



A VISION

FOR MOVING SAN FRANCISCO

INTO THE FUTURE

ConnectSF

MARCH 2018

ConnectSF

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FOR MOVING SAN FRANCISCO

INTO THE FUTURE

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Aspiration

San Francisco is at an inflection point. People are drawn to the livability, lifestyle, and opportunities in San Francisco. The City is experiencing rapid change and tremendous growth. Our population is larger than ever before. Much of this growth is spurred by shifting demographics, preferences for city living, and an evolving technology sector that touches nearly every aspect of our lives.

It is an incredibly turbulent time to be in San Francisco, with opportunities and challenges for the future. Issues related to equity, affordability, mobility, housing, and other critical areas have perhaps never felt so urgent.

Transportation touches all of these facets of daily life. While we are making progress towards eliminating traffic deaths, installing modern bicycle infrastructure, and managing streets to improve the speed and reliability of public transportation, there remains much more to do. To be socially, economically, and ecologically resilient over the next 50 years we must tackle these challenges. San Francisco must find a way to allow future generations to live in and travel across the City with greater ease.

As we plan, build, and operate our transportation system to meet an ever-changing landscape, we are guided by durable policies and mandates, such as our 45-year old Transit First policy and citywide climate and Vision Zero goals. However, maintaining the system we have while expanding to meet tomorrow's transportation needs – and funding both activities – presents difficult choices that will shape the City for generations to come.

ConnectSF is an innovative program that has brought our agencies together with San Francisco residents to develop a unified, far-reaching vision for an effective, equitable, and sustainable transportation system. Together, our four agencies and the public will use this vision to create a new generation of transportation plans for the City – starting later this year with the citywide Transit Corridors Study and Streets and Freeways Study.

Visions are inherently aspirational but can be realized when they are based on values that reflect community sentiment and provide guideposts for future work. A multifaceted community engagement process that reached over 5,000 people created this bold vision. In turn, the vision will guide actions, decisions, and investments for San Francisco's transportation system and influence the City's development.

This vision asks each of us what it means to be a San Franciscan: what we value for ourselves and our fellow residents; what we want for San Francisco's future; which priorities and perspectives we may need to re-examine; and the trade-offs we may need to make to achieve this vision. What must we start, stop, and continue doing as a community, a City, and a region to reach the future we want?

We invite you – our fellow San Franciscans and residents of the Bay Area – to join us in realizing this vision. Working together we are confident that we can achieve a safer, more equitable, and vibrant future for all.

John Rahaim

Director, San Francisco
Planning Department



Tilly Chang

Executive Director, San Francisco
County Transportation Authority



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Introduction

Almost every aspect of San Francisco's built environment is the product of many years of planning. What we see before us is the outcome of plans and decisions made by the community and elected officials who have preceded us.

This is especially true of our transportation infrastructure. Building and managing complex transportation systems requires carefully coordinated planning many years in advance.

Over 100 years ago, the San Francisco Municipal Railway (Muni) opened an electric streetcar line on Geary Street and became the first publicly owned and operated transit agency in the United States. From 1912 to 1928, Muni constructed the

transit tunnels on Stockton Street, Twin Peaks, and the Sunset. Nearly 60 years ago, civic leaders envisioned a high-speed, regional rail network in the Bay Area and a subway tunnel for light-rail vehicles through the heart of the City. These visions have been fulfilled. BART and Muni metro service started over 40 years ago. These investments influenced the settlement and travel patterns that we see today in San Francisco and the Bay Area.

Similarly, the planning we do today can and will determine how and where generations to come will live, work, and play. The time is now to shape San Francisco for ourselves and future generations.



ABOUT ConnectSF

Initiated in 2016, ConnectSF was created as a citywide effort to create a comprehensive long-range vision to guide our transportation planning and investments. The program was designed to:

- Integrate land use into transportation plans and studies;
- Provide common goals and objectives for the City's transportation policies and plans;
- Consolidate and coordinate long-range transportation-related planning and funding efforts in San Francisco; and
- Account for various "drivers of change" that are shaping transportation and land use today and in the future

San Francisco's street grid is well-established, but its use has and will continue to evolve. From horse-drawn carriages and streetcar neighborhoods through the ascendance of the automobile to the technological changes we see in our streets today, the only constant has been change.

The speed of change is only likely to increase. Planning for the services and amenities we want our public rights-of-way to provide, not just protecting and enshrining the current allocations of space, will be a critical task.

The integration of transportation and land use is another important consideration that can dramatically shape a city's form and trajectory for many decades. History has shown us the ways that transportation projects mentioned before, as well as the Golden Gate Bridge, the Bay Bridge, and the demolition of the Embarcadero Freeway, have opened up new opportunities and spaces for homes, offices, shops, and recreation throughout San Francisco and the Bay Area. These were transportation projects conceived and built to spur transformative change and position San Francisco to be a world-renowned, forward-thinking City. What will San Francisco's iconic projects of tomorrow be?

Considering the transformative power of planning for both transportation and land use, San Franciscans have an opportunity to make a great City even better. But what does this City look like? Who lives here and how do they get around? How can the City use transportation improvements to close access gaps and public health gaps? What is the future San Francisco that we want to see?

WHY DO WE NEED TO PLAN DIFFERENTLY TODAY?

There are many long-range transportation and land-use plans – both within San Francisco and the region. Until now, the Planning Department, Transportation Authority, Municipal Transportation

Agency, and Office of Economic and Workforce Development primarily coordinated by reviewing each other's documents in coordination with the Mayor's Office – each planning for the future, creating goals and objectives for the greater good of San Francisco. However, the outcomes we see today show that this approach needs to change.

