

APPENDIX B

OUTREACH SUMMARY REPORT

ConnectSF

MARCH 2018

Executive Summary

The first phase of ConnectSF is a multi-agency process to create a 50-year vision for the future of the City to answer our focal question: What is the future of San Francisco as a place to live, work, and play in the next 25 and 50 years? This included the scenario planning process, which asked stakeholders to think about how different futures could unfold in San Francisco and the Bay Area and develop actions that could help guide us towards a preferred future.

The vision will anchor San Francisco’s transportation planning in the program’s guiding principles (or goals): equity; safety and livability; environmental sustainability; economic vitality; and accountability and engagement. Guided by community input and feedback as summarized in this report, the vision will help the City make better decisions and more strategic investments in its transportation system.

This report summarizes the program’s outreach activities related to developing the vision. Outreach and engagement started in late 2015, when ConnectSF staff gave presentations to the Planning Commission, the SFMTA Board, and the SFCTA Board (who also serve on the Board of Supervisors) to build agency awareness. Outreach continued through three main stages that led to the creation of the vision:

1. Guiding Principles (or Goals)
2. Scenario Planning
3. Affirming the Vision

Understanding that the vision would be affected by the present and future, ConnectSF emphasized the need to reach a full spectrum of viewpoints from people who live, work, and play in San Francisco. Staff prioritized bringing into the scenario planning process people and perspectives who can be under-represented in the transportation planning process in the City: communities of color; advocates in equity and community; people with disabilities; and youth. The ConnectSF team encouraged participation in the visioning process by taking steps to overcome the potential barriers: financial and time commitment; linguistic differences; variations in accessibility; mobility to and from events; and nourishment.

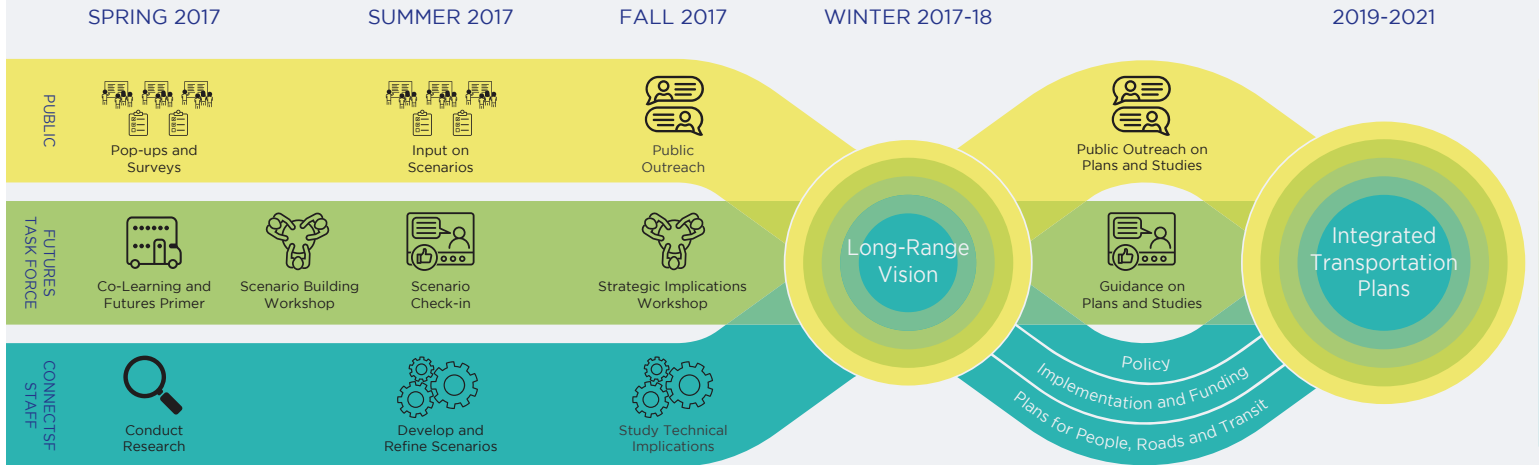
A summary of the extent and reach of ConnectSF outreach efforts, as of December 2017, is shown in Table B1 below. (These numbers also included outreach conducted for the Subway Vision (2016), which was the first ConnectSF study completed.)

Figure B1, on the following page, illustrates the overall ConnectSF program. It shows the streams of work and sources of community input that guided the development of the vision and the work that follows its development. The latter consists of the Transit Corridors Study, Streets and Freeways Study, Transportation Element Update, and San Francisco Transportation Plan 2050 – all of which will be guided by the vision.

Table B1: Outreach Highlights



Figure B1: ConnectSF Process



ConnectSF

What Is Next?

- San Francisco Transit Corridors Plan SFMTA
- San Francisco Streets and Freeways Study SFCTA & SFMTA
- San Francisco Transportation Plan SFCTA
- Update to the Transportation Element of the San Francisco General Plan SF Planning

Figure B2: Timeline of Outreach for ConnectSF Vision



Introduction

The ConnectSF team from the Planning Department, County Transportation Authority, and Municipal Transportation Agency gathered community input and feedback to help develop the vision. After an introduction of the program to each agency's governing body, staff conducted outreach for each of the three main stages leading to the creation of the vision:

- 1. Guiding Principles (Goals):** After development of possible guiding principles, staff kicked off outreach with an online survey in December 2016 to collect feedback on the guiding principles. The survey was a choice-based conjoint preference survey. Subsequent outreach activities involved an open house at a Bayview Hunters Point Shipyards Citizens Advisory Committee meeting, another online survey, and pop-ups across the City.
- 2. Scenario Planning:** Staff assembled a Futures Task Force (FTF), made up of individuals representing the many perspectives of San Francisco, to engage in scenario planning work to develop possible future scenarios for the City and its transportation system. FTF members were invited to three co-learning events in the spring of 2017 to immerse themselves and their thinking in the future of change, and two workshops in the summer and fall of 2017 to develop future scenarios and identify a preferred future direction. In between the two workshops, staff consulted the public in many ways to evaluate the scenarios and their respective trade-offs, including focus groups, online surveys, and in-person meetings with community-based organizations.
- 3. Affirming the Vision:** Following the identification of the preferred scenario by the community and FTF, staff developed a narrative of the preferred future, how it meets the program's goals, and objectives that help achieve the goals.

In winter 2017-2018, staff went back to the FTF through live webinars and in-person meetings with community-based organizations to confirm in addition to making presentations to the the Planning Commission and to the SFCTA and SFMTA boards.

Figure B2 is a timeline of the major events where staff gathered community input and feedback throughout the process starting from the initial introduction of ConnectSF and the three main phases.

OBJECTIVES FOR OUTREACH AND COMMUNITY ENGAGEMENT

The ConnectSF program is complex, as it involves many City agencies with different transportation-related functions; projects that would happen many years in the future; and a multi-faceted transportation system that serves millions of users. Nonetheless, communicating its aims and components to the general public is critical to developing a vision to guide transportation planning that meets citywide needs and demands. ConnectSF staff developed these objectives to inform how we communicate our efforts to the community:

- Shape a visioning process that seeks input from the public regarding the transportation needs and challenges they see and their priorities and values
- Convey the vision's context and content in all communications vehicles and social and traditional media coverage
- Deliver a consistent message across all platforms
- Create positive, aspirational messages leveraging social media and online engagement platforms that anticipates and counters criticism
- Shift dialogue to both acknowledge immediate transportation needs and prepare for the future
- Establish trust that City agencies are working together to achieve real progress. We recognize mistakes made/ failure to plan in the past has caught up with us, and we plan to learn from those mistakes to plan better for the future.

