



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.

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Director, San Francisco
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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.

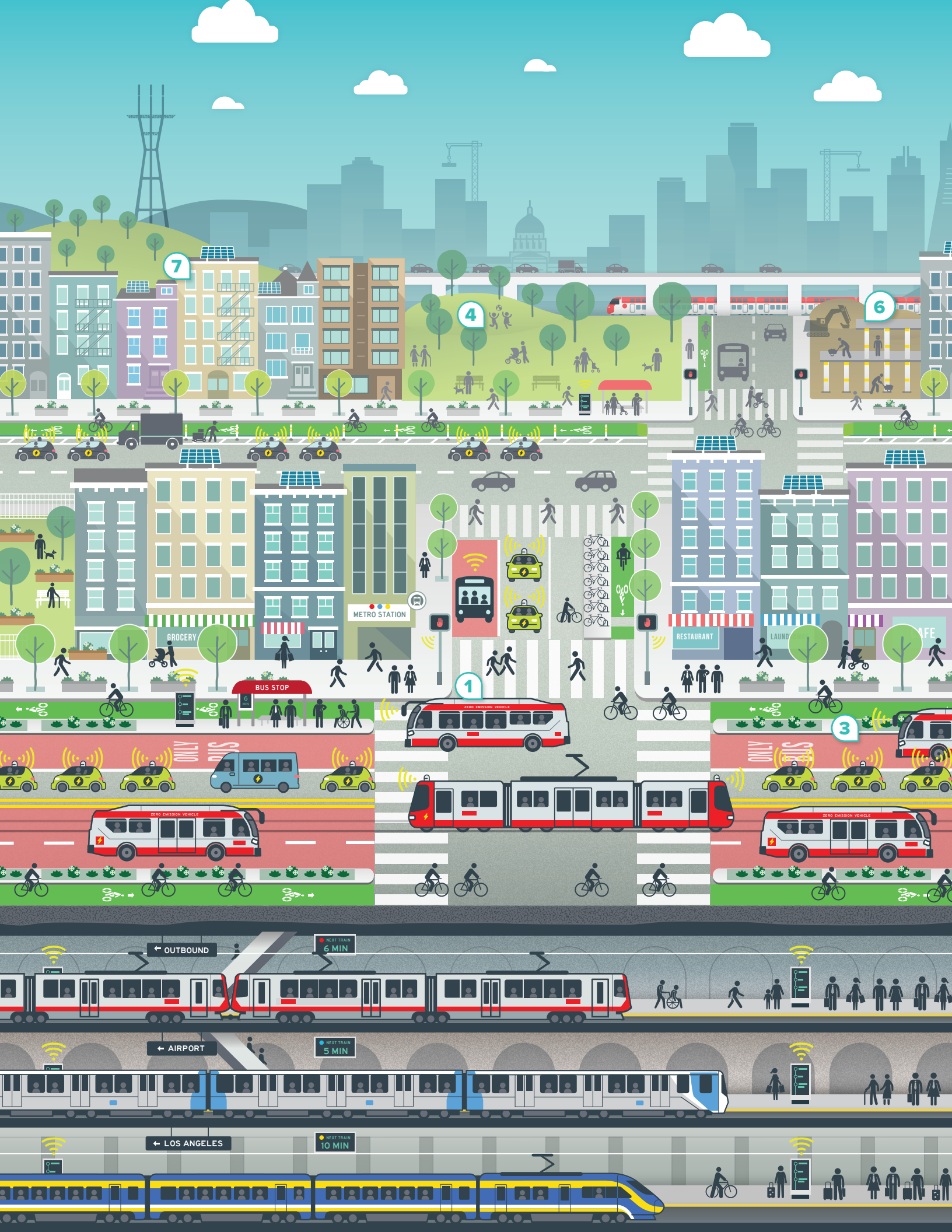
This stewardship of our physical land also extends to responsible management and oversight of the City's built environment. The value of our urban land and public rights-of-way is reflected in how they are developed and used.

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



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.

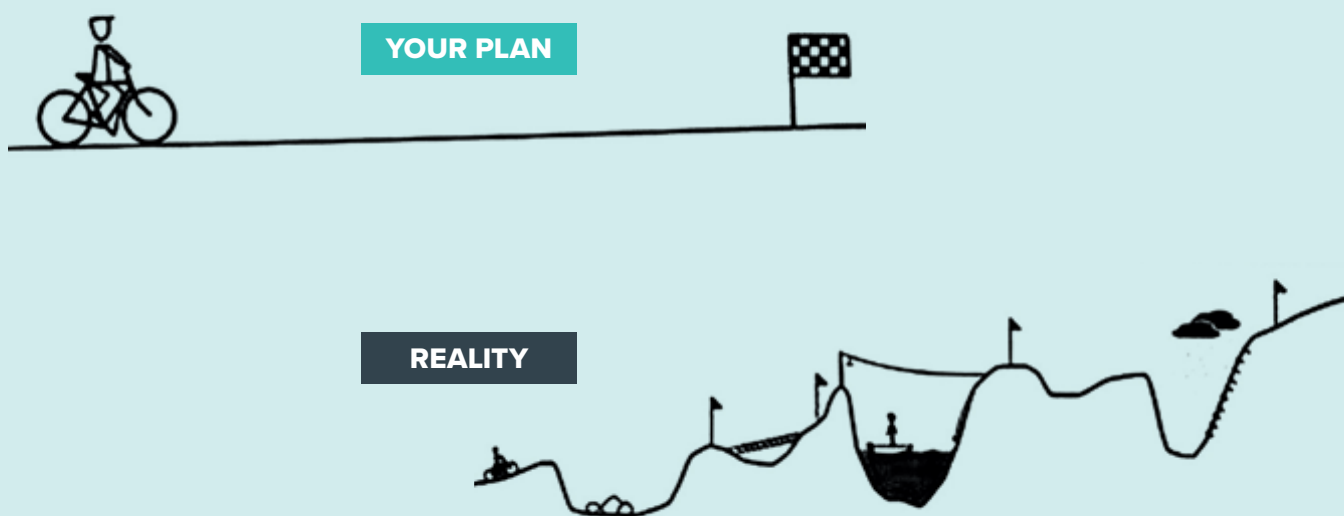
How the Vision was Developed

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.

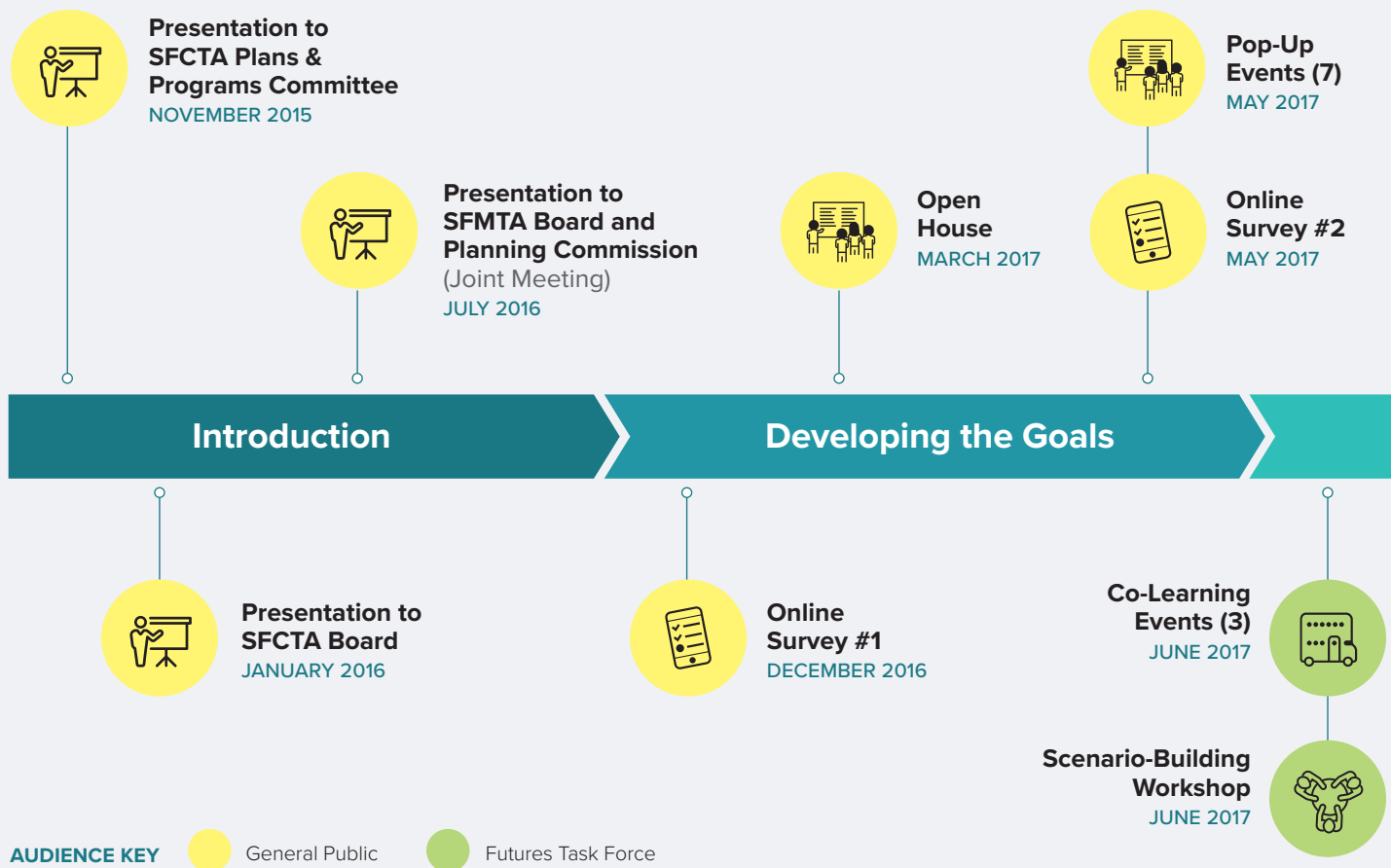
A Futures Task Force (FTF), comprised of individuals representing different perspectives of San Francisco, was convened to engage in the development of scenarios and discussions of trade-offs for possible futures for the City. Key to developing scenarios was the consideration of drivers of change that 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.

