*  
The SFFD currently has 4 fire stations that serve Western SOMA and an additional station planned in Mission Bay. Based on the 1/2-mile service area standard, there is a coverage gap in the western half of the neighborhood, but this does not necessarily indicate inadequate levels of service. The SFFD bases service standards on response time, and the department's 300-second response time goal is reported by SFFD as being met in Western SOMA.
- **Health Care**—*Citywide provision: 0.03 centers/1,000 residents*  
No public health clinics are located in Western SOMA. However, the entire neighborhood is within one mile of an existing health center (Figure V-8). Therefore, although the equivalent of 0.1 centers would be required to bring Western SOMA to Citywide standards, the neighborhood has no functional need for an additional center.
- **Human Service Agencies**—*Citywide provision: 0.06 centers/1,000 residents*  
Three of the City's human service agencies are located in Western SOMA (Figure V-8). An additional seven agencies are located within one-quarter mile of the neighborhood's northern boundary. On a per capita basis, a surplus of human service agencies exists in Western SOMA.
- **Child Care**—*Need factor: 52.7 spaces/1,000 residents, 22.4 spaces/1,000 workers*  
Using the methodology described in the memorandum, Western SOMA has an existing need for 434 licensed child care spaces.

### C. Neighborhood Serving Businesses—*No standard need factors*

Anecdotal evidence suggests that neighborhood serving business are lacking in Western SOMA, but the Planning Department does not have information on the current number and square footage of neighborhood serving businesses in the area.

### D. Housing

- **Affordable Housing Needs**—*Need factor: 64% of new production is affordable*  
ABAG estimates that 64 percent of new housing production in San Francisco will need to be affordable to low and moderate income households, as indicated in the Hausrath Socioeconomic Impact Analysis. Based on historical affordable housing production in the City, Seifel estimates that the City of San Francisco will produce about 25 percent of new housing affordable to low and moderate income households. This estimate is based on projections of achievable affordable housing development from a combination of the City's inclusionary housing program and non-profit housing development.

**Appendix Table B-1  
Current Need  
Western SOMA Neighborhood**

Analysis Categories	Need Factor	Existing Condition	Current Demand/Need	Existing Need (Surplus)
Open Space & Parks - Citywide <sup>a</sup>	4.5 acres/1,000 residents	4,772 acres	756,967 residents	(1,366) acres
Open Space & Parks - District, Neighborhood & Subneighborhood	1.0 acres/1,000 residents	0.23 acres	Based on Geography	See Figure 2
Open Space & Parks (Operating Costs)	6170 \$/acre	Existing park not included in maintenance evaluation		
Recreational Facilities	21.58 SF/resident	0 SF	4,425 residents	95,492 SF
Recreation Facilities (Operating Costs)	0.254 \$/SF	N/A	N/A	N/A
Education (Schools) <sup>b</sup>	0.317 students/housing unit	0 student capacity	N/A	0 student capacity
High School (9-12)	0.102 students/housing unit	0 student capacity	N/A	0 student capacity
Middle School (6-8)	0.069 students/housing unit	0 student capacity	N/A	0 student capacity
Elementary School (K-5)	0.146 students/housing unit	0 student capacity	N/A	0 student capacity
High School (9-12)	1,611 students/school	0 schools	N/A	0 schools
Middle School (6-8)	1,389 students/school	0 schools	N/A	0 schools
Elementary School (K-5)	656 students/school	0 schools	N/A	0 schools
Public Libraries (Facilities)	No standard need factor, no additional facilities anticipated to be needed	0 libraries	Based on Geography	0 libraries
Public Libraries (Materials)	\$ 74 fee/resident	N/A	4,425 residents	N/A
Police (Facilities)	No standard need factor, no additional facilities anticipated to be needed	1 stations	Based on Geography	0 stations
Police (Equipment)	0.77 squad cars/1,000 residents	Data unavailable	4,425 residents	N/A
Fire <sup>c</sup>	1/2 mile service area	4 stations	Based on response time	0 stations
Health Care	0.03 centers/1,000 residents	0 centers	4,425 residents	0.1 centers
Human Service Agencies	0.06 centers/1,000 residents	3 centers	4,425 residents	(2.7) centers
Child Care <sup>d</sup>	52.7 spaces/1,000 residents; 22.4 spaces/1,000 workers	351 spaces	785 spaces	434 spaces
Infants (0 to 24 months)	3.3 spaces/1,000 residents; 5.6 spaces/1,000 workers	58 spaces	158 spaces	100 spaces
Pre-School (2 to 5 years)	19.2 spaces/1,000 residents; 16.8 spaces/1,000 workers	233 spaces	514 spaces	281 spaces
School Aged (6 to 13 years)	30.1 spaces/1,000 residents; 0 spaces/1,000 workers	60 spaces	113 spaces	53 spaces
Drug Stores	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Supermarkets	8.1 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Full Service Restaurants	5.8 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Limited Service Restaurants	4.0 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Personal Service	2.5 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Other Neighborhood Serving Retail	1.3 SF/housing units	Anecdotal evidence of lack of neighborhood serving businesses.		
Affordable housing needs	0.64 affordable units/total units	N/A	2,215 total units	N/A

a. The existing city-wide open space condition refers to all areas of this size across the city, not only in Western SOMA.

b. Based on citywide and affordable housing student generation rates from Demographic Analyses and Enrollment Forecasts (DAEF), San Francisco Unified School District (SFUSD), July 2002. Assumes ratio of elementary to middle to high school students is consistent with existing and projected proportions in the DAEF and that 25% of new SF Eastern units are affordable. Design capacity for elementary and high schools from SFUSD's 2005 School Fee Justification Study and estimated for middle schools based on elementary school capacity, adjusted for the years spent in middle school and the relative number of middle schools in SFUSD.

c. The City's General Plan states "In general, firehouses should be distributed throughout the city so that each firehouse has a primary service area extending within a radius of one-half mile." However, the San Francisco Fire Department relies on response times in order to determine service areas for fire stations. Current response times meet SFPD standards.

d. Child care existing and projected demand methodology and assumptions developed by the SF Department of Children, Youth and Families and Brion & Associates.

Uses residential and employment data from SF Planning Department and US Census. Supply data from the SF Child Care Information Management System.

Source: San Francisco Planning Department, Environmental Science Associates, Seifel Consulting Inc.

San Francisco Planning Department  
Eastern Neighborhoods Needs Assessment

Seifel Consulting Inc.  
December 2007