Removing Barriers to Participation

For the ConnectSF public participation to be successful, the engagement needed to involve the spectrum of viewpoints of people who live, work, and play in San Francisco. At the same time, staff recognized that there are barriers that can discourage or deter people from participating in traditional planning processes. The following is a list of actions staff took to remove potential barriers:

Table B2. Approaches to Remove Potential Barriers to Participation

Potential Barrier	Approach to Removing the Barrier
Financial	<ul style="list-style-type: none"> » Stipends of approximately \$20/hour for hosted events were available to FTF members who would not be compensated by their employers for attending events, which were held during the weekday. » Stipends of \$100 were provided to people for their participation in the two-hour focus groups.
Linguistics	<ul style="list-style-type: none"> » Online Survey #2 was available in English, Spanish, Chinese, and Filipino. » Select pop-up events involved Spanish and Cantonese translators. » Two of the focus groups were offered in Spanish and Cantonese.
Accessibility	<ul style="list-style-type: none"> » Events were held in places with accessibility that complied with the Americans with Disabilities Act (ADA). » Emails to Futures Task Force were printed and mailed out to those who requested paper copies of materials. » For the webinars, recordings were sent out afterwards, and an email and phone number were available for technical assistance during webinars.
Mobility	<ul style="list-style-type: none"> » Events were all held in places within a 10-minute walk of public transit.
Food	<ul style="list-style-type: none"> » Food was available at events that required participants to stay for at least one hour.

Feedback on Guiding Principles (Goals)

ConnectSF staff conducted research on adopted San Francisco transportation planning documents and similar efforts in major cities to define the (initial) four goals that frame the program, process, and products. Reflecting on local and regional plans and policies, staff drafted the following four goals for ConnectSF:

- » **Equity:** San Francisco is an inclusive, diverse, and equitable city that offers high-quality affordable access to desired goods, services, activities, and destinations.
- » **Economic Vitality:** To support a thriving economy, people, and businesses easily access key destinations for jobs and commerce in established and growing neighborhoods both within San Francisco and the region
- » **Environmental Sustainability:** The transportation and land use system support a healthy, resilient environment and sustainable choices for future generations.
- » **Safety and Livability:** People have attractive and safe travel options that improve public health, support livable neighborhoods, and address the needs of all users.

To inform ConnectSF of the forward-thinking values and perceptions of the people who work, live, and play in San Francisco, staff hosted four key efforts during this part of the program of ConnectSF:

1. An anonymous choice-based conjoint preference survey available online
2. An open house in Bayview-Hunters Point
3. A public online survey
4. Seven pop-ups

Collectively, staff heard from almost 1,000 individuals. From the pop-ups and online surveys alone, staff heard from 460 individuals who provided 1,108 responses to open-ended questions. A summary of the findings from each method is provided below.

Table B3. Conjoint Survey Findings

Rank	Survey Issue	Associated Guiding Principle (Goal)	Average Importance (standard deviation)*
1	Safety	Safety and Livability	22.4 (12.3)
2	Equity	Equity	21.5 (13.8)
3	Air Quality	Environmental Sustainability	19.1 (12.3)
4	Neighborhood Quality	Safety and Livability	18.8 (11.0)
5	Economics	Economic Vitality	18.2 (11.5)

* Indicates a strength in opinion about an attribute and not necessarily a preference.

ONLINE SURVEY #1: CHOICE-BASED CONJOINT SURVEY

To review and confirm the four guiding principles, staff commissioned an anonymous, statistically valid survey in December 2016. The purpose of this approach was to examine trade-offs in hypothetical scenarios related to respondents' attitudes and priorities related to air quality, economics, equity, neighborhood quality, and safety.

With 506 people participating, survey results showed that all guiding principles (or goals) were valued quite evenly. Respondents gravitated toward safety as a top priority, with equity following closely behind. Staff interpreted the results as an initial validation of the initial four goals and subsequently decided to continue to use them in more public-facing ConnectSF outreach.

A more in-depth summary of the results can be found in the **Choice-Based Conjoint Survey: Summary of Findings**.

OPEN HOUSE

ConnectSF staff presented at a standing meeting of the Hunters Point Shipyard Citizen Advisory Committee (CAC) on March 13, 2017. The goal of the event was to introduce the ConnectSF process and test an open house format to receive feedback on values and perceptions of the present and future.

After a short introductory presentation, staff invited members of the CAC and the public to visit boards at five information stations that were each staffed by the ConnectSF team to answer questions.

Overall, participants generally identified with the four goals. The CAC is a development-focused body, and participants saw a direct link between economic vitality and the transportation infrastructure and services that come in when a new development is built. While staff and participants engaged in in-depth discussions at the open house, staff found it challenging to capture discrete feedback on the goals using this format. Based on this, staff moved forward with a dual approach of conducting an online survey and neighborhood pop-ups.

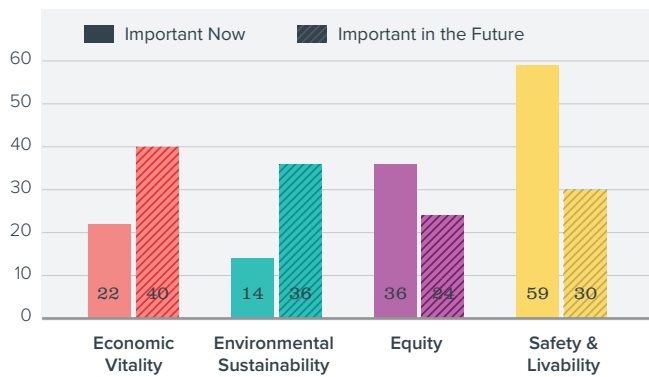
ONLINE SURVEY #2

ConnectSF hosted an online survey in May 2017 to collect input on the goals. Respondents were asked to share open-ended their thoughts about what excited them about the future of transportation in San Francisco and what needed to improve. Survey respondents were also asked to answer the following questions about ConnectSF's four goals:

- » Which one of these goals is most important to you now?
- » Which one of these goals do you think will be most important in the future?

In total, 135 respondents participated in the online survey. The respondents indicated that different goals could be important now and in the future. Participants saw economic vitality and environmental sustainability as priority goals for the future, while equity and safety and livability were the highest priority today. Safety and livability was by far the most prioritized goals for the present but less so in the future: three-quarters of respondents who noted it was “Important Now” chose another goal as being “Important in the Future.”

Figure B3. Importance of Guiding Principles from Survey Responses



Staff prepared summaries of the results from this outreach effort to inform FTF members of perceptions of the goals now and in the future during the scenario-building workshop so that they would consider these perspectives during the scenario planning process. More details on these results can be found in the **Online Survey #2: Summary of Findings**.

POP-UPS

In May 2017, ConnectSF staff also hosted a series of seven interactive pop-up events throughout the City. These pop-ups functioned as face-to-face interactions, where ConnectSF team members intercepted passersby and polled those willing to participate. Team members informed people about ConnectSF and what it intends to accomplish: developing future scenarios, identifying a 50-year vision for San Francisco, and establishing greater

public and political support for long-range transportation planning activities in San Francisco.

Staff chose the seven pop-up locations to reach residents who are less likely to participate in online platforms as well as non-residents commuting into San Francisco. Staff gave participants general information about ConnectSF as a program and a timeline of key transportation events and milestones in the City dating back to the 1849 Gold Rush. They asked participants to respond to the following prompts on note cards:

- » When I think about the future of transportation in San Francisco, I am excited about _____.
- » When I think about the future of transportation in San Francisco, I think we should improve _____.