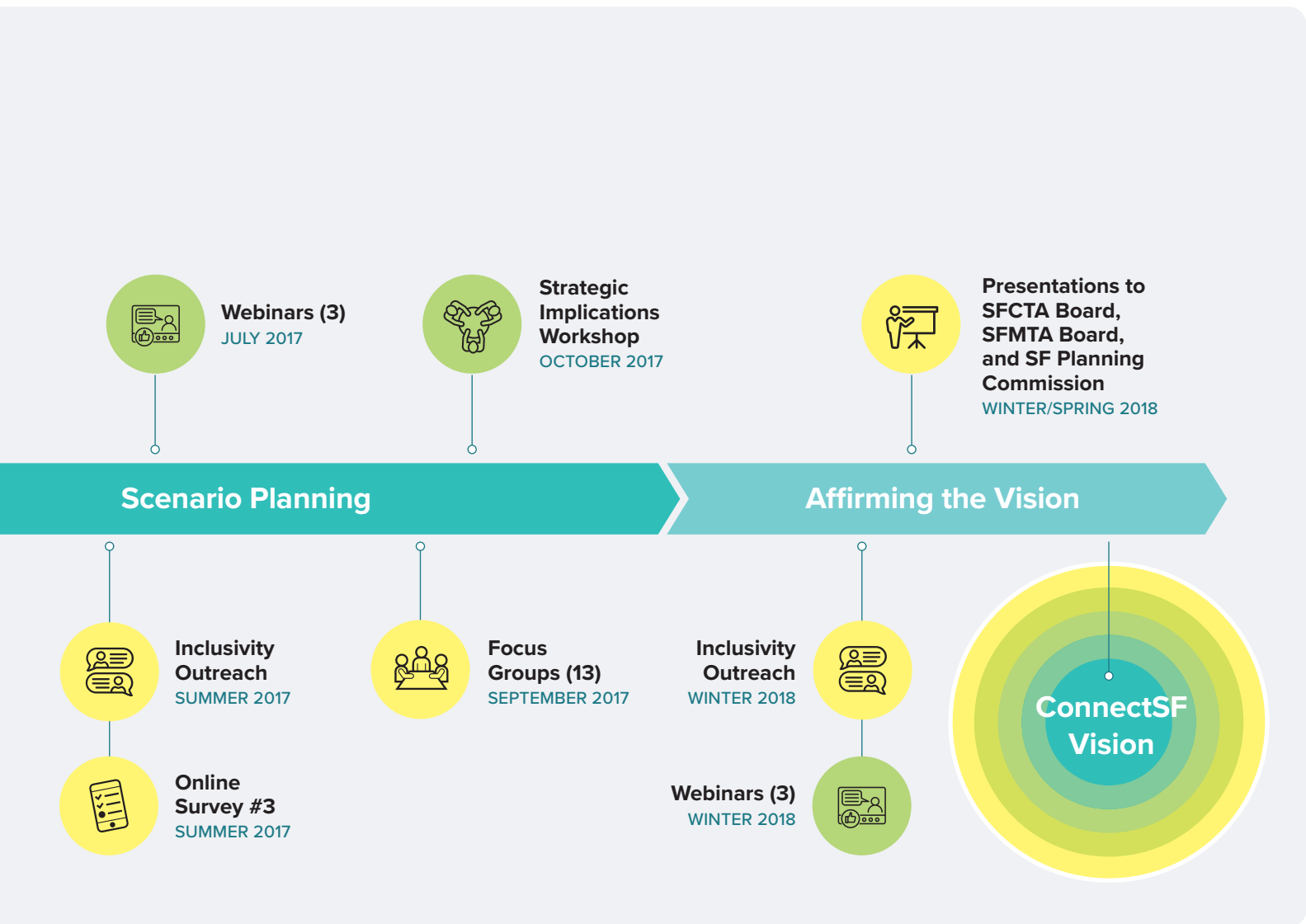


Figure 2: Summary of Outreach Process



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

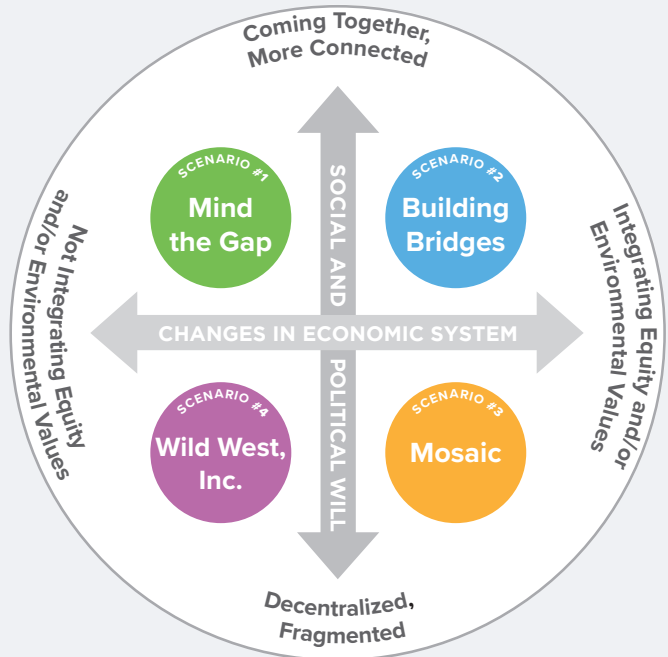
GIVENS

- 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



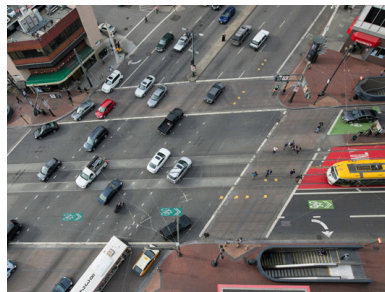
Next Steps

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:

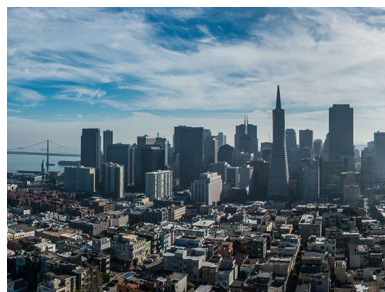


Transit Corridors Study will identify, develop, assess, and prioritize the next generation of major local and regional transit corridor investments that San Francisco should pursue to achieve the vision.



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.

Acknowledgments

The ConnectSF team expresses their gratitude to the individuals who took time to talk to us at outreach events, respond to surveys, participate in focus groups, and review materials. Their contributions helped shape our work and the vision for San Francisco.

Acknowledgments are also extended to staff from the Planning Department, Transportation Authority, Municipal Transportation Authority, Office of Economic and Workforce Development, and the Mayor's Office as well as to Adaptive Edge, Arup, Davis & Associates, Fall Line Analytics, Interethnica, and MIG.

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Rudy Corpuz	Ada Ko	Barbara Ockel	Ilse Villacorta
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Joel Espino	Rebecca Mark	Pi Ra	Mike Yoshioka
Florence Fang	Fran Martin	Kate Roberts	
Teddy Fang	Patricia McFadden	Mark Rosekind	
Karoleen Feng	Marti McKee	Debs Schrimmer	

ConnectSF

TO LEARN MORE OR TO GET INVOLVED:

connectsf.org

APPENDIX A

**THE HISTORY *of*
TRANSPORTATION
IN SAN FRANCISCO**

ConnectSF

MARCH 2018

San Francisco has a rich history, with transportation playing a critical role in the City's development. The timeline on these pages depicts a panorama of diverse transportation modes, which can still be seen today as the City has one of the most diverse transit fleets in the country. Our transportation heritage also shows that, as times change, our mobility options must also evolve to meet the ever-changing needs and demands of our residents, workers, and visitors.



People have been walking here for thousands of years...

Sand dunes in Golden Gate Park.
Photo: San Francisco History Center, San Francisco Public Library.



1849

The San Francisco – San Jose stagecoach is the first public transit in California. Horse-pulled rail cars begin replacing omnibus carriages in 1860, and the last one is retired in 1913 (pictured).

Mayor James Rolph and other officials taking the last horse car ride on Market Street.

Photo: San Francisco History Center, San Francisco Public Library.



1848-50

The first wharf was built between 1848 and 1850, inaugurating the city's nearly century-long dominance as the main port of the West Coast. 1863: the first ferry terminal opens.

Ferryboat Alameda approaching the slip at Davis Street Wharf 1867.

Photo: San Francisco History Center, San Francisco Public Library.



1864

The San Francisco and San Jose Railroad opens. The transcontinental railroad connects the Bay Area into the ever-expanding national rail network in 1869.

3 Engine S. P. Freight on 21st and Harrison streets.

Photo: San Francisco History Center, San Francisco Public Library.

Time Scale (years)



1848 - 1855:
Gold Rush

1868: Mary Ellen Pleasant wins court case, allowing African-Americans on streetcars

1776: Mission Dolores and Presidio of San Francisco founded

1835: Yerba Buena Pueblo founded

1850: California admitted to the union.
City of San Francisco incorporated.

1861 - 1865:
Civil War



1848

The Pueblo of Yerba Buena, founded in 1835, is a small grid of streets by a tranquil cove near what is now Portsmouth Square.

View of San Francisco in 1848.
Photo: Bayard Taylor's Eldorado, British Library.



1849

The California Gold Rush brings rapid growth to the Pueblo of Yerba Buena, which becomes the city of San Francisco in 1850. As the city grows so does its grid, marching up the hills and extending west with the Van Ness Ordinance of 1865.

Views of San Francisco in 1849 showing the remarkable growth due to the Gold Rush.

Photo: Bayard Taylor's Eldorado, British Library.



1873

The city's first cable car line begins climbing Clay Street. By 1890, 23 lines are in operation.

California street cable car railroad, 1879.
Photo: San Francisco History Center, San Francisco Public Library.



1876

The first bicycle club is established in San Francisco. In 1896, 5,000 cyclists ride down Folsom Street in a mass demonstration calling for safer riding conditions through better street paving. About 3,000 cyclists are recorded in Golden Gate Park on just one Sunday.

League of American Wheelmen, Century Run, 6-1-1890.

Photo: California Historical Society

1898



The Ferry Building opens, offering convenient transfers between the city's transit spine and regional ferries.

Ferry Building, 1902.
Photo: <http://ferryplaza.com>

1906



Ferry Building, 1906.
Photo: University of California, Bancroft Library

1906: San Francisco Earthquake and Fire

1936



The San Francisco-Oakland Bay Bridge opens, followed by the Golden Gate Bridge in 1937.

Both bridges are built in just over four years.

View of the San Francisco-Oakland Bay Bridge while under construction, 1936.

Photo: San Francisco History Center, San Francisco Public Library.

1939

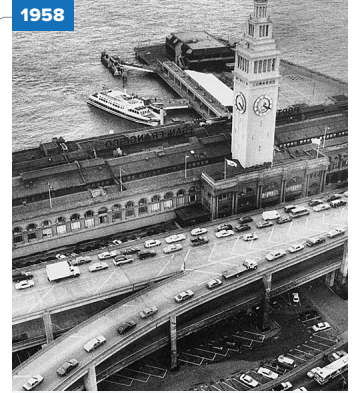


Transbay Terminal opens. Key System trains use the Bay Bridge's lower deck, connecting directly to the new Terminal, allowing a transfer-free commute from the East Bay to downtown San Francisco.

TOP: Passengers on platform at Key System terminal, July 20 1953.
Photo: San Francisco History Center, San Francisco Public Library.

BOTTOM: Key System Transit Lines westward "B" train on Bay Bridge - 1955.
Photo: John Harder.

1958



The Embarcadero Freeway is erected in front of the Ferry Building.

Ferry Building and Embarcadero Freeway.
Photo: Chris Carlsson, <http://www.foundssf.org>

1966



Board of Supervisors hearing, 1966.
Photo: Bill Young, Chronicle File.

1967: Summer of Love

1933 - 1938: New Deal Era

1941 - 1945: US involvement in World War 2

1959 - 1966: Freeway Revolt. City rejects most planned freeways.

1973: Transit First Policy adopted.

1915



The mass production of automobiles is exhibited at the Panama Pacific Exposition's Palace of Transportation.

Where an Automobile was born every ten minutes; Henry Ford's Concession, Palace of Transportation, Panama Pacific Exhibition 1915.

Photo: San Francisco History Center, San Francisco Public Library.

1930s-50s



Most of the city's cable car and streetcar lines are replaced by buses (including Castro Street in 1948). For the most part, only lines which travel through tunnels or off of the regular roadway are spared.

Track removal Castro near 17th street showing Twin Coach on 8 line - July 3 1949.

Photo: San Francisco History Center, San Francisco Public Library.