The need for homes affordable to the growing workforce in a vibrant place like San Francisco has been greater than what the City has been able to deliver over recent decades, making living expenses for low- and moderate-income households soar and driving some people out of the City. In some cases, there is a mismatch between areas where significant development has occurred but do not have robust transportation options.

We need to continue to plan for diverse and equitable growth, allowing the City to expand its cultural diversity, and provide high-quality transportation to serve current and future residents alike.

To respond to these pressing challenges, a new approach is needed. Diverging from past processes, our agencies created ConnectSF. It is a multi-agency partnership with our community to build a comprehensive long-range vision and program that will guide and coordinate transportation investments and influence future land use decisions. In 2016-2017, ConnectSF, as one team, collaborated with San Franciscans and regional stakeholders to develop a vision of our City. Developing a robust 50-year vision that encompasses the values and aspirations of a diverse city is a real challenge, and this important work will guide our planning and implementation activities for years to come.

Linking the efforts of City departments with residents to envision our future ensures the greatest effectiveness of today's planning and better positions San Francisco to respond to external challenges today and in the future.

Creating a New Vision for San Francisco

To establish a vision for San Francisco's transportation system, our team began by asking: as a City, where have we been, where are we now, and where do we want to go? Through discussions with the ConnectSF Futures Task Force, community members, and stakeholders in focus groups, online forums, pop-up events, and other targeted outreach efforts, we collectively shaped a vision for the City that can be used as a common starting point to guide future transportation plans and decisions.



Top photo by Sandra Caballero. Bottom photo by Sergio Ruiz.

CONNECTSF GOALS

Creating a vision for the future of San Francisco's transportation system needs to begin with asking people about what they value and why. Visions are inherently aspirational but can only be realized when they are based on a set of values that reflect community sentiment.

At the program's start, the ConnectSF team asked San Franciscans what was important to them. From these efforts and in other engagements with the community, the team developed the following goals for ConnectSF and a vision for San Francisco:



Equity

San Francisco is an inclusive, diverse, and equitable city that offers high-quality, affordable access to desired goods, services, activities, and destinations.



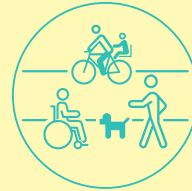
Economic Vitality

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.



Accountability and Engagement

San Francisco agencies, the broader community, and elected officials work together to understand the City's transportation needs and deliver projects, programs, and services in a clear, concise, and timely fashion.

These goals will form the basis for the City's transportation planning, serving as guideposts for planners and policymakers to evaluate policies and projects for transportation in San Francisco. This includes the development of studies related to all travel modes and infrastructure, including active transportation, transit, streets, and freeways.

A UNIQUELY SAN FRANCISCO VISION

ConnectSF's vision is aligned with the values and attitudes found throughout San Francisco's history to its present day. Appendix A provides a detailed timeline.

What was once a fairly inhospitable crag of untamed coastal hills, sand dunes, and marshes has played host to a suite of newcomers from its earliest days. Native Americans are the area's original inhabitants, and new arrivals came throughout the years drawn to opportunities to make a living or even strike it rich. These include Mexican ranchers and farmers (early 1800s), Gold Rush miners (mid-1800s), Chinese laborers and merchants (late 1800s), African-American shipyard workers (mid-1900s), LGBT community (1940s), and even tech workers in the last decade. The newcomers were sometimes met with reactions of unease, hostility, and occasionally outright legal or physical violence.

Another important related thread in San Francisco's history is the efforts of individuals to create a better city and

world. These include labor activists (1930s to today), people involved in the peace and civil rights movements (1960s, 1970s), and the City's strong base of universities and community-based organizations that advocate for different issues or causes, such as multiculturalism, human rights, affordable housing, and others.

It is the diversity, hardships, successes, and abilities of these individuals and other groups that create the rich fabric of the City and the caliber and quirks it is known for.

These individuals and groups were drawn to San Francisco for many reasons, not the least for its economic opportunities, entrepreneurial spirit, and tolerance. The City's land, location, and lifestyle are a few of the attributes that have attracted explorers, pioneers, activists, magnates, beatniks, hippies, and many others. San Francisco is where television, denim jeans, martinis, and popsicles were invented and where fortunes were made during the Gold Rush, Comstock silver lode, and tech booms.

This entrepreneurial, intellectual, and artistic vigor continues, though the

City's economic and social diversity is increasingly under pressure and threat. To lose this diversity is to lose the vibrancy and idiosyncrasies that draw people here and makes San Francisco unique. While some residents may gravitate towards the existing conditions of their neighborhoods, it is individuals that create the character and community of our neighborhoods and the City.

To be sure, economic cycles – and the evolution of San Francisco and every city – include both high and low points. San Francisco is known for its ability to bounce back from troubled periods, usually stronger and more determined than before. Nowhere is this more evident than the City's resurgence after the devastation of the 1906 earthquake and fires; the social and political turbulence of the 1960s and 1970s; and the Great Recession of 2008. It is fitting that San Francisco's flag features the ascendant phoenix, which symbolizes rebirth and immortality.

The fortunes and indeed the future of San Francisco will likely be contingent on the nurturing of the same values and qualities that have made the City the desirable and dynamic place it is today.