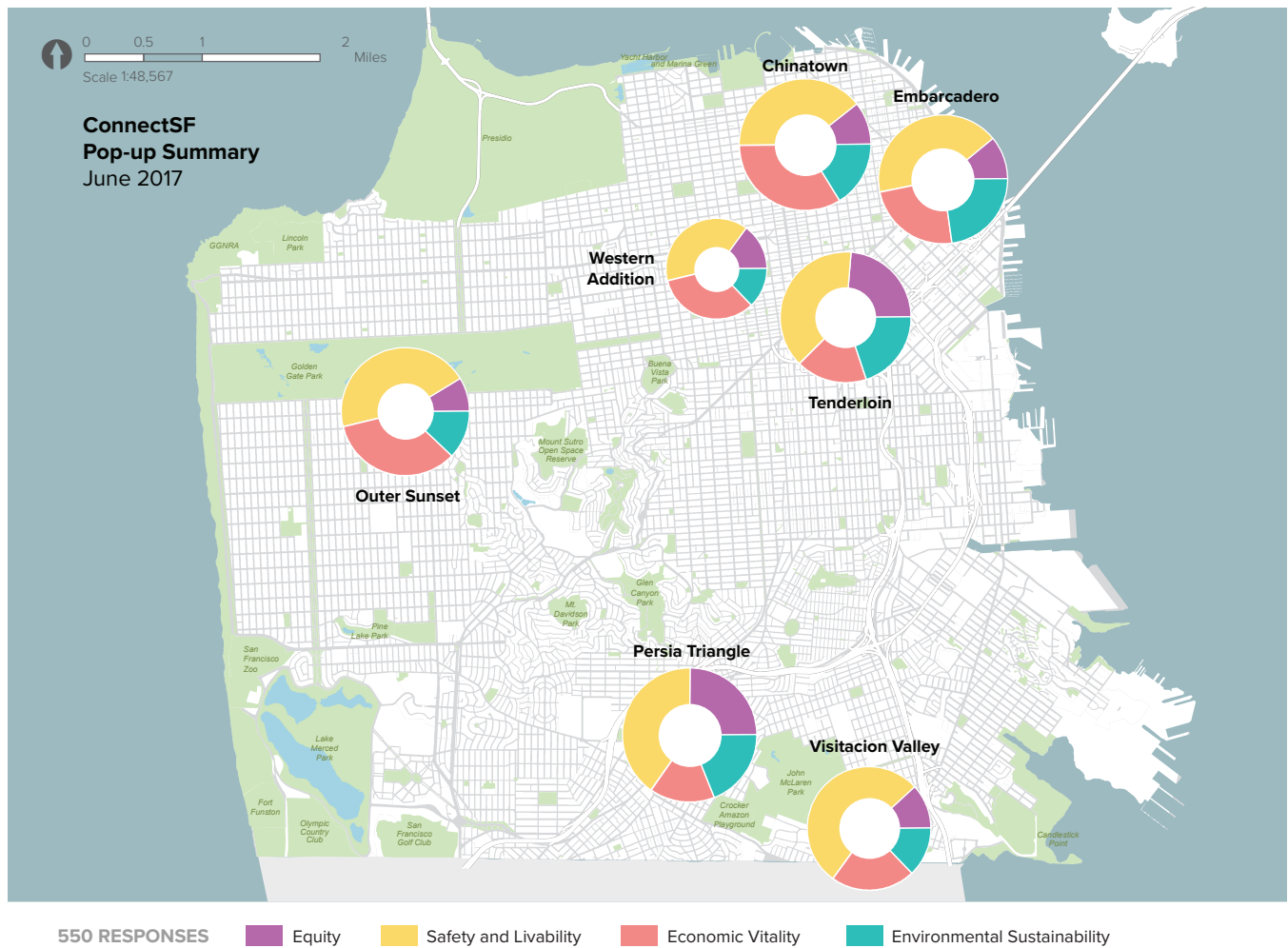
Staff then asked respondents to deposit their note cards in “ballot boxes” labeled with the four guiding goals, choosing the box with the goal that most closely described their comments. The intention was to identify which values are most closely held by San Francisco residents and how the transportation system is expected to address these values.

There were about 550 unique responses by approximately 320 people at the pop-ups. Figure B4 presents a map that shows the seven neighborhoods that the pop-ups took place in and the responses at each.

As in the results from the first online survey (conjoint survey), safety and livability was generally voted as the top goal across the different neighborhoods. Equity was relatively more important in some places but not as much in others. For example, respondents were about twice as likely to cite equity as the highly valued goal at the Persia Triangle and Tenderloin pop-ups than the others.

Figure B5 shows the responses to the goals by differentiating what people are excited about and what they would like to improve. Concerns about safety and livability were most prevalent, topping

Figure B4: Map of Pop-up Responses



both “Improve” and “Excited” categories. This is consistent with the findings from the conjoint survey, where safety was called out as a top priority and what participants in the online survey #2 from May 2017 believed was most important in the present.

Pop-up participants were least concerned (relative to the other goals) about improving environmental sustainability overall and were least excited (relative to the other goals) about equity. Similarly, in online survey #2, respondents selected environmental sustainability as the least important of the four principles in the present and equity as the least important in the future (relative to the other goals). For more on the pop-up results, see **Pop-Up Events: Summary of Findings**.

Figure B5. Responses to Guiding Principles (Goals), by Raw Total



As with the results from online survey #2, staff presented these findings to FTF members at the scenario-building workshop.

Scenario Planning

As a part of the scenario planning process, the Futures Task Force (FTF) members gathered at a series of events described in this section. Staff brought them together to learn about drivers of change that may affect our future, to build scenarios that contemplate what could be in store for San Francisco in coming decades, and to explore the strategic insights from the scenario development work and identify a preferred future for our City and its transportation system. Following the initial FTF events, staff sought public input on the scenarios and key drivers of change, soliciting feedback on important trade-offs and priorities for the City moving forward.

FUTURES TASK FORCE

ConnectSF staff convened a group of individuals representing a diverse set of experiences and backgrounds to think about and discuss the future of San Francisco for the next 50 years. Staff sought participants who (1) would be forward-thinking and able to show up in good faith with an open-mind to other perspectives as well as (2) representative of different neighborhoods and perspectives.

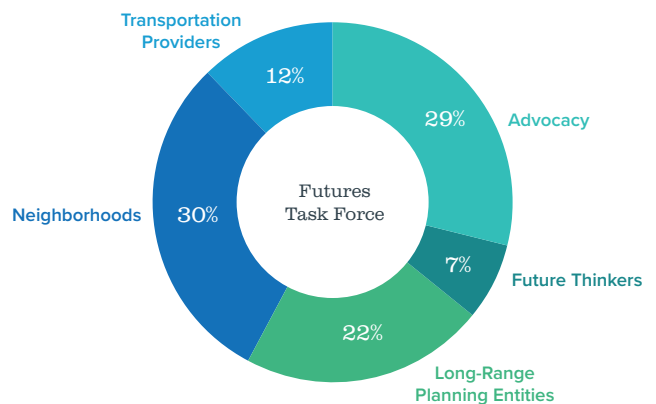
Initially, ConnectSF staff set a target of about 120 people for the Futures Task Force. To kick-off the recruitment effort, staff briefed aides or Supervisors from the offices of London Breed, Malia Cohen, Mark Farrell, Sandra Lee Fewer, Jane Kim, Aaron Peskin, Hillary Ronen, Ahsha Safai, Jeff Sheehy, Katy Tang, and Norman Yee on the program. In each briefing, staff asked each office to recommend one to two members from their districts to participate in the FTF.

After receiving feedback that there were many voices underrepresented in the FTF initial gatherings, staff made a concerted effort to recruit additional members from local organizations. As part of this recruitment, staff made presentations

about ConnectSF to various groups and organizations with requests for individuals from those entities to participate in the FTF. For example, staff presented at various Citizen Advisory Committees and Youth Commission meetings and met with community-based organizations that represent people who do not usually participate in transportation planning-related efforts in the hopes of recruiting them to become a part of the FTF.