1948



The Trafficways Plan envisions a network of freeways crossing every portion of the city. Initial construction of part of this network sparks the "Freeway Revolt" across the nation. The final freeway link to the city, 280, is completed in 1973.

1948 San Francisco Trafficways Plan.

Photo: San Francisco History Center, San Francisco Public Library.

1972



Ideas for electric trains in an underwater tube between San Francisco and Oakland were discussed as early as 1947. The San Francisco Bay Area Rapid Transit District was formed in 1957, and construction on the BART system started in 1964. BART service begins in 1972.

President Richard Nixon prepares to ride BART at the Lake Merritt Station in Oakland in 1972.

Photo: Oakland Tribune archives.



1980

The Muni Metro system begins opening in phases. Construction of BART under Market Street creates the opportunity for the modernization of Muni's rail fleet.

Interior Shot of LRV in Underground Station - August 24, 1981. Photo: SFMTA.



Ferry service to the East Bay restored while the Bay Bridge is closed for repairs. WETA established in 2007.

Photo: San Francisco Bay Ferry



2011

King Tide. 2011. Photo: Dave Rauenbuehler



2012

Ride-hailing companies launch large-scale operations in San Francisco. By 2016, these companies made over 170,000 vehicle trips within San Francisco on a typical weekday - approximately 12 times the number of taxi trips and 15% of all intra-San Francisco vehicle trips.

Photo: <http://www.sfgate.com>



2013

Bay Area Bike Share launched.

A bicyclist riding a Bay Area Bike Share bike. Photo: SFMTA.



2014

Vision Zero policy adopted, to eliminate traffic fatalities by 2024.

Pedestrians at intersection. Photo: SFMTA.



2015

Testing of fully autonomous vehicles allowed in California.

Google automated car at intersection. Photo: Wikipedia: Grendelkhan.



2029

High-Speed Rail SF-LA Expected Opening

Photo: California High-Speed Rail Authority

1989: Loma Prieta Earthquake

2067

2017-2067: What are the possibilities? What are the challenges?

2017: WE ARE HERE



1991

Demolition of the earthquake damaged Embarcadero Freeway begins. Demolition of a portion of the damaged Central Freeway starts in 1992, replaced by tree-lined Octavia Boulevard, Patricia's Green, and new housing.

Embarcadero Freeway Teardown, 1991. Top Photo: Chronicle/Vince Maggiora



2019

Expected opening of the Central Subway.

The T-Third Line opened in 2007. Tunneling for the Central Subway, extending the T-Third north to Chinatown and connecting it to BART and MUNI lines at Powell Street, began in 2010.

Central Subway Tunnel Boring Machine. Photo: SFMTA.

2067 CONNECTSF VISION



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.

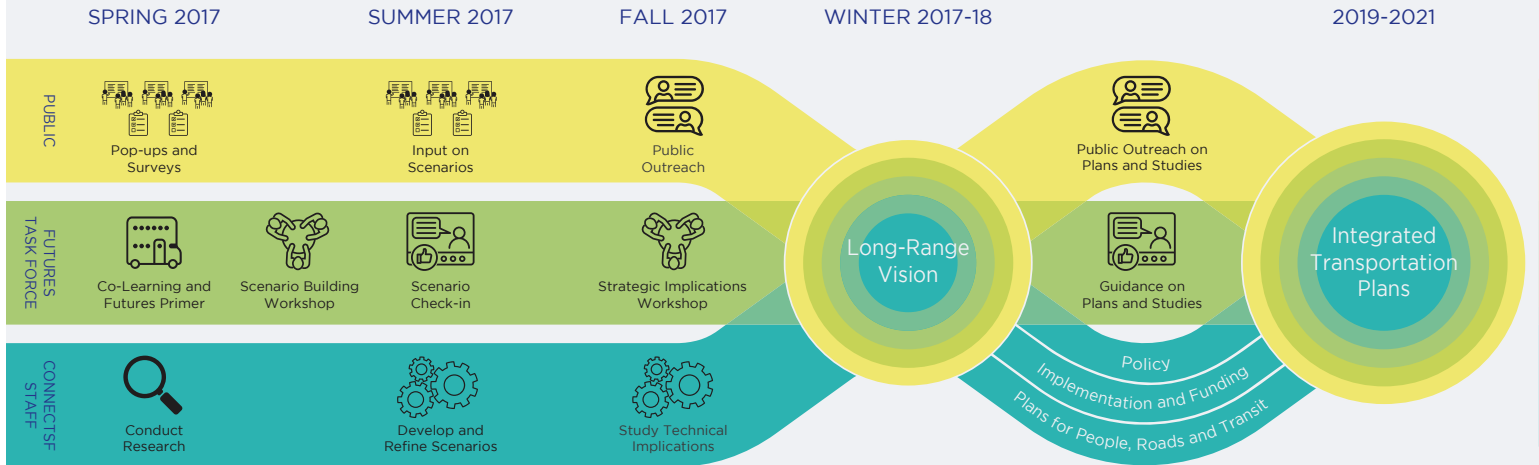
A summary of the extent and reach of ConnectSF outreach efforts, as of December 2017, is shown in Table B1 below. (These numbers also included outreach conducted for the Subway Vision (2016), which was the first ConnectSF study completed.)

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

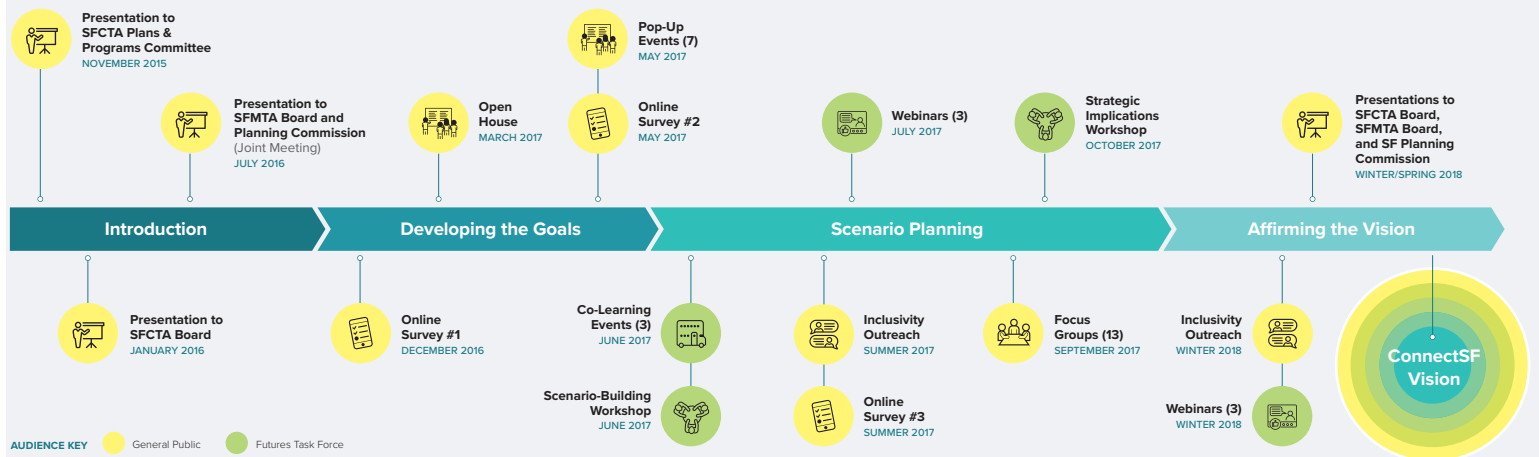


ConnectSF

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.

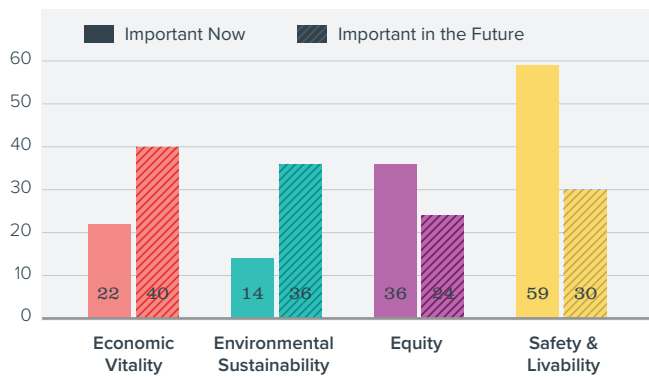
ONLINE SURVEY #2

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 _____.

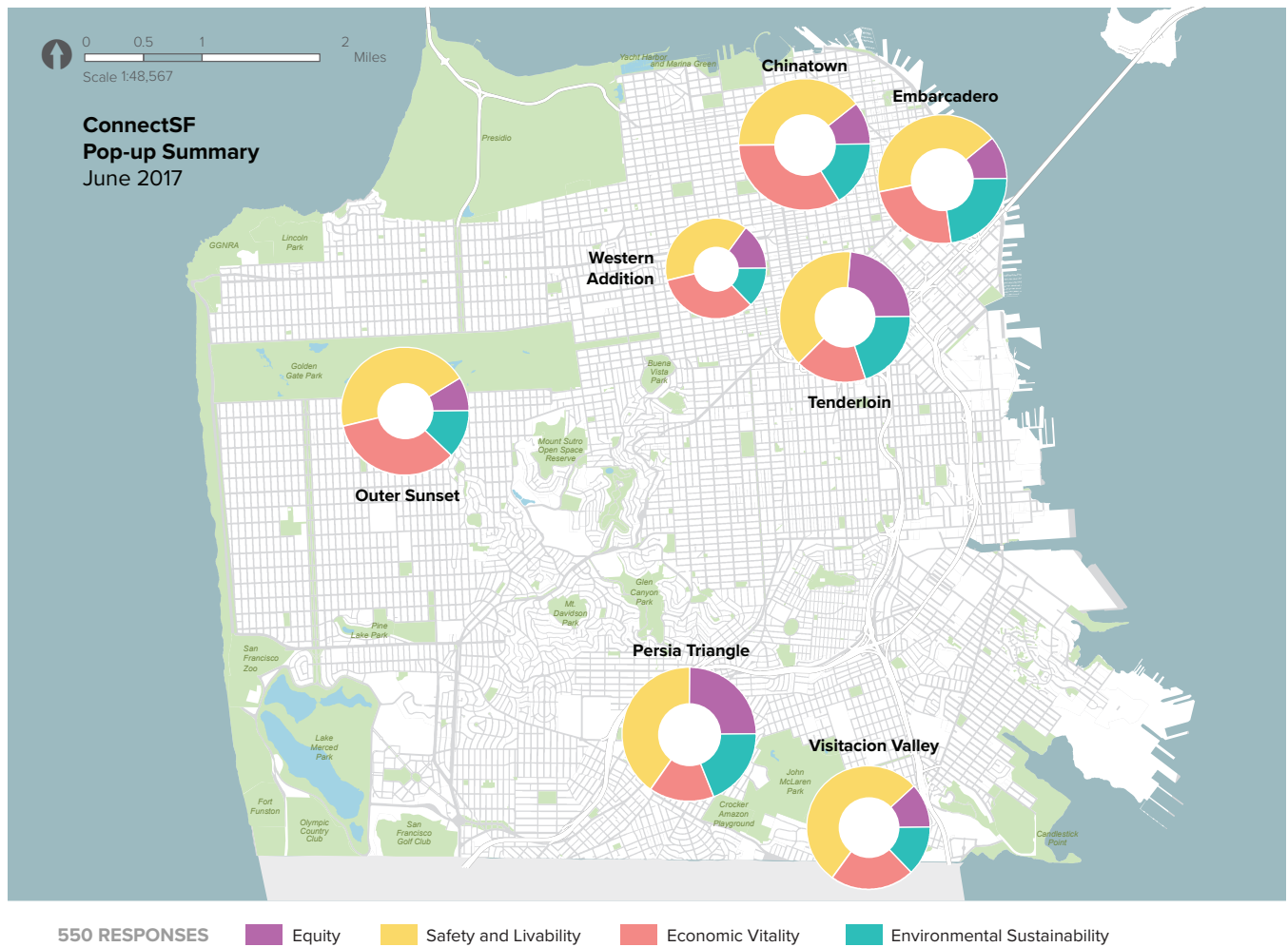
Staff then asked respondents to deposit their note cards in “ballot boxes” labeled with the four guiding goals, choosing the box with the goal that most closely described their comments. The intention was to identify which values are most closely held by San Francisco residents and how the transportation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

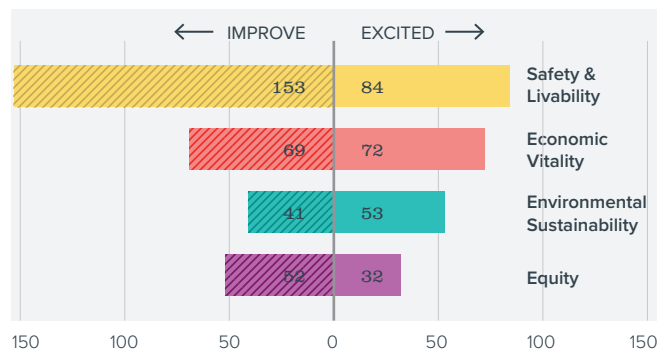
Figure B4: Map of Pop-up Responses



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.