THE VISION FOR SAN FRANCISCO

In this vision, San Francisco is a progressive, forward-thinking city, thriving with diverse and stable communities and active, engaged residents that shape future opportunities. The City realizes that the well-being of our residents and workers is inextricably linked to the economic and social health of the people around us, our neighborhoods, the City, and the region. And just as importantly, the community is willing to adapt itself and the City to strengthen these links.

In this future, San Francisco is vibrant, with lively, attractive, and affordable neighborhoods offering a variety of housing types, schools, and other urban amenities. It supports a dynamic economy, which attracts and retains talented people and businesses who work in many sectors, providing diverse and numerous opportunities for existing and new residents.

San Francisco has retained and expanded its diversity and inclusiveness, which are valued characteristics that define the City. While continuing to grow, the City has made room – physical, social, and economic -- for people from all different kinds of backgrounds, experiences, and abilities. This includes historically disenfranchised individuals, including seniors, people with disabilities, youth, low-income people, people of color, immigrants, and non-English speakers. Families, residents, workers, and visitors feel safe and welcomed here.

People also come to San Francisco for its natural beauty, with its many parks and open spaces ranging from parklets and community gardens to the vast acres of Golden Gate Park and Lands' End. Policymakers and residents do not take these natural assets for granted and consciously integrate environmental priorities, such as sustainability and resiliency, into the City's economy and development.

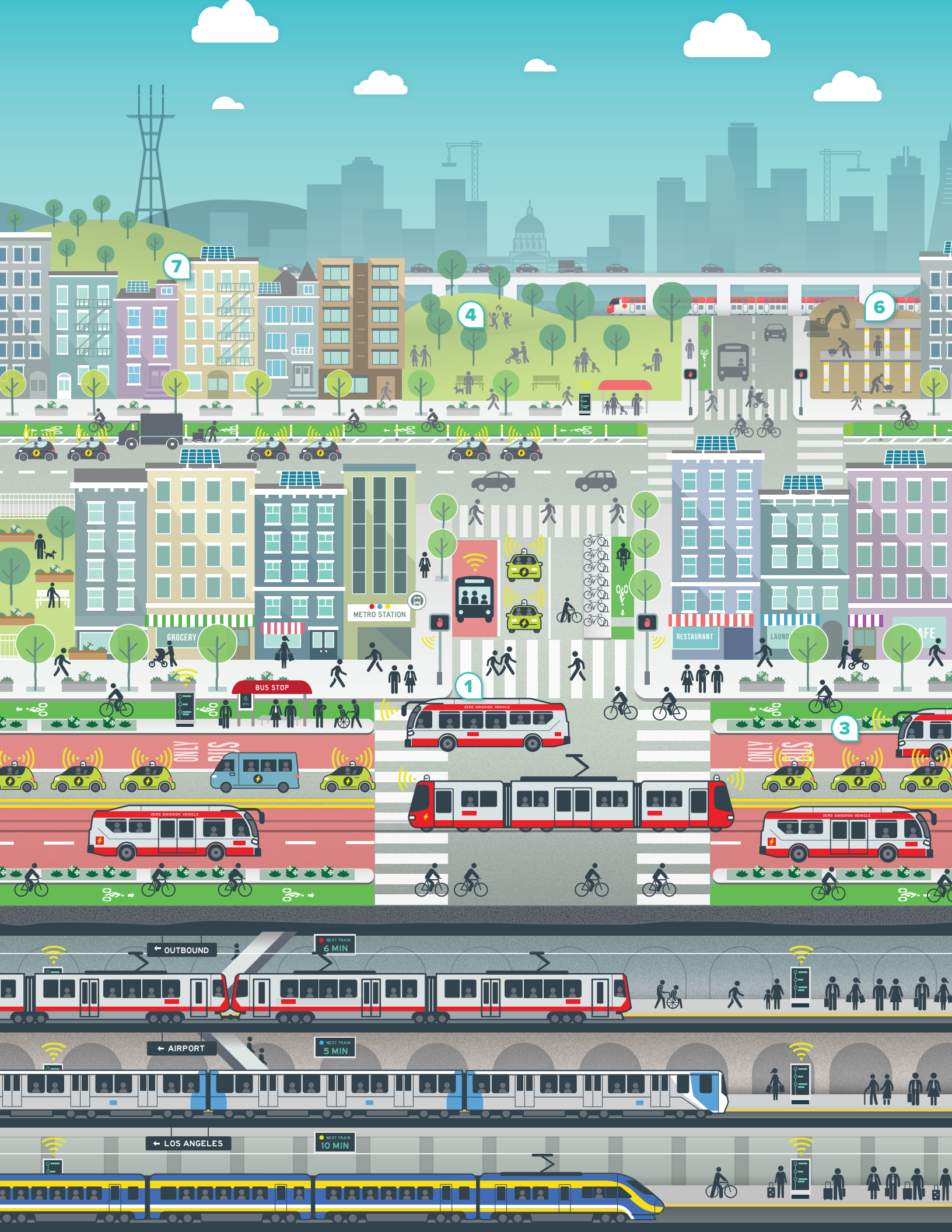
This stewardship of our physical land also extends to responsible management and oversight of the City's built environment. The value of our urban land and public rights-of-way is reflected in how they are developed and used.

In this vision, the City and region respond to challenges with effective leadership and systems of governance. We envision new possibilities, adapt, innovate, take risks, and make the appropriate decisions at the right scale and time. Public cohesiveness and strong, transparent government processes prevent manipulation or misappropriation by special interests and allow the City to harness change to support strong outcomes for all residents.