Figure B6 summarizes the approximate composition of the FTF members followed by descriptions of each category. (The figure represents members who attended at least one of the FTF programs: co-learning events, workshops or webinars.)

Figure B6. Composition of Futures Task Force



- » **Long-range planning entities:** This group consisted of individuals from City and regional agencies who work on planning and policy with a longer time horizon. This group is key to achieving improved decision-making and collaboration outcomes. In addition, staff invited elected or appointed officials from boards and commissions to participate.

- » **Transportation providers:** This group represents public agencies and private organizations that provide a transportation service, both regionally and locally, such as AC Transit, BART, Caltrain, and Chariot.
- » **Advocacy:** These are people who champion particular perspectives and hold specific expertise. Some of these advocates reflect factors beyond those with a traditional transportation focus but affect San Francisco's future: housing, youth, education, economic development, environmental and social justice, sustainability and resiliency, and climate change. These include a mixture of issue advocates, special population advocates, employers and business groups, and labor organizations.
- » **Neighborhoods:** This group consists of individuals who represent various neighborhood groups in the City or residents representing themselves and their families, some of whom were recommended by Supervisors.
- » **Future thinkers:** These are people who professionally dedicate their work to thinking about the future, both creatively and analytically, contributing to our thinking about “what-if’s.”

PRIMING THE FUTURES TASK FORCE

To help FTF members start thinking about the challenges and opportunities in planning for the future, staff prepared a Futures Primer and organized three co-learning events. The Futures Primer consisted of articles, papers, and thought-provoking pieces about key drivers of change shaping the future, such as climate change, demographics and regional growth, aging infrastructure, public attitudes toward government, and technological change. Understanding the drivers of change helped the FTF build scenarios that contemplate what could be in store in the coming decades, explore the strategic insights from different future scenarios, and identify a preferred future for our City and its transportation system.

ConnectSF staff developed three co-learning events in May and early June 2017 where FTF members met with community leaders and subject experts for in-depth explorations of selected topics. Based on high-level themes around uncertainty, the events were centered on neighborhood change, the future of mobility, and the future of work. Between 30 and 50 FTF members attended each event.

SCENARIO-BUILDING WORKSHOP

FTF members participated in a 1.5-day workshop in late June 2017 to use scenario planning techniques to develop possible futures for our City and its transportation system. In this workshop, members had the opportunity to draw from lessons learned from the resources, experiences, and discussions in the Futures Primer, co-learning activities, and results from the surveys and pop-up events to collaborate in shaping potential future scenarios. About 95 FTF members attended this workshop.

The focus of the first day was to introduce the FTF to scenario planning and engage participants in defining what they think will be the major drivers of change over the next 50 years and which of these drivers are givens or uncertainties.

Brainstorming: Drivers of Change

Staff asked Futures Task Force members to think about the key drivers of change facing San Francisco today by thinking about the project's focal question: “What is the future of San Francisco as a place to live, work, and play in the next 25 and 50 years?” These drivers of change are both opportunities and critical challenges facing San Francisco today. Using these drivers of change, FTF members convened in small groups and write on sticky notes if they considered each driver was a “given” or an “uncertainty.”

Prioritizing Key Givens and Uncertainties

Staff clustered the sticky notes givens and uncertainties. Staff then asked FTF members to

identify which uncertainties they thought were the most important. The FTF prioritized the uncertainties by importance as follows:

- » Equity (received the highest number of votes)
- » Social/political will (received the second highest number of votes)
- » Transportation funding (third highest votes)
- » New technology

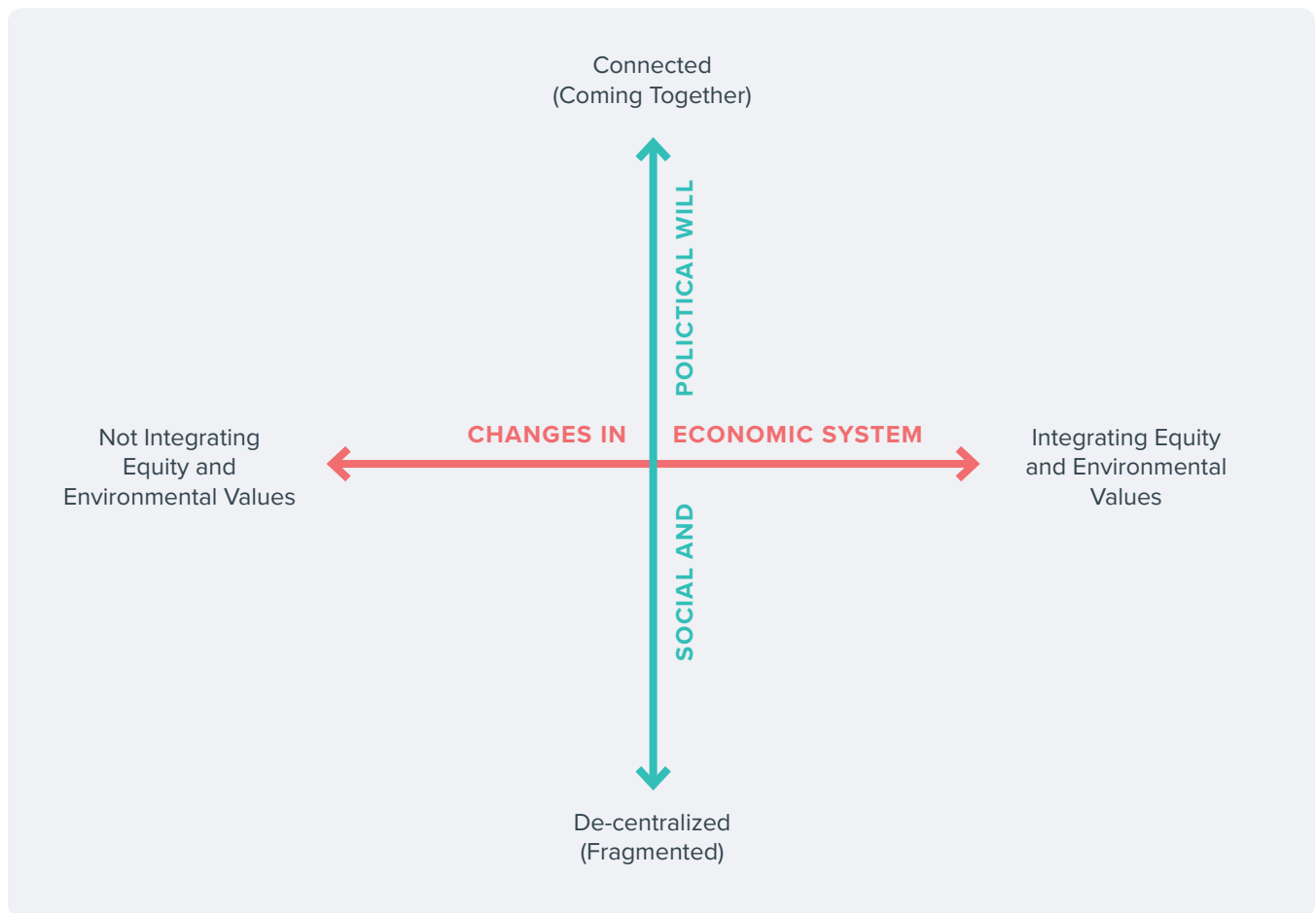
After FTF members left for the day, staff took the two highest-ranked uncertainties and developed a 2x2 matrix (see Figure B7) to create a framework of four plausible future scenarios to shape the next day’s conversation.