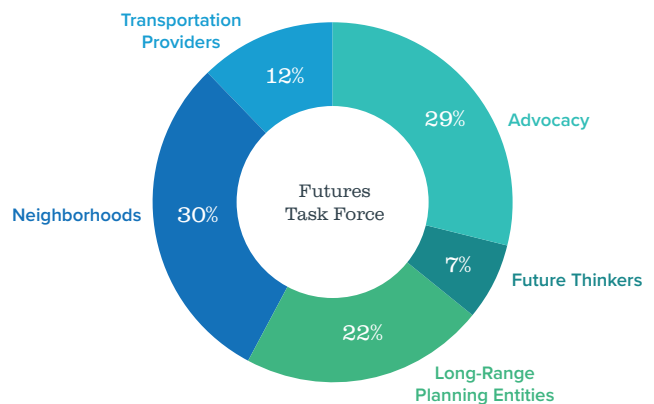
Initially, ConnectSF staff set a target of about 120 people for the Futures Task Force. To kick-off the recruitment effort, staff briefed aides or Supervisors from the offices of London Breed, Malia Cohen, Mark Farrell, Sandra Lee Fewer, Jane Kim, Aaron Peskin, Hillary Ronen, Ahsha Safai, Jeff Sheehy, 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

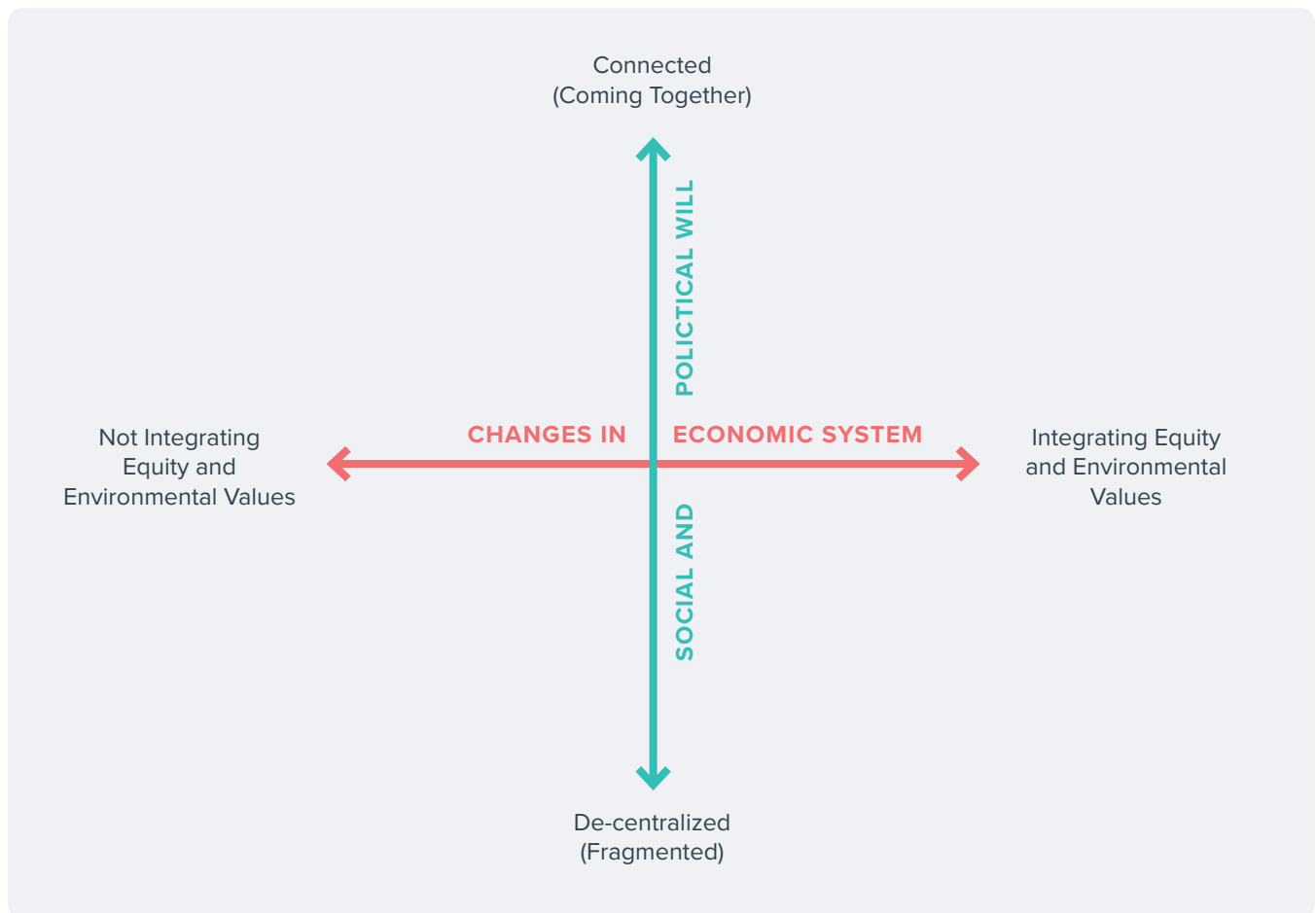
After FTF members left for the day, staff took the two highest-ranked uncertainties and developed a 2x2 matrix (see Figure B7) to create a framework of four plausible future scenarios to shape the next day’s conversation.

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

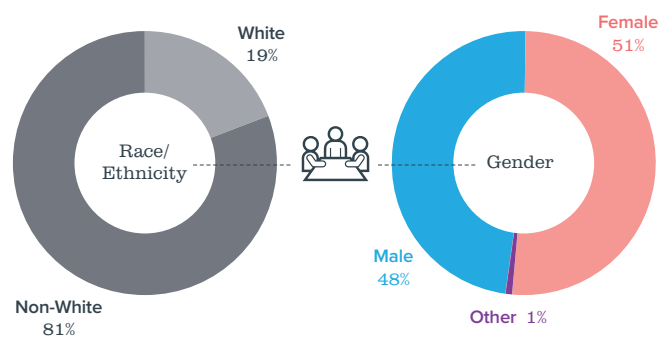
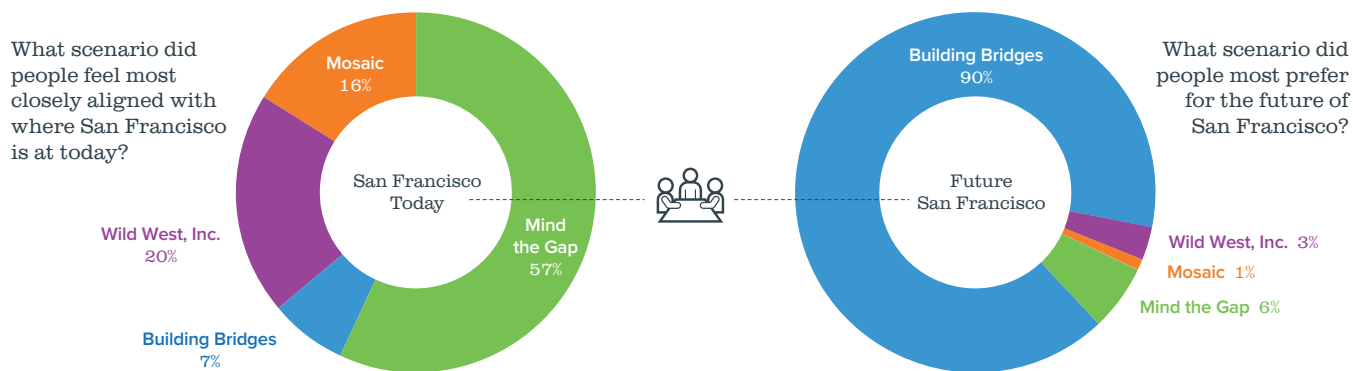