Government has many partners in building this vision. Communities and groups previously underrepresented in the past are regularly and meaningfully engaged in providing input in new ways. Residents and City agencies work together in a flexible, organic manner. Opportunities for public engagement are timely, meaningful, and far-reaching, but clearly defined to allow important projects to move forward.

Approaches to project financing and delivery expand, including private sector involvement and partnerships where appropriate, to deliver the best value for San Francisco. Residents and employers are willing to initiate and support meaningful change, as there are transparent mechanisms for civic engagement and discourse. The City relies on engaged residents from all walks of life to help shape transportation and land use decisions.

Regional considerations matter in this future, resulting in strong economic and social connections between the City and other municipalities. Policy goals in San Francisco, like those related to climate change, are aligned with regional and state goals, but go further where necessary to achieve the vision.



7

4

6

1

3

← OUTBOUND

● NEXT TRAIN
6 MIN

← AIRPORT

● NEXT TRAIN
5 MIN

← LOS ANGELES

● NEXT TRAIN
10 MIN

METRO STATION

GROCERY

BUS STOP

RESTAURANT

LAUNDRY

CAFE

ZERO EMISSION VEHICLE

ZERO EMISSION VEHICLE

ZERO EMISSION VEHICLE

ZERO EMISSION VEHICLE

THE VISION FOR SAN FRANCISCO

The vision is a statement of aspiration for San Francisco's transportation system and rejects some of the potential future outcomes considered during the process, such as: unregulated innovation that creates a two-tiered transportation system, prioritizing private automobile parking over road-user safety, and narrow interests halting progress for the entire City.

- 1 Numerous **transportation and mobility options** are available and affordable for all. There is less need for individually owned cars.
- 2 There are seamless **transit connections** to local and regional destinations.
- 3 Public right-of-way is dedicated to **sustainable transportation modes** (i.e., transit, biking, walking), improving operations and efficiency.
- 4 **Neighborhoods** are **safe, clean, and vibrant** with many people walking and biking.
- 5 **Infrastructure** projects are developed and built more quickly and cost-effectively.
- 6 There is significant **construction** to meet the needs of the **rising population** and workforce.
- 7 There is a large increase in **funding** for **affordable housing** at all income levels.





Photo by Jeremy Menzies

WHAT DOES THIS MEAN FOR TRANSPORTATION AND LAND USE?

In this vision, San Francisco is a regionally minded City that maintains its unique identity. Effective governmental institutions and active residents consider community-wide and regional effects when making policy choices. This new socio-political engagement results in the development and implementation of key plans related to transportation, housing, and other important institutions.

In this future, San Franciscans are aware that proactively planning for change can better shape outcomes than reacting to changes beyond their control. San Franciscans consciously plan for diversity and inclusiveness, creating opportunities for growth while also preserving the City's unique features and socioeconomic diversity.

Land use and development proposals are effectively managed to meet the need for homes affordable to all, offices, shops, and middle-income jobs. The greater number of homes available to families and people of all income levels attracts newcomers while protecting existing residents from displacement.

New development is placed along key transportation corridors and hubs throughout the City. While downtown remains the bustling

economic center, distributed activity centers make it easier for people to get around and efficiently utilize transportation infrastructure. Other neighborhoods also steadily add homes, offices, and shops within existing neighborhoods. The population steadily grows and is more diverse than today.

San Francisco's diversity draws newcomers and visitors. But there is an out-migration of people who desire a more suburban environment or who prefer more localized or more laissez-faire governance over a strong central government.

The City still faces issues related to equity and income disparities, but policymakers and community members are diligent on finding ways to build consensus to address such challenges and developing effective ways to reduce inequities. This may mean increased taxes to provide high-quality services and to subsidize access to these services. It may also mean regulations and partnerships with businesses to ensure that transportation innovations further the public interest.

In this vision, San Francisco is a major employment hub and center for innovation. The City's and region's cosmopolitan diversity, high quality of life, strong infrastructure, and excellent schools and universities appeal to both employers and



Photo by Austin Cross

workers. While the cost of business can be high, employers find the return on their investment to be worthwhile, as the policy environment welcomes big and small companies from a wide variety of sectors.

San Francisco's growth and vigor also shape transportation infrastructure. With the rise in population, there is an increase in the demand for transportation. Congestion and automobile travel times will likely increase but are manageable due to increased transportation choices, robust investments in public transit and carpooling, which may include multiple new subway lines, a citywide network of bus-only lanes, and regional transit connections, like new transbay rail links and high-speed rail.

Safety and public health are integral. San Francisco has achieved Vision Zero, as world-class walking and bicycling networks elevate active transportation to be viable modes of choice for people of all ages. In fact, walking and bicycling are safe, enjoyable, and normal options for getting around.

Micro-transit or other emerging mobility services, such as bike-sharing, car-sharing, ride-hailing, and autonomous vehicles fill in gaps or otherwise complement public transit, for example in overnight and early morning hours. More affordable transportation options exist for residents, workers,



Photo by SF Bicycle Coalition

and visitors. Street space is repurposed from private auto use and storage to more space-efficient shared transportation options, bicycling, and walking.

Governance of the transportation system becomes more centralized and focused on mobility management. Mobility goals, including access, equity, and affordability, provide a framework for innovation and experimentation in the interest of the public good.

The City is tasked with actively managing the movement of people and goods, not merely providing the means for that movement but also spurring new financing and management programs. Pricing access and use of infrastructure helps the City optimize the efficiency of the transportation system. These pricing programs may include taxes on the number of miles traveled by car or on auto ownership; and user charges, such as tolling or congestion pricing.