Developing Scenario Stories

The second day of the workshop was devoted to answering questions that would emerge if combinations of the two most prioritized uncertainties were to become true: What would those futures look like? What would the implications be? What would be the early warning signs that would lead to the way the uncertainty plays out, whether it was good and bad?

In large groups, FTF members developed stories for each quadrant or scenario of the matrix. Two other groups worked on “Wild Card” scenarios, which were variations of the four main scenarios. Below are the future scenarios created by the FTF:

Figure B7. Candidate Scenario Matrix



- » **This place is great...for me and my people** (Upper left): desirable but homogeneous San Francisco with services for wealthy and established residents. City life is not within reach for the middle class and working people. There are abundant amenities for an urban lifestyle.
- » **Building bridges to connect SF** (Upper right): a diverse, regionally minded City where government and citizens consider community-wide and regional effects for making policy choices. This is a San Francisco where key plans are developed and implemented.
- » **MOSAIC: Mélange of Socially Accessible Integrated Communities** (Lower right): a collection of distinct neighborhoods with varying self-sufficiency. There is low trust in government and lack of public funding at all levels. Entrepreneurs fill gaps in City services.
- » **Wild West, Inc.** (Lower left): A neo-company town where the market is the dominant factor in City life. Public institutions and governance have withered, and public-private partnerships form to provide public services. This future is marked by social and economic divisions.
- » **Nuevo Venice** (Wild Card): A San Francisco shaped by the lack of preparation for sea-level rise. Population has stabilized, and business centers have shifted inland to the East Bay and San Jose. The City has established gondolas to transport people and is focused on autonomous vehicles and reclaiming streets.
- » **Wild West** (Wild Card): a city where technical advancements in transportation takes off and the government fails to regulate.

Staff used the initial scenario matrix and stories for the four main quadrants drafted by the FTF as the basis for developing four potential futures for San Francisco. For a full write-up on the event, see **Scenario Building Workshop: Summary of Findings**.

SCENARIOS AND TRADE-OFFS FEEDBACK

The next step was to continue building awareness about ConnectSF, share the development of the scenarios with a wider audience, start a conversation on trade-offs and priorities, and broaden the composition of the FTF.

ConnectSF developed four different approaches to solicit feedback: conducting follow-up webinars to the FTF to update them on the development of the four stories they created during the June workshop; executing Inclusivity Outreach; hosting focus groups; and circulating an online survey, all of which are described below.

Follow-Up FTF Webinars

ConnectSF staff synthesized the collaboration and brainstorming from the FTF's first workshop. Paying attention to nuances, staff developed four draft future scenarios reflective of the work done by the FTF.

As a follow-up to the scenario-building workshop, staff conducted a webinar on three separate days to solicit feedback on staff's development of the draft scenarios. The webinar covered the draft scenario narratives and preliminary implications of the scenarios on transportation and land use. Twenty-seven people attended the webinar.

To complement feedback from the webinar, staff also offered an online survey to the FTF to capture more in-depth feedback on the draft scenarios. Staff also collected feedback via email and phone calls.

The feedback from these efforts included the following: The FTF generally thought we were in the Mind the Gap and/or Wild West, Inc. scenarios. Most respondents said that based on the trajectory of today, we were headed to the Wild West, Inc. scenario. There was a specific recommendation to better specify the "gap" in the title of the Mind the Gap scenario, as it was not clear that it was referring to an income gap. Staff used all feedback

to further refine the draft scenario narratives as follows:

- » **Mind the Gap** (formerly “This place is great... for me and my people”): The City is a desirable but elite enclave with services that work well for wealthy resident.
- » Economic struggles are a regular part of life for low- and middle-income people.
- » The near lack of development and high cost of living means more and more people must live outside the City and commute in.
- » Transportation options are widely available, high-quality, and expensive.
- » Streets, plazas, and parks are abundant and well-cared for.

Building Bridges: San Francisco is a regionally minded city with effective governmental institutions and an engaged citizenry.

- » San Franciscans and Bay Area residents work together to solve challenges around equity, climate change, and others.
- » All neighborhoods are well-connected and have good access to quality school, public spaces, and affordable housing.
- » Population and employment increases significantly, allowing for far more diversity.

Mosaic: San Francisco is a collection of disconnected neighborhoods, some of which are more self-sufficient than others.

- » People leave San Francisco, as there is low job growth and lower average pay.
- » With fewer residents and workers, there is less tax revenue. As a result, public services degrade.
- » Local entrepreneurs and small businesses emerge to fill gaps in public services in some neighborhoods but not all.

- » Residents have a lot of control over what is built within the borders of their neighborhood.

Wild West, Inc.: San Francisco is a neo-company town, where corporations and the “market” are the dominant factors in City life.

- » Privatized services replace many public services but are unevenly distributed.
- » Quality of life depends on ability to pay.
- » Social and economic divisions grow with some neighborhoods getting high-quality private services and others do not.
- » Trust in government and government effectiveness are low. Regional issues like transportation and climate change are only addressed if profit can be realized.

Staff used these refined scenarios to obtain feedback from the general public through Inclusivity Outreach, focus groups, and a third online survey discussed in the following sections.

Inclusivity Outreach

The purpose of the Inclusivity Outreach was to bring people and perspectives into the scenario planning process that were under-represented in the FTF: communities of color; advocates in equity and community; people with disabilities; youth; and tech-based transportation providers. Staff reached out to groups from these sectors recommended by the FTF.

In late summer and early fall 2017, ConnectSF staff gave presentations to over 17 groups about ConnectSF. Staff went over the four scenarios and drivers of change that were developed by the FTF. Following the presentation, they asked the following questions:

- » Do these drivers of change resonate with you?
- » Which scenario do you think we are in today?
- » Which scenario would you like to head towards?

The majority of groups felt that the drivers of change as described did resonate with them.

However, some groups pointed out things they wanted to make sure were considered, such as the need to think with the region in mind and an inclusion of “accessibility” as a goal. There was near unanimity about the scenario the City should head towards: Building Bridges. However, when asked about the scenario San Francisco is in today, no organization or group thought we were in Building Bridges and thought that we were either in Mind the Gap, Mosaic or Wild West, Inc. Staff summarized this feedback for the FTF and presented it at the strategic implications workshop (October 2017) to inform their thinking in identifying a preferred future.

At the meetings with the community-based organizations, ConnectSF staff asked the groups organizations to help promote the online survey #3 amongst their networks. Staff also asked representatives from these targeted groups if they would be interested in joining the FTF and attending its events, including the strategic implications workshop in October. As a result of this outreach, 15 people were added to the FTF roster. Nine of them attended the Strategic Implications workshop, which represented 13% of all attendees at the October workshop. See [List of Presentation by Effort Type](#) for all groups reached.

Small Group Experiences (Focus Groups)

In September 2017, staff hosted thirteen small group experiences or focus groups to collect in-depth community input on the future scenarios and to also broaden outreach to the general community. Additionally, the project team wanted to provide the opportunity to guide an emergent conversation where participants could share their perspectives and thoughts on San Francisco:

1. How the City has changed
2. Where we are today
3. Where we could go in the future

Facilitators framed the second and third time periods by introducing ConnectSF’s draft scenarios and plausible trade-offs associated with each

scenario. They then asked the participants which scenario they thought we were in today and which scenario they preferred for San Francisco in the future.

A consultant team worked with community-based organizations in each supervisorial district to distribute information about the focus groups and recruit participants. A total of 125 people joined the focus groups including at least one person from each supervisorial district. Two discussion groups were conducted in Spanish and Chinese, and one specifically consisted of youth participants (aged 16 to 20).

Figure B8 shows the racial and gender make-up of all the participants. People of color were the majority of participants with gender participation being relatively even.