Figure B9. Focus Group Participants' Responses to Prompts



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

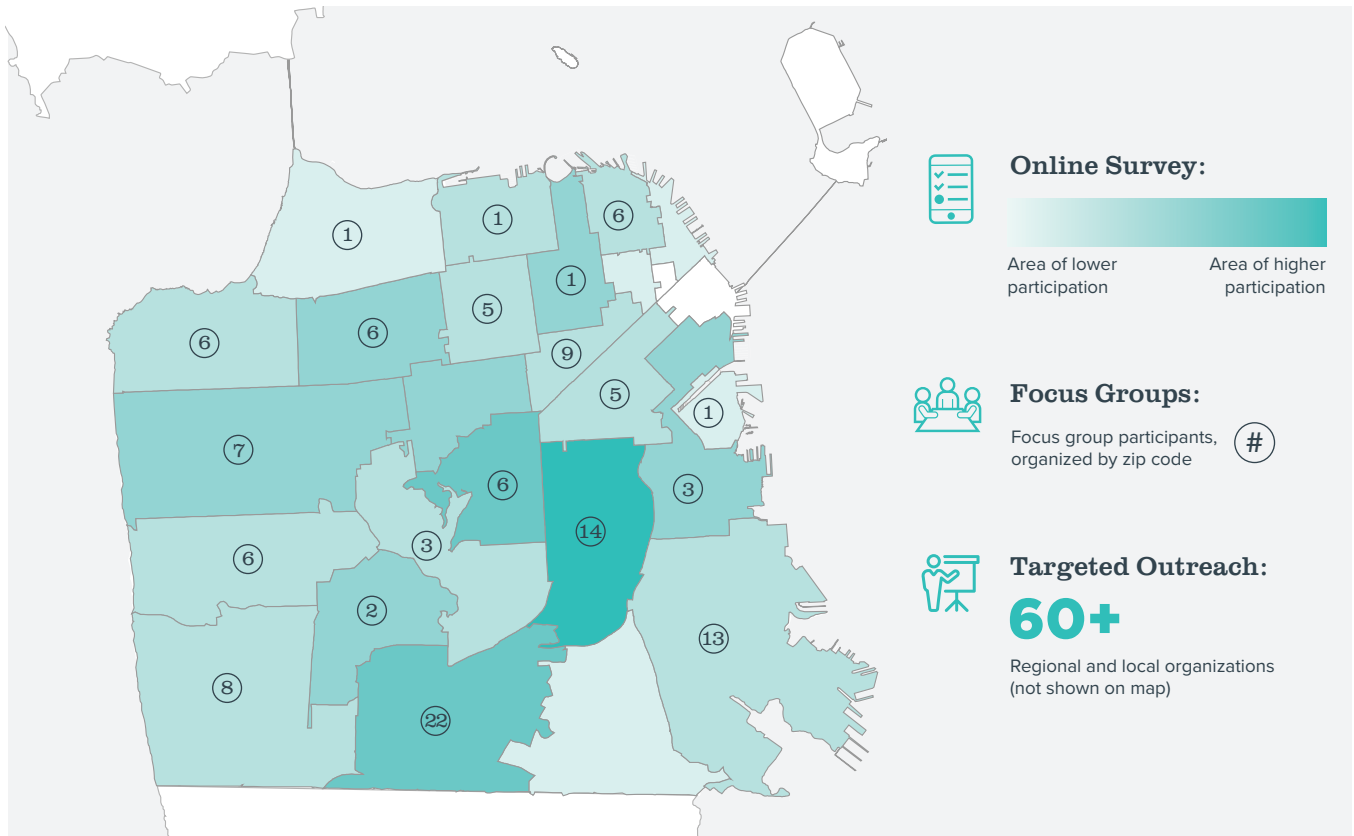


Figure B12. Demographics of Survey Respondents

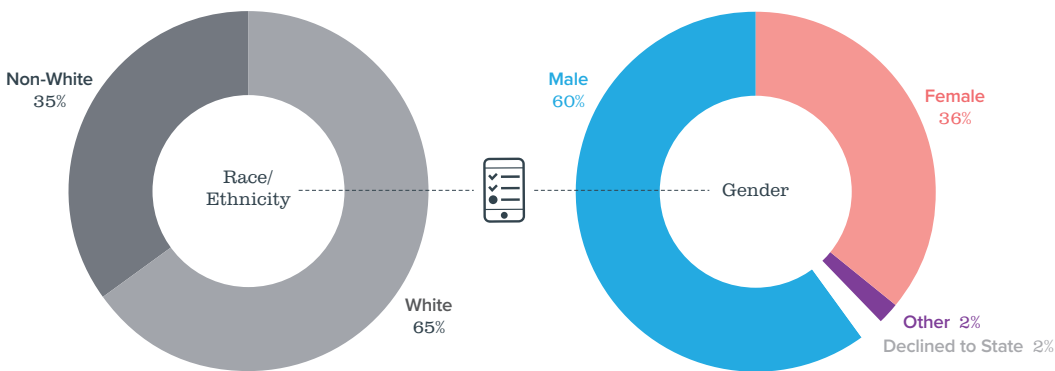
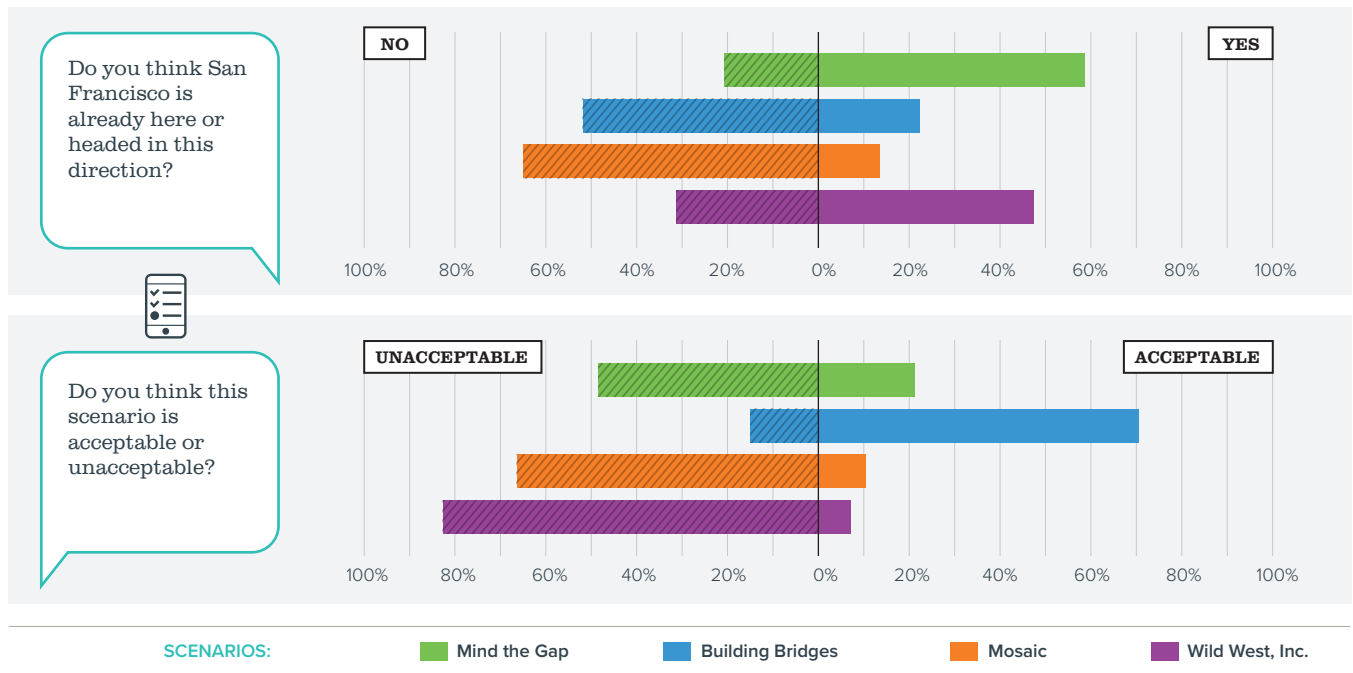


Figure B13. Responses to Core Prompts in Survey



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.

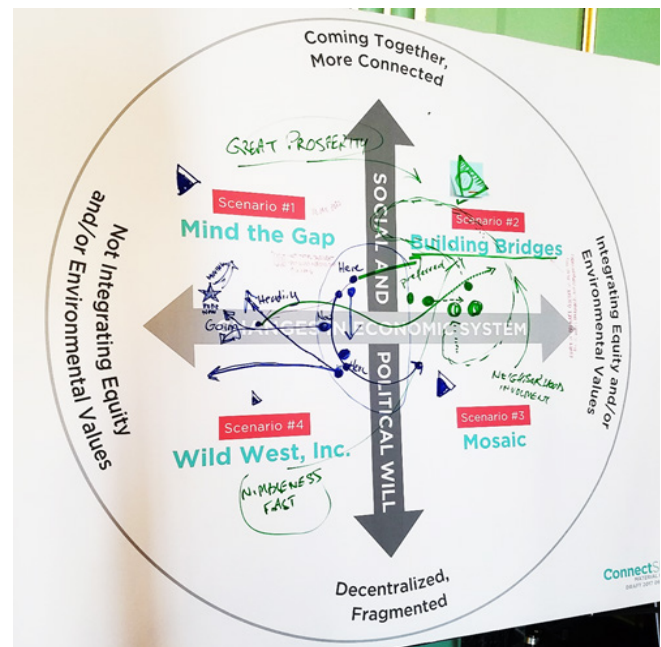
Identifying a Preferred Future

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.

APPENDIX C

**SCENARIO PLANNING
PROCESS**

ConnectSF

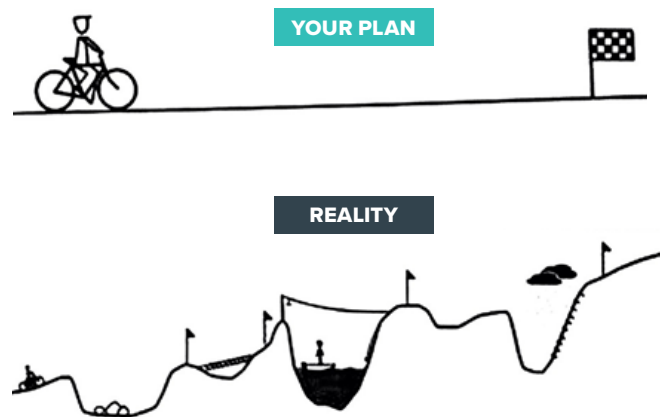
MARCH 2018

About Scenario Planning

The ConnectSF vision was shaped by a scenario planning process and rigorous outreach to the community. The scenario planning approach is different from yet complements the more traditional transportation planning process usually referred to as an alternatives analysis. This alternatives analysis process usually develops alternatives and provides a technical analysis and evaluation of each alternative. While the latter has many merits, it does tend to be more linear in its examination of outcomes based on largely fixed assumptions about the future and excludes factors that could deter or disrupt development or implementation. Scenario planning includes a broader look at potential drivers of change that could influence how the future plays out so that people can be more prepared for both opportunities and risks that might appear.

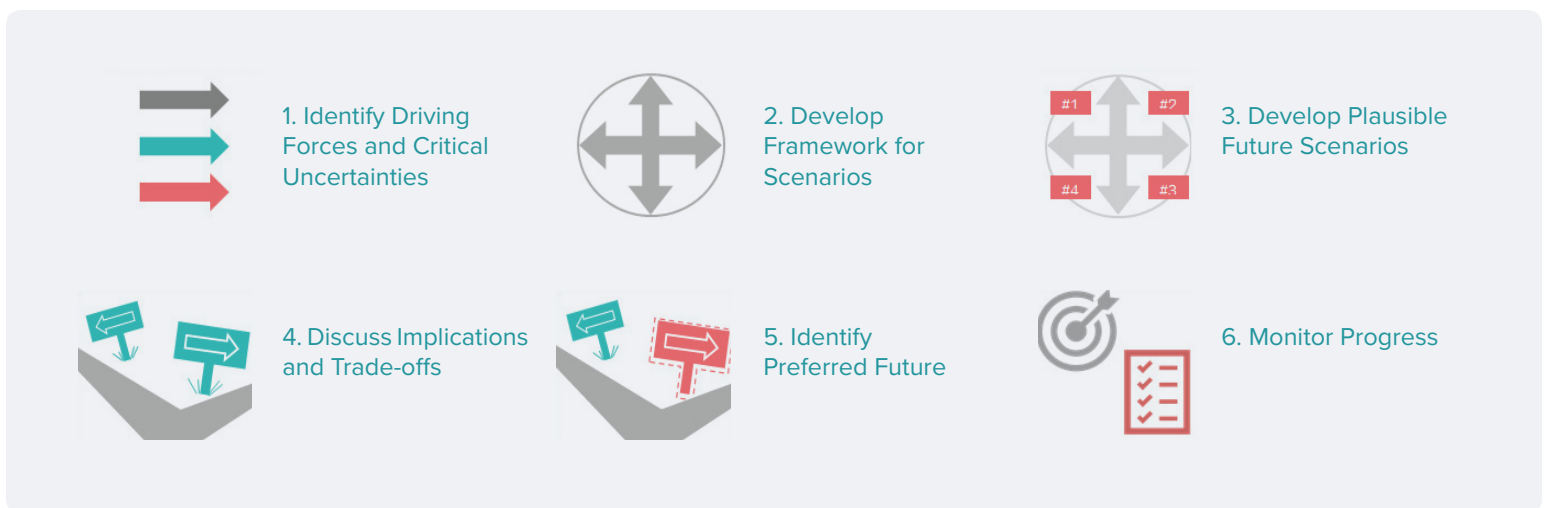
Scenario planning allows people to evaluate a wider variety of potential futures and determine what the community wants the future to look like. The scenario planning process can help people understand the driving forces of change and the collective choices they have to respond to these

changes. As there can be difficult trade-offs, public participation is important to raise awareness and foster collaborative thinking about how the city's future needs and desires can be met.¹



Your Plan vs. Reality cartoon, source unknown.