These new programs direct revenues to provide better options than driving, close equity gaps, and improve the affordability of the transportation system for vulnerable users by building upon existing programs that subsidize transit for low-income people, seniors, people with disabilities, and youths. These can include but are not limited to programs that provide discounted fares to low-income groups.



Photo by Heather D Moran

Automated, electric, and connected vehicles are appropriately regulated and managed. These vehicles, which will be of various shapes and sizes, will be part of the transportation landscape allowing for flexible travel options, consistent roadway speeds, and fewer collisions. These vehicles will carry multiple passengers, reducing the number of total vehicles on the streets and the need for on- and off-street parking. This opens up space for infrastructure that supports transit and active transportation, including bus-only lanes, amenity-rich transit stations, wider sidewalks, well-connected bicycle networks, and recreational spaces.

New developments are built more flexibly so that the built environment is versatile enough to accommodate changing transportation technologies. Many of these amenities contribute to improved safety and better physical health for San Franciscans and visitors alike.

Given the rapid pace of change and steadily growing population, stakeholders recognize the importance of leveraging resources to get housing, transportation, and other infrastructure work done in a manner that is cost-effective and makes efficient use of public money. Infrastructure projects will be completed more quickly due to project streamlining through modernized systems to manage and deliver projects.



Photo by Noah Berger

REALIZING THE VISION

The City will use this vision, through its goals and objectives, as a framework for all transportation plans and programs in San Francisco. That is, the City will develop subsequent transportation planning efforts to support and advance the vision.

However, if San Francisco is to achieve this vision, we must change the status quo. As the graphic on the following page reminds us, the City must anticipate the path towards this vision will be full of unknown challenges and opportunities.

As San Franciscans, we must be willing to shift our thinking and behavior to be more expansive – to think about how our actions and non-actions can have an impact beyond our front doors, our parking spaces, and our neighborhoods.

The City must change the way we plan and deliver transportation improvements. Individuals and community groups must be engaged more meaningfully in plans and projects that affect them. It is not sufficient to hold public meetings where just a few people attend and disproportionately influence important decisions or delay planning and implementation. City agencies must work better to engage San Franciscans in a more meaningful way that builds trust with the community. We must also place greater emphasis



on a plan or project's potential benefits or impacts to disadvantaged communities not only adjacent to the project but to the City as a whole.

Sustained, unified visionary leadership in San Francisco is also key to realizing our vision. We must be able to shift our decision-making structures to be more accessible and transparent, and more capable of leveraging public resources, facilitating efficient project development and implementation, and building partnerships with a diverse set of community groups and with private, non-profit, and civic institutions.

As we work towards this vision, the political and technological landscape will be shifting. Innovations in automated vehicles, information technology, and goods movement will broaden both the challenges and opportunities for our transportation system. We must proactively shape and deploy innovations to meet needs of current and future residents as we collectively decide the role that they will play in moving people and goods throughout the City.



Image from Transbay Transit Center website (<http://tjpa.org>)

This vision will require widespread acceptance of change and the willingness to make trade-offs, pay more taxes, and give up or share power and resources. As community members, elected officials, and public agencies, we will need to temper turf battles, whether they be jurisdictional, political, or social. There will be trade-offs, and the vision facilitates inclusive discussion of how to approach them. Agencies that serve San Francisco will have to break down barriers, be nimble, and set clear policy objectives. Many will ultimately need to re-organize to meet the new demands and high expectations of the public.

Making any of these changes is no small feat. But the payoff will be highly rewarding.

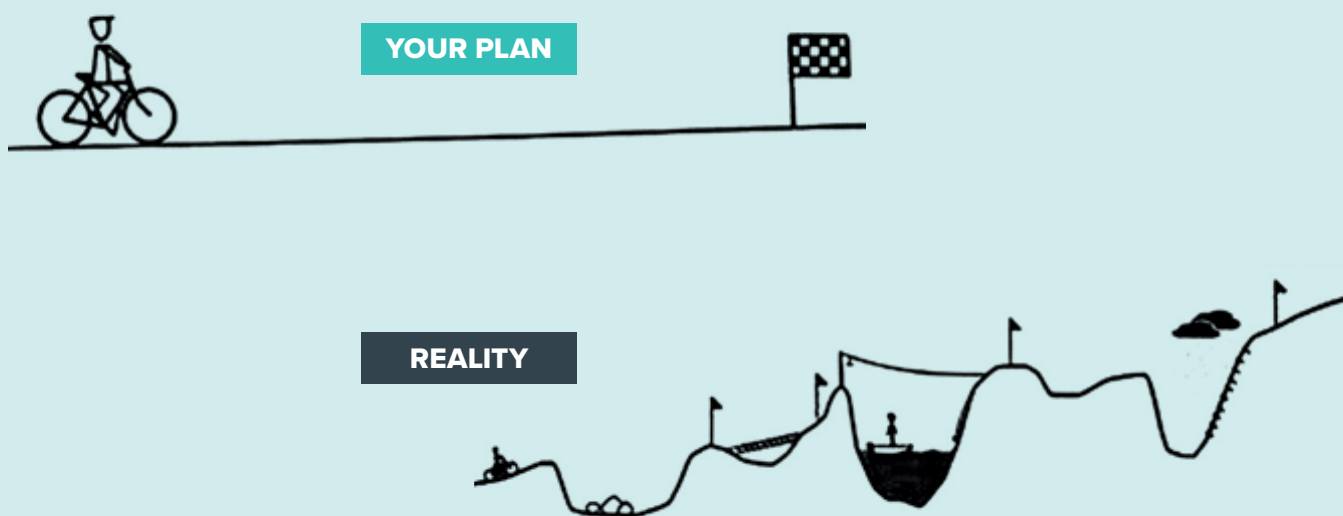
How the Vision was Developed

Whether it is our daily commute to work, a trip to the grocery store, or a policy that affects an entire city, the most mundane journey or the most well-thought-out plan can encounter bumps or pitfalls. It would be nearly impossible to plan for every obstacle that may come our way.