To see the list of small group experiences, see [List of Presentation by Effort Type](#). To see a more details on the focus groups, see [Small Group Experiences: Summary of Findings](#).

Staff presented these results to the FTF so that they would consider these perspectives to help them identify a preferred future at the strategic implications workshop.

Figure B8. Demographics of Focus Group Participants

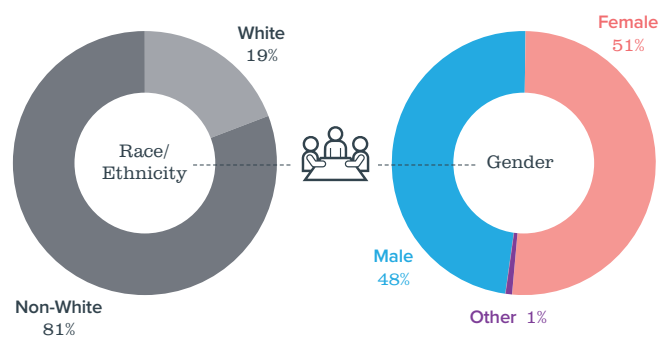
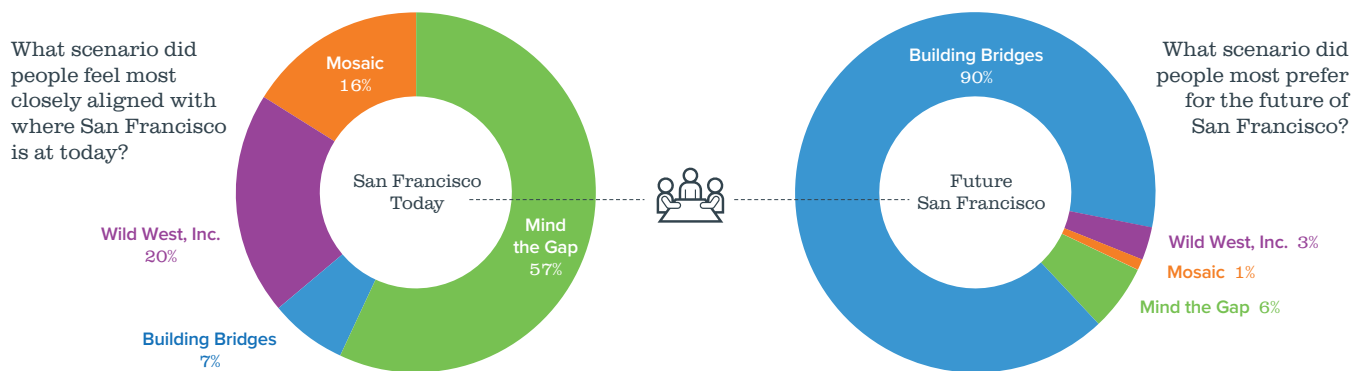


Figure B9. Focus Group Participants' Responses to Prompts



As shown in Figure B9, the majority of the focus group participants (57 percent) felt that Mind the Gap most aptly represented where San Francisco is today. For the scenario they preferred for the future of San Francisco, the clear majority (90%) chose Building Bridges.

Overall, discussants expressed positive feelings about San Francisco, citing its dynamism, beauty, and history as reasons that they enjoy being part of the City. Many mentioned that they wanted to create and maintain a secure, stable life for themselves and their families in San Francisco, whether they were long-time residents or newcomers. However, other major themes that emerged were concerns about affordability, availability of housing, homelessness, economic security, improvements to transit and transportation, and safety. While they sought

stability and permanence for themselves and their families, the majority expressed discomfort with the rising cost of living; lack of jobs with good wages and affordable housing; deteriorating safety and cleanliness in the City; and the increase in people experiencing homelessness. In terms of governance, participants expressed that their voices and concerns were not being heard by decision-makers.

After stating their preferred future scenario, facilitators asked participants what they felt needed to change to head in that direction. Staff grouped responses in categories (e.g., cost of living comments were placed under “affordability”; comments specifically about the lack of affordable housing were placed under “More housing/affordable housing”), and those that were most often provided are shown in Figure B10.

Figure B10. Changes Called for by Focus Group Participants



As done with the Inclusivity Outreach, staff presented these findings to the FTF at the strategic implications workshop.

The topics in the small group experiences produced lively discussions amongst the participants. At the end of each session, the facilitators asked them to join the October scenario planning workshop with the Futures Task Force if they wanted to continue the conversation. Eight of the discussants subsequently participated in the strategic implications workshop in October.

Online Survey #3

To complement the Inclusivity Outreach and focus groups, staff developed an online survey to solicit feedback on the scenarios that was shared with all of San Francisco. The survey website randomly presented one of the four scenarios to each respondent. For each scenario, the respondent read a short narrative about the scenario, what life could look like for a hypothetical person in that particular scenario, and statistics related to population, housing, transportation and jobs for today and how they might change in the future for that scenario. After reading this information about the scenario, the respondent was asked questions related to demographics, environmental sustainability, transportation, development, and taxes for that particular scenario. At the end of each scenario survey, respondents could choose to give feedback on another randomized scenario or end the survey.

The survey was available in English, Spanish, Chinese, and Filipino. Staff posted links to the survey, which was hosted on the Survey Monkey platform, on the ConnectSF website. The links were provided to the FTF, appeared in various community organization newsletters (e.g. BMAGIC Community Calendar), distributed by some elected officials, and promoted during the Transit Riders organization's 2017 Transit Week.

The ConnectSF team also advertised on Facebook, with ads in English, Spanish, Chinese, and Filipino, targeting people who live and work

in San Francisco. The citywide Facebook ads in English reached approximately 44,480 people and resulted in about 1,820 click-throughs (i.e., instances where someone clicked on the advertisement to reach the survey). The Facebook ads targeting equity neighborhood zones, as defined in the SFMTA Equity Strategy Report, reached nearly 22,600 people and resulted in about 690 click-throughs. Ads for the in-language versions of the survey reached the following number of people: approximately 12,760 Spanish speakers, resulting in 380 click-throughs; about 7,690 Chinese speakers, resulting in 300 click-throughs; and about 6,550 Filipino speakers, resulting in 270 click-throughs

When the survey closed, there were over 5,000 total respondents across all four languages. Despite its broad reach, the demographics of the survey respondents did not match that of the City, as communities of color and women were underrepresented in the pool of respondents, illustrating the importance of the other parallel outreach efforts.

Figure B11 shows the approximate location distribution of people who participated in ConnectSF's outreach from the summer of 2017. It indicates, by zip code, where participation in online survey was highest and where focus group participants were drawn from.

Overall, respondents in the online survey identified Building Bridges as the most "acceptable" future scenario. Respondents felt that Mind the Gap and Wild West, Inc. most closely represented present-day San Francisco. See Figure B13.