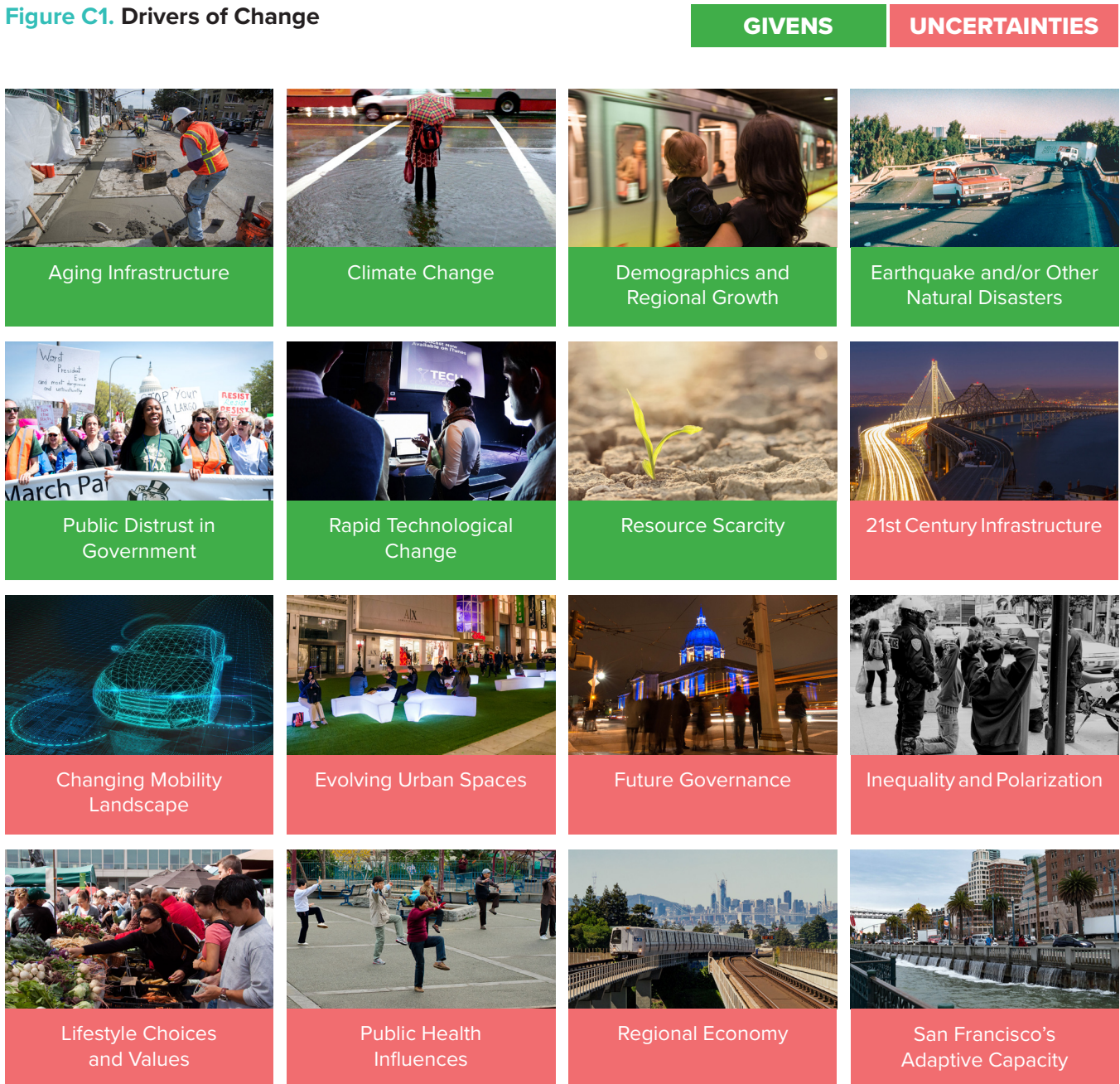
1 Federal Highway Administration, FHWA Scenario Planning and Visualization in Transportation, https://www.fhwa.dot.gov/planning/scenario_and_visualization/scenario_planning/scenabout.cfm



IDENTIFY DRIVING FORCES AND CRITICAL UNCERTAINTIES

Scenario planning encourages iterative thinking about the future, including identifying drivers of change and critical uncertainties, which are both opportunities and challenges. This step factors in external forces that could influence how the future unfolds. These external forces or drivers of change can be social, technological, economic, environmental, and/or political. The drivers of change identified for San Francisco's future in ConnectSF's scenario planning process are shown in Figure C1.

Figure C1. Drivers of Change



DEVELOP FRAMEWORK FOR SCENARIOS

From this set of drivers of change, two key uncertainties were selected to form a framework or matrix from which potential futures could be derived. For ConnectSF, this included social and political will on the vertical axis of the matrix and changes in the economic system on the horizontal axis of the matrix. See Figure C2.

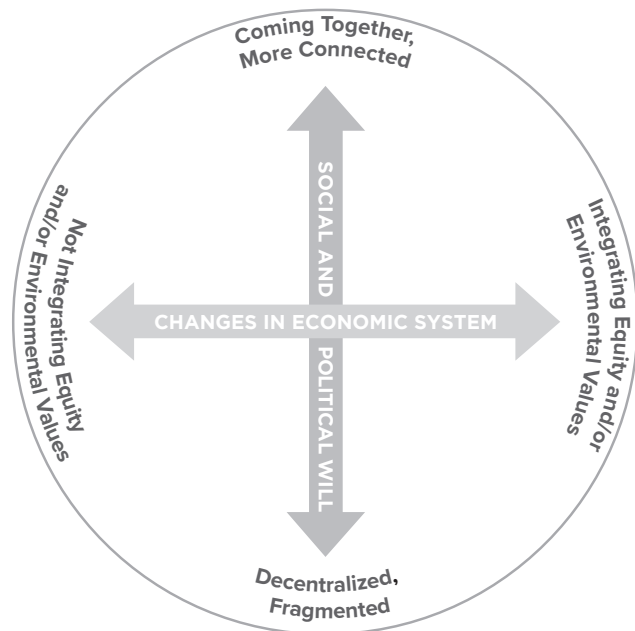
Social and political will, on the vertical axis, is defined as San Francisco's ability to effectively respond to its current and future challenges over fifty years at two levels. Social will refers to the public's willingness to initiate and/or support meaningful change. This implies changes in civic engagement, public trust, and social cohesion as a city. Political will refers to the effectiveness of our leadership and systems of governance, including an ability to adapt, take risks, move forward, and make difficult decisions. Putting both of these together, the uncertainty for this axis is:

- » **Coming together/Connected:** The city as a whole is thinking and acting in a more cohesive manner. Decisions are made in a way that recognizes that the city is an ecosystem of individuals, families, and neighborhoods whose economic and social well-being are tied to one another. People, politicians, and policymakers are willing to act in a manner that maintains and strengthens these connections.
- » **Decentralized/Fragmented:** Identity, decisions, and actions reflect interests that are aligned with the interests of one neighborhood, business interest, political viewpoint, ethnic group, or other affiliation. There is more trust and interest in local resources, assets, and expertise as well as a tendency to preserve and protect these interests.

The horizontal axis represents the evolution of or changes in the economic system, which is intended to incorporate other sectors and values such as health, education, the environment and ecological services, and community cohesion. The spectrum of this axis lies between these two end points:

- » **Integrating equity and/or environmental values:** Transformative changes occur in the economic system that include equity, environment, and other non-financial values.
- » **Not integrating equity and/or environmental values:** Incremental changes occur, with the current market-driven model evolving to be either more laissez-faire or libertarian.

Figure C2:
Framework for Development of Scenarios



DEVELOP PLAUSIBLE FUTURE SCENARIOS

After creating this framework, scenarios were developed that imagined what San Francisco would look and feel like in each of the four quadrants, implications for land use and transportation, and adherence to ConnectSF's goals.

Figure C3 depicts the framework of potential future scenarios using the matrix from the previous step.

Scenario 1: Mind the Gap: The city is a desirable but elite enclave with services that work well for wealthy and established residents. While amenities for an urban lifestyle are abundant, life in San Francisco is a struggle for less wealthy people, who tend to live outside of the City and commute in to work and/or provide services.

Scenario 2: Building Bridges: San Francisco is a regionally minded city with effective governmental institutions and an engaged citizenry. Residents and policymakers work together to solve challenges around equity, climate change, and other issues. All neighborhoods are well-connected and have good access to quality schools, public spaces, and affordable housing. Population and employment increases significantly, allowing for far more diversity.

Scenario 3: Mosaic: San Francisco is a collection of distinct neighborhoods, some of which are more self-sufficient than others. Given the low trust in government and lack of public funding at all levels, entrepreneurs and small or micro-businesses have emerged to fill the gaps in City services. Self-reliance and local control define how people live, work, and get around, and people have shifted away from materialistic, market-driven lifestyles.

Scenario 4: Wild West, Inc.: San Francisco is a neo-company town, where corporations and the "market" are the dominant factors in City life. Public institutions and governance have withered, and public-private partnerships have formed to provide the vast majority of City services. With increased reliance on technology and emphasis on profit and efficiencies of scale, this has not necessarily boosted employment, and the City is marked by social and economic divisions.