A better approach to cope with road blocks is to be prepared, flexible, and resourceful. For San Francisco, realizing our vision for the future would mean having plans, policies, and mindsets that embody these characteristics – as well as strong partnerships and engagement with a diverse set of community groups and private, non-profit, and civic institutions.

The ConnectSF vision was developed through a robust community engagement process. We talked with the public at every step leading to the creation of the vision, as mapped out in Figure 1, and summarized in Figure 2.

Outreach kicked off with an online survey and pop-up events across San Francisco to shape the goals for ConnectSF. The initial goals included equity; economic vitality; environmental sustainability; and safety and livability. Subsequent outreach activities to gauge relative priorities amongst these goals were conducted through an online survey and an open house at a Bayview Hunters Point Shipyard's Citizens Advisory Committee meeting.





Upon validating the four goals, the ConnectSF initiated a scenario-planning process to develop a vision that would be based on these goals. Scenario planning encourages creative, iterative thinking about the future and factoring in external forces to encourage participants to consider how potential future scenarios may unfold. By examining these potential scenarios and their implications and trade-offs, participants examined various approaches that can shape the future, including pathways that could lead to a preferred future.

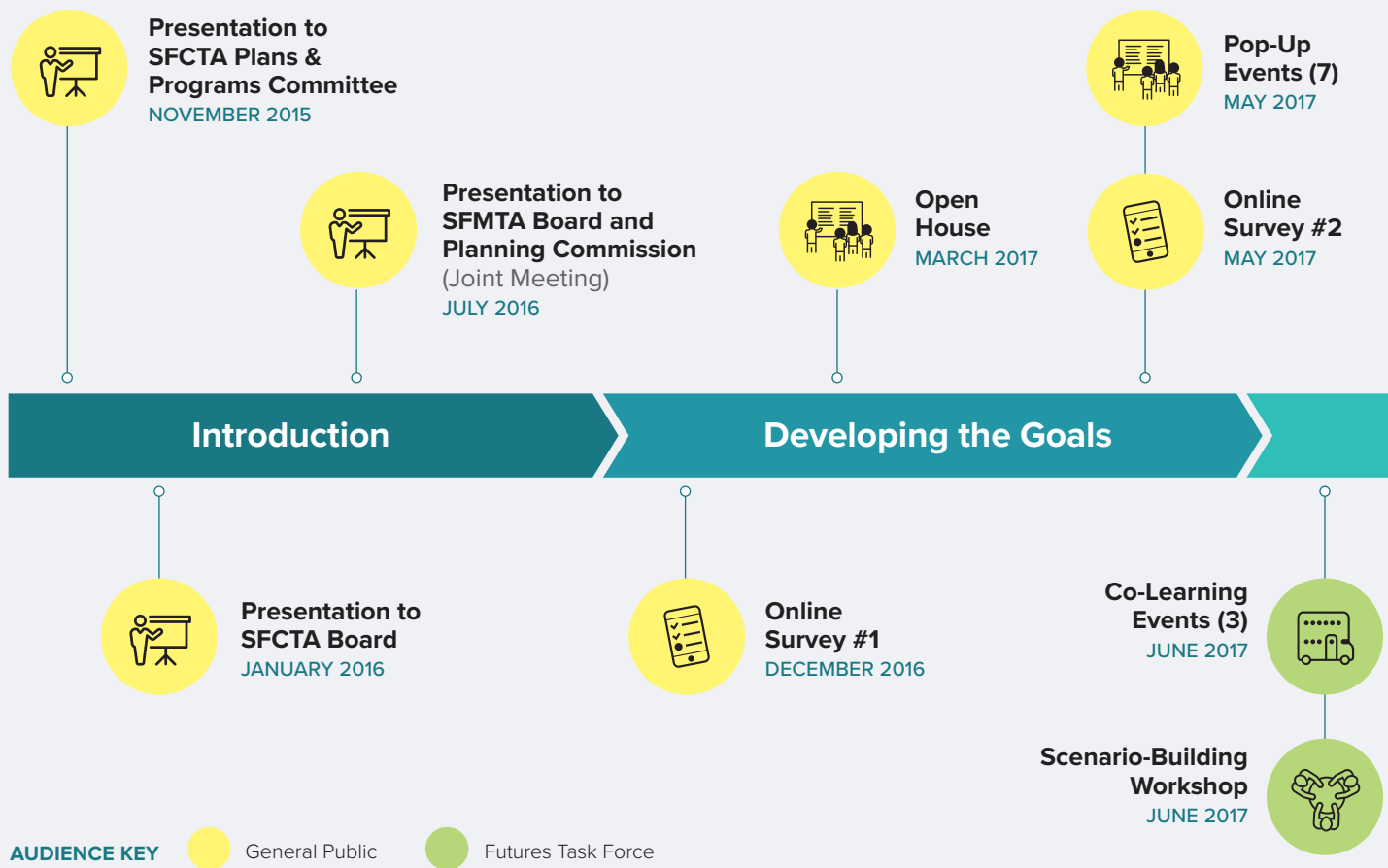
A Futures Task Force (FTF), comprised of individuals representing different perspectives of San Francisco, was convened to engage in the development of scenarios and discussions of trade-offs for possible futures for the City. Key to developing scenarios was the consideration of drivers of change that could shape the future, such as climate change; earthquakes and natural disasters; demographics and regional growth; aging infrastructure; technological change; public attitudes toward government; and availability of funding. (See Figure 3.)