The survey generated a high volume of open-ended comments. Most comments referred to elements discussed in the scenario and the specific questions asked about demographics, environmental sustainability, transportation, development, and taxes, relating to several of ConnectSF's goals. However, many respondents brought up additional issues such as homelessness, the effectiveness of government, regional coordination, and the City's values in their

Figure B11. Summer 2017 ConnectSF Outreach by Zip Code

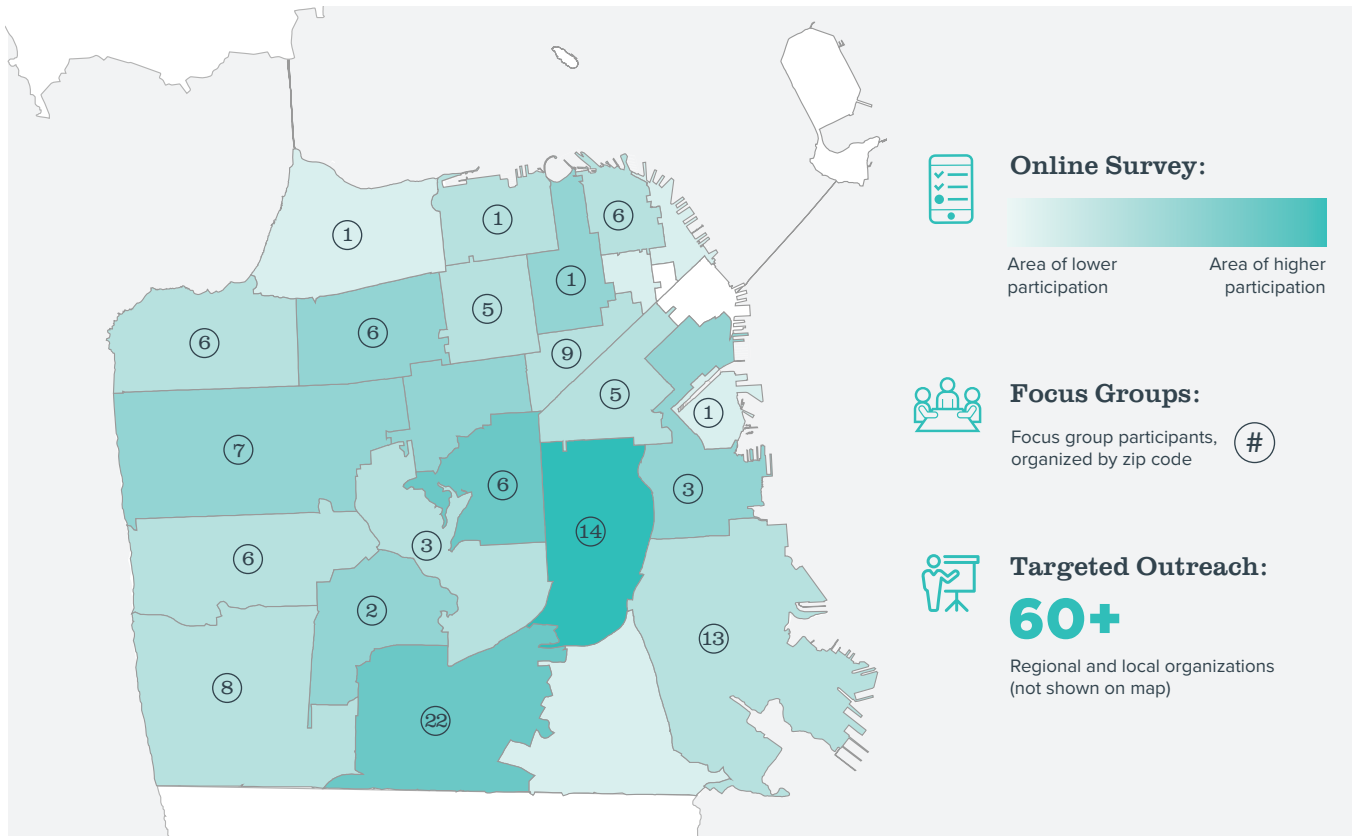


Figure B12. Demographics of Survey Respondents

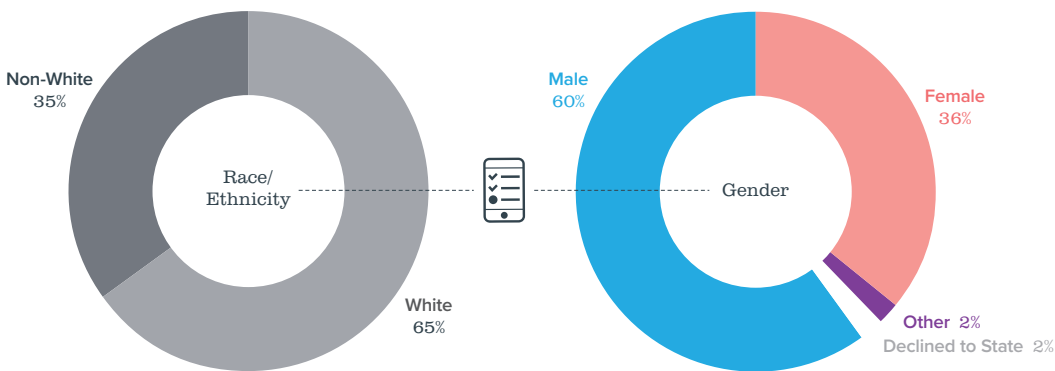
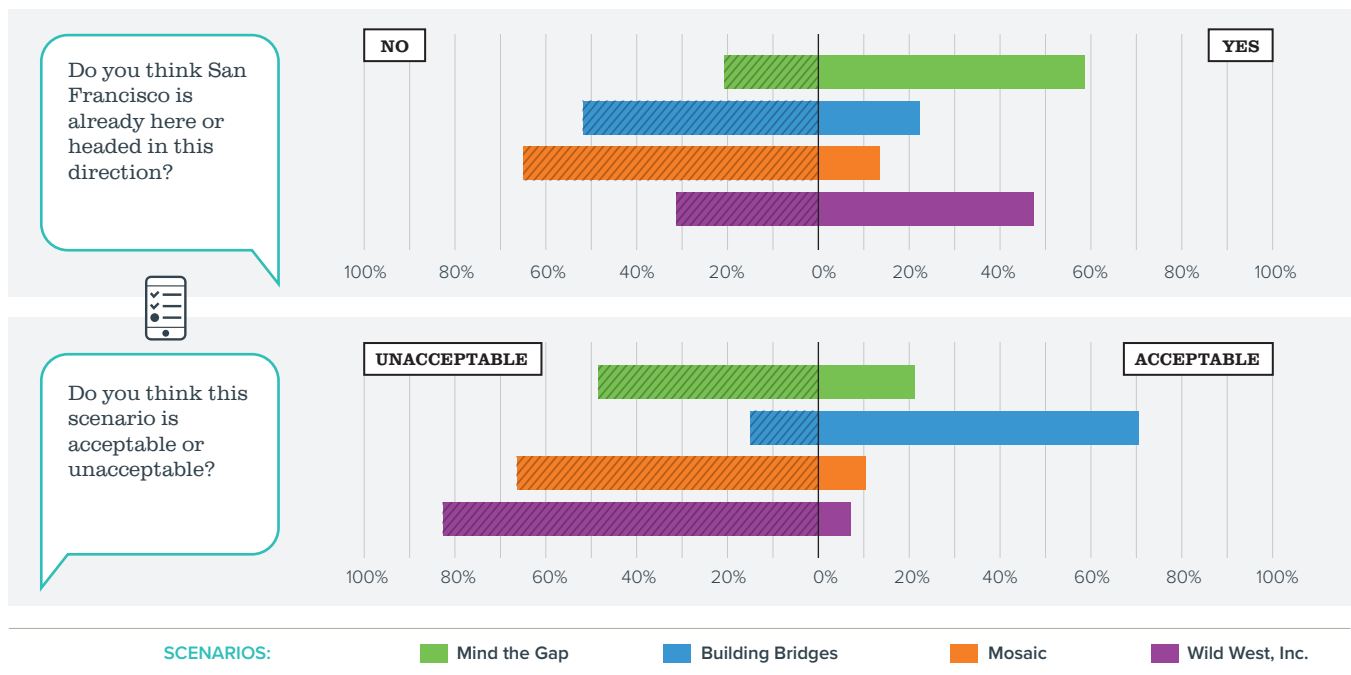


Figure B13. Responses to Core Prompts in Survey



open-ended responses. More details on the results are available in [Online Survey #3: Summary of Findings](#).

As with the Inclusivity Outreach and focus group findings, staff summarized results from this online survey and presented them to the FTF strategic implications workshop.