Figure C3:
Potential Future Scenarios

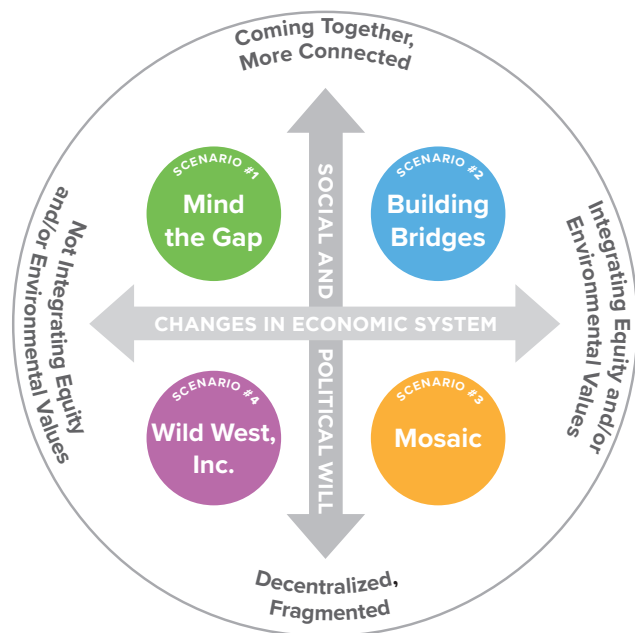


Figure C4: Summary of Strategic Implications and Trade-offs

<p>SCENARIO 1</p> <p>MIND THE GAP</p>	<p>The primary perception of this scenario is a well-functioning, high-amenity city that is heterogeneous, insular, and accessible to high-income earners. For many, this scenario calls to mind a gated community that is comfortable and desirable to live in, as quality public services would be provided. Stronger political and social will combined with a higher tax base would see to the implementation of infrastructure projects. For example, transportation options would be abundant, high-quality, but expensive in this scenario. At the same time, the city would lack the vibrancy and diversity that people usually seek in an urban setting. San Francisco would lose its “soul” or “character” in this scenario. The features that draw people to San Francisco in the first place would be lost. Some participants also felt that social tensions would emerge from class divisions, given the tremendous income gap.</p>
<p>SCENARIO 2</p> <p>BUILDING BRIDGES</p>	<p>For this scenario, people pictured a city that accommodates a diversity of people, incomes, and amenities. San Francisco in this scenario would be more dense, populous, and inclusive as there is relative ease of access to public services, regardless of income. This is made feasible through different funding mechanisms and higher taxes, with some portion going to subsidies for services to lower-income earners. For example, many local and regional transportation options are available, with much of them being publicly provided shared services. The character of San Francisco as a city and its neighborhoods may alter given the influx of people, jobs, and infrastructure. There may be an exodus of people looking for a more suburban environment, or people who feel that there is too much government regulation.</p>
<p>SCENARIO 3</p> <p>MOSAIC</p>	<p>People saw this scenario as one where local and community needs are heard and where planning decisions and investments align with local priorities. Better alignment would stem from greater community investment and strong localized community leadership and collaboration. However, some thought of Mosaic as being too “parochial,” and thought that this thinking would leave out the needs of the larger city, including those related to equity, transportation investments, and connectivity. This was seen as undesirable as people did not want a future where there is not an emphasis on citywide and regional issues and solutions. In Mosaic, it would be hard to plan beyond immediate needs and to plan comprehensively. As a result of this type of planning, larger infrastructure investments might not get built, which would adversely affect less affluent communities and neighborhoods.</p>
<p>SCENARIO 4</p> <p>WILD WEST, INC.</p>	<p>This scenario was seen as a future where there is much innovation, robust information, responsive government, and nimble decision-making. Due to the free market and efficiency in decision making and implementation, many kinds of lifestyles and needs can be met. However, the decisions about what resources are available to communities are weak and disjointed. This weak decision-making, brought on by less planning and regulation, would leave historically disenfranchised and underserved communities even more vulnerable. There would be less emphasis in balancing investments in infrastructure and the people who need it or use it most.</p>

DISCUSS IMPLICATIONS AND TRADE-OFFS

This step delved deeper into what San Francisco could be like if any one of these scenarios were realized. By examining these potential scenarios and their implications and trade-offs, various approaches that can shape the future are examined, including pathways that could lead to a preferred future.

Futures Task Force members and focus group participants who joined them were asked to discuss current events that could signal the advent of each scenario; 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 balance trade-offs. This exercise was designed to help participants grapple with the potential implications of what various facets of the city could be like under each scenario, e.g., demographics, housing, transportation, etc. Highlights of this discussion are summarized in Figure C4.

The ConnectSF staff took this step slightly further by hypothesizing quantitatively what specific indicators could look like for each future scenario. We have a decent understanding of what the population, transportation, jobs, diversity, and other characteristics of San Francisco are like today. What would any of these look like in the future quantitatively, especially compared to today?

For example, it is understood that population would likely change in the four scenarios but by how much? By going beyond “more” or “less” population, a better understanding of what each future scenario could look and feel like could be gained. This exercise was done using current and projected data from the census, city reports, and professional judgment to make both quantitative and qualitative estimates, and the outcome is shown in Figure C5. This comparison was shared with individuals who were part of ConnectSF’s outreach efforts, including the Futures Task Force and online survey respondents.

IDENTIFY PREFERRED FUTURE

Amongst input from members of the Futures Task Force, focus group participants, and online survey respondents, Building Bridges emerged as the preferred future. This scenario would result in an inclusive and equitable city, where livability and access to resources would be available to the greatest number of people. Also important is the mindset, leadership, courage, and willingness of the city to collectively decide, plan, and act to pave a path to this future. Given the tremendous challenges we face as a city today and those that we will in the future, Building Bridges was the scenario that people felt that could take us to a future that would capture the city’s values and aspirations.

At the same time, it was recognized that the other scenarios included characteristics that were desirable and could be integrated into the ConnectSF vision. These include the importance of having a prosperous and resilient city with high-quality services (Mind the Gap); the nimbleness and efficiencies of the private sector (Wild West, Inc.); and the uniqueness of San Francisco’s individual neighborhoods (Mosaic).

Figure C5: Comparison of Potential Future Scenarios to Today on Selected Variables

	SAN FRANCISCO TODAY	SCENARIO 1 MIND THE GAP 2065	SCENARIO 2 BUILDING BRIDGES 2065	SCENARIO 3 MOSAIC 2065	SCENARIO 4 WILD WEST, INC 2065
POPULATION <small>U.S. Census, 2016</small>	870,000	+10% More people	+60% More people	-10% Less people	+40% More people
RACIAL AND ETHNIC DIVERSITY <small>2015 Five Year American Community Survey</small>	51% People of color	↓↓↓ Less diverse	↑ More diverse	↑↑ More diverse	↓↓↓ Less diverse
MEDIAN HOUSEHOLD INCOME <small>U.S. Census, 2016</small>	\$81,000	↑↑↑ Higher median income	↑↑ Higher median income	↓↓ Lower median income	↓ Lower median income
JOBS <small>SF Planning Commerce & Industry Inventory, 2014</small>	610,000	+50% More jobs	+70% More jobs	-30% Less jobs	+40% More jobs
MODE SPLIT <small>San Francisco Performance Scorecard, FY 2016</small>	30% Of trips are in an SOV (single-occupancy vehicle)	-20% Lower SOV trip rate	-70% Lower SOV trip rate	0% No change	+30% Higher SOV trip rate
CONGESTION <small>MTC Vital Signs 2016</small>	8.6% Of vehicle-miles are in congestion	↑↑↑ More congestion	↑↑ More congestion	↓↓ Less congestion	↑↑↑ More congestion
EQUITY OF ACCESS <small>PBA Equity Analysis report, 2013</small>	23 Min. Commute from low-income areas is similar to average commute.	↑↑↑ Longer commute from low-income areas	No change	↑ Longer commute from low-income areas	↑ Longer commute from low-income areas
TAXES <small>SF property taxes 2015-16, divided by number of residents</small>	~\$2,000	↑↑↑ Higher taxes	↑↑ Higher taxes	↓↓ Lower taxes	↓ Lower taxes

This information is for illustrative purposes for ConnectSF and no other city projects or programs. It is not a forecast.

APPENDIX D

GOALS & OBJECTIVES

ConnectSF

MARCH 2018

GOAL

OBJECTIVES

Equity

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



- » Create equitable access to schools, jobs, and services that is fast and convenient
- » Expand affordable travel options for low- and moderate-income households and for historically disenfranchised communities
- » Close equity gaps in the transportation system
- » Maintain San Francisco's economic and demographic diversity
- » Add housing for low- and moderate-income groups and families
- » Stabilize housing for low- and moderate-income households
- » Preserve affordable housing, especially in areas receiving new infrastructure investment
- » Add new low- and moderate-income housing near essential services and schools; Locate services and amenities near populations that need them

GOAL

OBJECTIVES

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



- » Ensure the safe and efficient movement of people and goods
- » Increase access to schools, jobs, and services for local and regional travelers
- » Improve and create transportation connections within San Francisco
- » Increase capacity, reliability and connectivity of regional transportation connections
- » Deliver efficient goods movement within and through the City
- » Create and maintain a diverse economy in San Francisco by helping to retain small businesses and the production/distribution/repair (PDR) sector, with businesses of all sizes and sectors with a range of job opportunities for people of all skills sets
- » Enhance placemaking and access to neighborhood commercial corridors

GOAL

OBJECTIVES

Environmental Sustainability

The transportation and land use system support a healthy, resilient environment and sustainable choices for future generations



- » Sustainable and active transportation modes are the preferred means of travel in San Francisco
- » Grow public transportation options and expand active transportation infrastructure (Transit-First policy)
- » Transportation exceeds the City's climate change goals
- » Reduce the transportation system's resource consumption, emissions, waste, and noise
- » Add transit-oriented and infill development as well as development in Priority Development Areas (PDAs) to reduce local and regional pollution
- » Approve and construct concentrations of new housing and neighborhood amenities that will allow more households of all incomes and types to live with less dependence on automobiles

GOAL

OBJECTIVES

Safety and Livability

People have attractive and safe travel options that improve public health, support livable neighborhoods, and address the needs of all users



- » Eliminate transportation fatalities; drastically reduce serious injuries
- » Make a transportation system that is safe for all users, all modes of transportation, in all communities
- » Provide travel options that support healthy lifestyles by expanding the connectivity and increasing the quality of active transportation system
- » Improve the transportation system's ability to accommodate all users, especially those with mobility impairments
- » Emphasize safe and attractive connections to parks, schools, and commercial districts
- » Improve inter-district and regional connections, especially for under-connected [outer] neighborhoods
- » Create neighborhoods that are attractive, safe, green places to walk, bike, and socialize
- » Ensure residents can meet daily needs locally with sufficient neighborhood-based retail, services, and community facilities

GOAL

Accountability and Engagement

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



OBJECTIVES

- » Increase engagement with under-represented communities and groups
- » Provide timely and frequent information and engagement opportunities so that the community and decision-makers share ownership of actions
- » Speed project and program delivery
- » Allocate capital resources efficiently and cost-effectively
- » Deliver services and respond to customer requests efficiently and cost-effectively

APPENDIX E

**RESPONSES TO PUBLIC
COMMENTS**

ConnectSF

MARCH 2018

The ConnectSF team made the draft vision document available to the public in February and March 2018. The following table documents how the project team addressed comments received during this time. The vision was collaboratively developed between the Futures Task Force, leadership from City agencies, and the general public. Staff made an effort to incorporate comments and suggested edits as long as they were consistent with the overall character of the vision.