Understanding the drivers of change helped FTF members build scenarios that contemplated what could be in store for San Francisco in the coming decades, explore the strategic insights from different futures for San Francisco, and identify a preferred future for our City and its transportation system.

The benefit of utilizing this approach is that we retain the knowledge of other futures as we attempt to make decisions to push us in the direction of one particular future. The matrix (shown in Figure 3) and trade-offs explicit to the identified future scenarios will be utilized in our transportation and land use work. For example, we might look at how a particular major infrastructure project will increase equity across the City or how localized decision-making may prevent a large infrastructure project from occurring.

More information about ConnectSF's scenario planning process can be found in Appendix C.

Figure 1: Outreach Process for ConnectSF Vision



Informed by findings from citywide focus groups, a second online survey, and in-person meetings with community-based organizations (CBOs), a day-long workshop with the FTF in October resulted in the development and selection of the future vision for San Francisco.

Additionally, a fifth goal about accountability and engagement was added to ConnectSF’s goals as a result of consistent feedback about the need to more meaningfully engage the community in plans, projects, and policies and to speed up the implementation process. Staff subsequently met with CBOs and other groups who were unable to participate in this workshop to discuss and confirm the new goal and preferred vision for San Francisco.

At all levels of engagement, trade-off themes for each scenario were consistently identified. Selecting a preferred scenario was not just about affirming aspiration but also moving away from less desirable outcomes – specifically, a San Francisco that resists growing to meet demand and becomes a lifestyle city; allows private industry and innovation to reshape mobility without protecting the public good; and decentralizes decision-making to those who shout the loudest or represent parochial interests. There was wide agreement to move away from this.

At the end of this outreach phase, the vision was presented to the public and policymakers. More information about ConnectSF’s outreach process can be found in Appendix B.