STRATEGIC IMPLICATIONS WORKSHOP

On October 4, 2017, about 70 of FTF members convened for a second workshop to explore the strategic insights from the scenario development work created based on the scenario-building workshop and to identify a preferred future. This was the third step of the scenario planning process for the FTF, following the three co-learning events in spring 2017, and the scenario-building workshop in June 2017. Staff presented preliminary results from the public outreach (Inclusivity Outreach, online survey #3, and focus groups) and engaged FTF members in several activities during the day-long event to discuss potential outcomes for each scenario and preferences for a future scenario for San Francisco.

Exploring Implications and Trade-Offs

In a morning activity, participants were asked to discuss current events that could signal that we are heading towards each of the four scenarios; benefits and drawbacks of each scenario; potential tensions and trade-offs that could emerge from these outcomes; and strategic lessons or planning insights that could assist in heading off tensions and balancing trade-offs related to the selected current events. This exercise was designed to re-immers participants into the scenarios and help them grapple with the potential implications of what various facets of the City could be like under each scenario (e.g., demographics, housing options, transportation changes, etc.).

FTF members' primary perception of the Mind the Gap scenario is a well-functioning, high-amenity city that is heterogeneous, insular, and accessible mostly to high-income earners. Citing the undesirable aspects and sensing that San Francisco is moving towards this scenario, participants suggested counteracting strategies. They also mentioned the need for increased, meaningful community engagement. They saw government

involvement as central, especially as a way to provide inclusive, affordable housing and services and offset exclusive characteristics of the scenario.

In Building Bridges, participants pictured a more dense and populous city that accommodates a diversity of people, incomes, and amenities. Workshop participants felt that Building Bridges calls for widespread acceptance of change and the willingness to make sacrifices, pay more taxes, and give up or share power. Some participants expressed skepticism that this scenario could be possible.

Participants saw Mosaic as a scenario where local and community needs were heard and where planning decisions and investments align with local priorities. It would also be a scenario that where it is hard to plan comprehensively and beyond immediate needs. As a result, larger infrastructure investments might not get built, which would adversely affect less affluent communities. Participants thought the best way to prevent the drawbacks and encourage the benefits of this scenario is to recognize what decisions are best made at both the neighborhood and citywide levels.

Participants described Wild West, Inc. as a future where, due to free market conditions and innovation and efficiency in the private sector, many kinds of lifestyles and needs can be met. In this scenario, participants identified tensions between innovation, private business, government control, public trust, equity, and people's values. As a preventive measure, participants emphasized the need for stronger leadership from the public sector rather than private business, as well as more engagement and government-citizen trust. They also noted that private investment does not have to be negative if partnerships with private and civic groups are developed with a shared vision and systems of accountability.

After discussing the implications and trade-offs of each scenario, FTF members worked together to identify a preferred future.

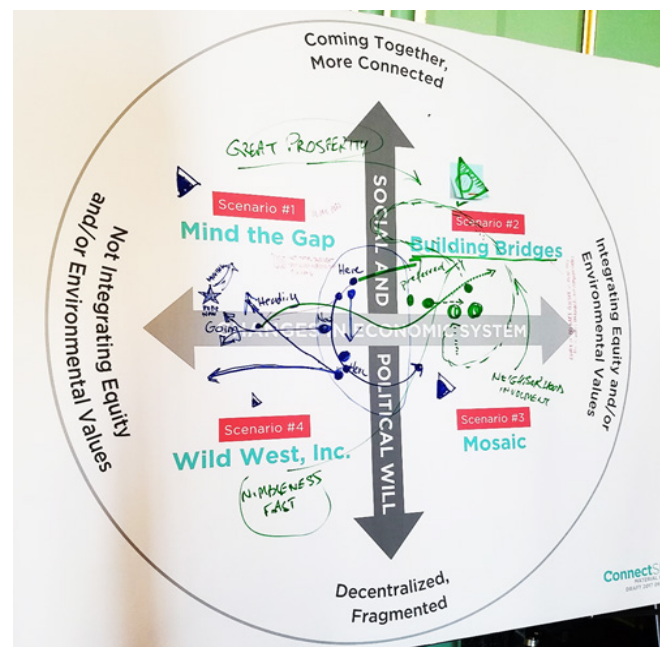
Identifying a Preferred Future

In this activity, participants worked together in small groups to answer the following questions as they relate to the four scenarios:

- » Where are we today?
- » Where are we heading?
- » What is the preferred future?

Figure B14 depicts participants' opinions of where San Francisco is today in the scenario framework shown in blue; blue arrows representing which scenario the City is heading toward; and green markings showing people's preferred future.

Figure B14. Graphic from Workshop Depicting Where We Are Now, Where We Are Heading, and Preferred Future



Most groups thought that San Francisco is currently in the left side of the matrix (Mind the Gap or Wild West, Inc.) and heading even further left. One group identified Mosaic as the scenario illustrating our current state. All groups identified the preferred future as somewhere in Building Bridges with one group wanting to include some

elements of Mosaic and Mind the Gap. Based on this conclusion in combination with feedback from the Inclusivity Outreach, focus groups, and online survey #3, staff interpreted the preferred future to be most like Building Bridges and will use that scenario as the foundation for ConnectSF's vision.

Preferred Future Game

For this activity, participants were asked to play a game with the purpose of identifying specific actions that would need to occur to achieve the preferred future. In a large group of ten to fifteen people, participants summarized the preferred future in the center of a board. They were then asked to explore in groups of three to four people ways to achieve the preferred future within the following topic areas:

- » Civic engagement
- » Governmental structure and capacity
- » Regulations and policy
- » Transportation funding
- » Transportation innovation
- » Transportation networks and built environment

After brainstorming ideas, the groups re-convened and identified two priorities among all the ideas brainstormed in the larger group. The larger group also discussed connections between different topic areas and key takeaways from the ideas.

Key Takeaways. Below is a compilation of the key takeaways that each of the five groups developed, as the last step in the exercise. Staff simplified and consolidated ideas in cases where there was overlap between groups, but for the most part they closely align with the findings as they were written by each group's recorder, and showed up repeatedly.

Summary of Key Takeaways: Strategies to Reach Building Bridges

- » Visionary leadership is needed to execute plans
Opportunities for engagement are essential
- » Equity considered at all stages of planning
- » Citizen participation and civic engagement at the grassroots level is fundamental to decision-making
- » Regional thinking and coordination are needed
- » Political willpower is strengthened
- » Expanding access to emerging mobility services

For more detailed descriptions of activities from the event, see Strategic Implications Workshop: Summary of Findings.

Affirming the Vision

Based on the last year of engagement and feedback, ConnectSF staff emerged with a long-range vision for San Francisco based on Building Bridges. Staff will interpret Building Bridges as the ConnectSF's vision in the form of a narrative and set goals and objectives. In winter 2017, outreach will begin by sharing the draft vision with the public, Futures Task Force, and community-based

organizations to obtain input and validation from the community, and City boards, commissions, and committees through March 2018.

In addition, staff plans to congregate the FTF for quarterly meetings to discuss the progression of the work set out in the vision and the ConnectSF program.

Next Steps

The next phase of ConnectSF consists of technical studies that will develop projects and policies related to transit, streets, freeways, funding and priorities for the overall transportation system, and an update of the transportation element that is found in the City's General Plan. While each of these will be an independent effort, staff will frame them using ConnectSF's guiding principles (goals).

Additionally, staff will develop an integrated outreach plan to present the individual studies as well as tie together their common threads.

For more information, visit the website at www.connectsf.org or contact the ConnectSF program manager, Doug Johnson at doug.johnson@sfgov.org or (415) 575-8735.