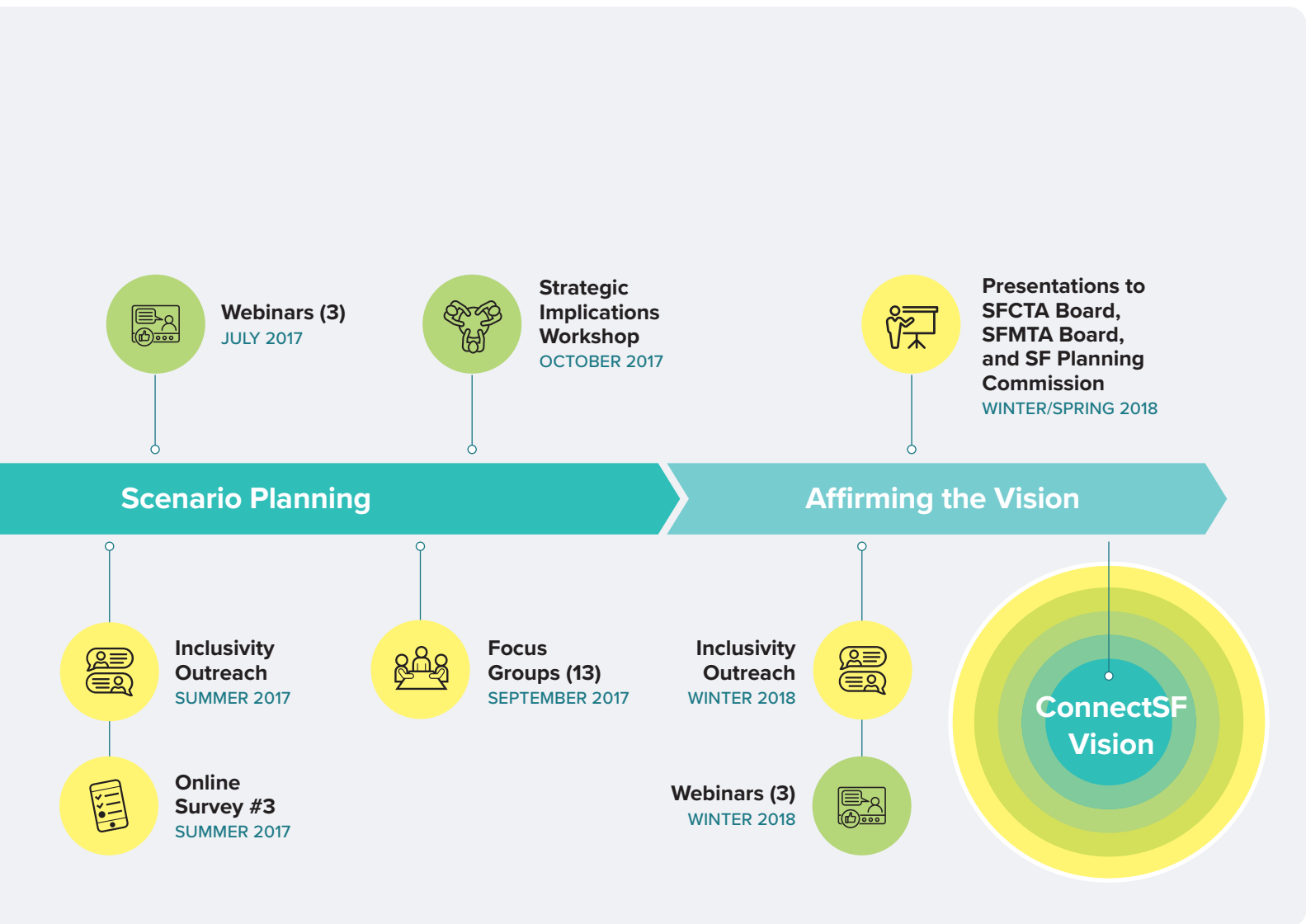


Figure 2: Summary of Outreach Process



DRIVERS OF CHANGE

Huge change is coming in the decades ahead that we must prepare for today. As part of our scenario-planning process, our Futures Task Force identified external forces that will likely influence how our future unfolds. These drivers of change can be social, technological, economic, environmental, and/or political and can represent both opportunities and challenges. In all cases, the exact nature of those impacts and changes are not known.

Of the many drivers of change the Futures Task Force considered (see Figure 3), social and political will and equity and economic polarization emerged as the most important to consider. These two uncertainties were used to build four different scenarios, characterized by the matrix depicted in Figure 4. This framework helped the Futures Task Force and people engaged during outreach to identify a preferred scenario, which is the basis of the ConnectSF vision.

Figure 3: Drivers of Change

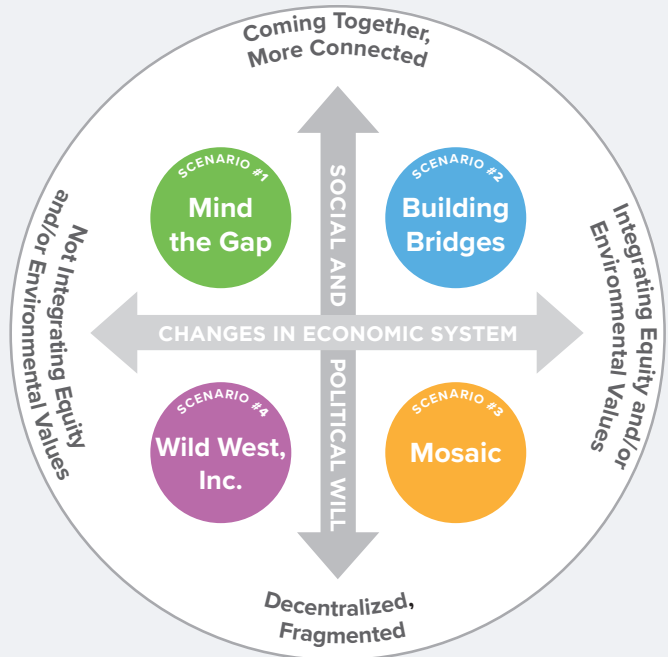
GIVENS

- Aging infrastructure
- Climate change
- Demographics and regional economy
- Earthquake and/or other natural disasters
- Public distrust in government
- Rapid technological change
- Resource scarcity

UNCERTAINTIES

- 21st century infrastructure
- Changing mobility landscape
- Evolving urban spaces
- Future governance
- Inequality and polarization
- Lifestyle choices and values
- Public health influences
- Regional economy
- San Francisco's adaptive capacity

Figure 4: Potential Future Scenarios



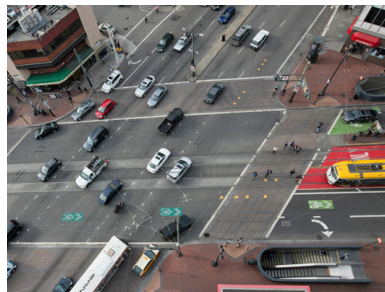
Next Steps

The vision is the first phase of the ConnectSF program. Its content, goals, and objectives (described in Appendix D) will provide the foundation of the program’s remaining efforts, which seek to provide a path to our preferred future and the transportation system that will serve it.

Phase 2 of ConnectSF will dive into the details of what needs to happen to achieve the vision and examine its implications for land use and travel patterns in 2050. This second phase includes the following efforts:

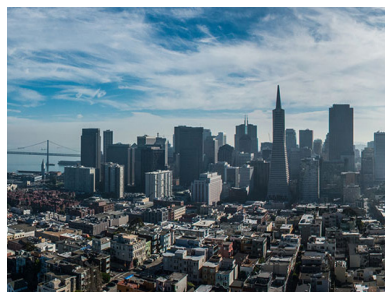


Transit Corridors Study will identify, develop, assess, and prioritize the next generation of major local and regional transit corridor investments that San Francisco should pursue to achieve the vision.



Streets and Freeways Study will identify a preferred long-range scenario for the network of freeways and streets in San Francisco, including policies and strategies for repurposing public rights-of-way for active transportation and non-motorized uses, managing curb space, and addressing the overall efficiency of streets and freeways.

Building on the work completed in the Transit Corridors Study and the Streets and Freeways Study, Phase 3 of ConnectSF will include the following:



San Francisco Transportation Plan 2050 will integrate the findings of the Transit Corridors Study and Streets and Freeways Study to develop an investment plan and prioritize projects that will be funded and built.



Update of the **Transportation Element**, which is an integral component of the City’s General Plan, will codify the policies that would frame these and other transportation projects and plans in San Francisco.

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