No.	Comment	Response
1.	<p>Page 12: Note that outmigration is also related to people being pushed out. He recommended that we acknowledge our present-day condition and that we had to overcome that to get to the vision.</p>	<p>Language about protecting existing residents from displacement added earlier in this section.</p>
2.	<p>Page 8: "People are drawn to SF for its ability to retain and expand its diversity and inclusiveness." Similar to previous comment. Should acknowledge that there is the present-day condition of the city not being able to retail and expand diversity.</p>	<p>Rephrased to suggest more active maintenance of diversity.</p>
3.	<p>1) There needs to be a coherent vision for transportation in San Francisco. As a resident who cares about transportation and an advocate in this space, there are far too many discrete efforts for improving the transportation networks in SF. It is far too difficult for any individual to stay on top of these efforts, especially as an everyday San Francisco. During the last year that Connect SF has been in planning, there has been regular Vision Zero Task Force meetings, Transportation Task Force 2045, Muni Equity Strategy and more.</p>	<p>ConnectSF is unique in having a long-term focus. The intent is for the vision and goals of ConnectSF to steer the efforts of these shorter-term, more narrowly focused task forces. No change made.</p>
4.	<p>2) While the "Accountability and Engagement" goal is a good start, it doesn't go far enough. This additional goal is good in concept, but it reads mostly as an extension of things the City already does. I would encourage City planners to go a step further and think about what an ideal model of community engagement looks like so that we can both get feedback from local residents while also maintaining the urgency that transit and transportation projects require.</p> <p>In particular, I think that there needs to be a better model for community engagement that really considers the sustainability of this engagement. Too many times, City planners require on ad hoc outreach that favors certain perspectives and is generally unsustainable. Are there better models for engagement where City resources could be invested to ensure broader community participation and longevity in outreach efforts?</p>	<p>Added sentence to description of vision, emphasizing that engagement and accountability help us to move projects forward. The discussion of current practice favoring certain perspectives is addressed in other sections.</p>
5.	<p>3) "The Vision for San Francisco" does not feel relatable. I polled our SF Bicycle Coalition staff to get their feedback. Here are some of the things I heard back:</p> <ul style="list-style-type: none"> Personally, the image above doesn't attract me. although I will probably read whatever they publish. Who is the intended audience? I especially don't like the autonomous vehicles tooling along in their own lane on a road without bike lanes where "Public right-of-way is dedicated to sustainable transportation modes" 	<p>Modified call-out to emphasize separated bicycling facilities and other active transportation modes.</p>

No.	Comment	Response
6.	<ul style="list-style-type: none"> Where are the PBL's (protected bike lanes) on the main street?! They have a dedicated lane for autonomous/ TNCs (I'm guessing). Too many private vehicles imo, not enough active transportation, especially along the main street. 	<p>The graphic is trying to achieve a lot. To this comment, call-outs were modified to emphasize separated bicycling facilities and other active transportation modes. Showed integration with transit.</p>
7.	<ul style="list-style-type: none"> It's cool. My initial reaction when I hear "Connect SF" isn't a chunk-snapshot of different transportation options packed on top of itself and looking chaotic though... I'd imagine a clear and concise aerial/planning map of the city with color-coordinated lines showing the location/route of each mode of transit and exactly where they are actually connecting to one another to emphasize network. 	<p>These types of schematics with project detail will be developed through the ConnectSF follow-in studies. No change made.</p>
8.	<ul style="list-style-type: none"> Ohmyword, why is it so busy?!? There's a lot of visual clutter that makes it really hard to process what the heck is going on at all. Why do so many vehicles have weird wifi signal icons emitting from them?! I think it could be a lot clearer by simplifying it significantly. That said, the vision laid out in the fact sheet is strong, so long as it's not just a PR campaign but an actual vision guiding decision-making. I would call out a few other things: there are a LOT of taxi cabs in the image, which will very soon no longer exist. This makes the image seem already dated and out of touch with "emerging transportation technologies". Also: make those bike lanes protected, not just painted. 	<p>San Francisco will be a busy place with that level of sustained growth!</p>
9.	<ul style="list-style-type: none"> That looks like a Where's Waldo!!!!!! do all the cabs have wifi or something??? this is so hilariously bad! 	<p>San Francisco will be a busy place with that level of sustained growth! We agree the iconography is not necessarily intuitive. The call-outs on the following page explain them.</p>
10.	<p>FRAMING THE VISION REPORT: I don't think many readers will initially appreciate the difficulty of creating a 50 year vision statement. I think they are hoping to find specific recommendations and action items as opposed to the "framework" that is mentioned on page 14. Perhaps it would help if:</p> <ul style="list-style-type: none"> early in the report, or perhaps in a executive summary, you mention the challenge of creating a 50 year vision and the desired output being a framework for future planning in more detail. 	<p>Added sentence to "Why do we need to plan differently today?" section that describes the challenge.</p>
11.	<ul style="list-style-type: none"> also, I think it might help to provide a summary of the drivers of change that were considered with a brief statement. This will perhaps give more substance to the effort of the study and complexity of the problem. 	<p>This text is at the top of page 17. No change made.</p>

No.	Comment	Response
12.	<p>EXPLORING THE POTENTIAL IMPACT OF DIFFERENT LAND USE MODELS ON THE TRANSPORTATION PROBLEM: It is hard to imagine that SF can develop a successful transportation system to handle 25-50% more population without rethinking where people need to commute daily within the city. On page 12 you discuss “new compact development placed along key transport corridors and hubs throughout the city”. But, I am wondering if we might envisage a city of the future where there are multiple business centers surrounded by residential and commercial areas that are related? Could we do some strategic what-if analyses where this concept is evaluated in terms of both population growth and transportation needs? Potentially, I think this could result in major \$ savings.</p>	<p>Modified text in Land Use implications to support more distributed centers.</p>
13.	<p>We talked briefly about Mission Bay, and it would be great to look at what the associated transportation needs were/are relative to perhaps creating a new community without all the related medical industry that has also been created nearby. I would love to read about any studies that have been done on this topic if you could point me to them.</p>	<p>Mission Bay is an example of the type of distributed activity center San Francisco will need to accommodate future growth but overly specific to include in this vision document. No change made.</p>
14.	<p>Similarly what studies have been done for the new development south of the ballpark, at Hunters Point, or perhaps near Stonestown? Again, I would be most appreciative if you could point me to such reports. And, I would be very interested in learning more about how you all model the impact of such development and whether this could lead to larger what-if analyses as part of the 2nd phase planning efforts.</p>	<p>Staff will provide information on these developments and modeling efforts. No change made.</p>
15.	<p>Page 7: Call out the Accountability & Engagement were a direct response from feedback. Shows we are actually listening and taking action to respond.</p>	<p>Added sentence to the paragraph following goals.</p>
16.	<p>Appendix A is mentioned in the index but nowhere else in the document.</p>	<p>Added reference to “Uniquely San Franciscan Vision” sidebar</p>
17.	<p>Index formatting doesn’t draw people’s eyes and is difficult to read. Needs higher contrast.</p>	<p>Index moved below image to make it easier to read.</p>
18.	<p>Page 21: SFMTA has a board of Directors, not commissioners</p>	<p>“Commissioners” changed to “Directors.”</p>
19.	<p>Appendix B: additional call-outs on co-learning events would be good to have. These are somewhat brushed under the rug. Additionally noting the futures primer is available to the general public and no small volume of work is a good idea.</p>	

No.	Comment	Response
20.	<p>Page 11: 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: complete privatization of the transportation network 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.</p> <p>#3: Public right-of-way is dedicated to sustainable and high-occupancy transportation modes, improving operations and efficiency.</p>	<p>Modified language but kept focus on equity. Specifying “high-occupancy” under #3 would exclude walking and bicycling, so no change made.</p>
21.	<p>Page 12: 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 potential regulations and partnerships with businesses to ensure that transportation innovations further the public interest.</p> <p>Congestion and automobile travel times may will 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.</p> <p>Comment: When reviewing the scenarios, we saw that the Building Bridges scenario creates more congestion. We propose that this sentence is more honest about the reality of increased congestion, given the scenario’s assumed population growth and re-allocation of physical space (i.e. road diets and eliminating travel lanes for other uses such as transit-only lanes, bike lanes, greenspace, etc.)</p>	<p>“May also” implies “potential” so no change made.</p> <p>We agree with being more forthright about tradeoffs with congestion. Modified with “will likely” to account for uncertainty. Included language around transportation choices.</p>

No.	Comment	Response
22.	<p>Page 13: Micro-transit or other emerging mobility services such as bikesharing, car sharing, ridesharing, 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, and visitors. Street space is repurposed from private auto use and storage to more space-efficient shared transportation options, as well as bicycling and walking.</p> <p>Feedback: Overall for the vision, we love the focus on the various and new transportation options - but would like some vision around how they will be integrated from a trip planning, payment, and governance perspective. For example, a lot of SPUR's work has focused on how fractured regional Bay Area transportation is and the need for more integration to happen across the various providers. We'd like to see that better reflected, as the next 50 years will create not only growth in the City of SF but for the Bay Area as a whole. Having a distinct vision for a less fractured network needs to be explicit.</p> <p>In addition, much of the language in the vision about governance focuses on primarily on 1. regulation and 2. engagement/transparency with residents and transparency. We propose expanding this description of governance to also acknowledge the other ways in which governance in the city needs to modernize. For example, this could include internal changes such as procurement reform, as well as more emphasis on the city taking a user-centered approach to design. Finally, we would like to see a City/Agency commitment to embracing new digital technologies.</p>	Added examples per suggestion.
23.	Define "sustainable transportation" in call-out more concisely. For example, some people think that TNCs are sustainable.	Added "(i.e., transit, biking, walking)" after sustainable transportation" in call-out.
24.	Acknowledge PBA (Plan Bay Area) goals but go further, as they're pretty weak (e.g., 1% bike mode share) or are not necessarily good for SF.	Modified sentence to show that SF would go further where necessary.
25.	Housing should be its own issue, its own goal. Or should it an explicit part of one of the goals.	Housing is a critical part of every goal, especially equity. This is addressed in the language and the objectives in Appendix D. No change made.
26.	We should update or re-visit the vision and program every five years, as there will be regional issues that need to be addressed, e.g., sea-level rise, second BART tube, high-speed rail.	The vision will include a monitoring component, along objectives set forth in Appendix D. Suggestion to revisit the vision on a regular basis will be considered by partner agencies. No change made to the text.

No.	Comment	Response
27.	Congestion is so great, that essential services are negatively impacted and safety is compromised. Don't just talk about sustainable transportation. Private autos are the elephant in the room and should be explicitly restricted. You can use funding ideas, like congestion pricing. The days that people can get in their own car, go wherever they want, and whenever they want are over.	Modified text to reflect high likelihood of increased congestion. However, the relationship between congestion and safety is not straightforward. We believe the language throughout the vision document is fairly clear that moving current and future San Franciscans simply cannot be achieved with heavy reliance private autos.
28.	Regarding text of Accountability & Engagement goal statement, it lacks language about true accountability, how SF would be responsive and adjust. It needs language more specific to engagement, beyond simply working together.	More specificity regarding the goals is availability in the objectives included in Appendix D. No change made.
29.	New fifth goal is great, though we need to make sure we have engagement that is impactful. Transparency is very important, and this does not seem to be expressed in the goal statement. Is there some kind of tangible reporting system for the City?	Goal statement does not explicitly say "transparency" though it is mentioned in the vision description. The City has developed objectives around accountability and engagement and other goals, available in Appendix D. No change made to vision document.
30.	How will equity be integrated throughout the vision? Will there be equity in the employment sector, through hiring and job types?	The vision does call for a variety of job types. Added clause citing diverse and numerous opportunities for existing and new residents.
31.	Addition of fifth goal is an improvement, particularly the idea of holding government accountable. The vision language needs to reinforce the importance of transparency in public processes, where there is currently too much opacity	Goal statement does not explicitly say "transparency" though its importance is mentioned a few times in the document.
32.	Current graphic depiction of Vision looks like "Where's Waldo"	San Francisco will be a busy place with anticipated sustained growth. No change made.

No.	Comment	Response
34.	Increased density comes with trade-offs. How will this be balanced in neighborhoods that already have some density and narrow streets, like parts of SOMA, where taller buildings cast more shadows and create darker sidewalks that feel less safe?	Focus group participants, the Futures Task Force, and other community members were aware of the trade-offs around density (and others) when endorsing the vision, as described in “How the Vision Was Developed”. Added some text about how the vision facilitates inclusive discussion of trade-offs.
35.	Problem with affordable housing is that developers now can pay off City rather than include affordable units right there and then when they are constructing new housing	The vision recognizes that San Francisco has not been building enough affordable housing. Specific strategies to improve affordable housing outcomes will be considered
36.	What is the City doing to stem displacement of communities that have been in their location historically, like the Filipino residents of SOMA?	The vision does call for housing that’s affordable for all income levels and the protection of residents from displacement. Specific steps to achieve this will be an ongoing conversation in more detailed studies.
37.	I think the vision could use more emphasis on safe streets, not just safe neighborhoods. And also a focus on efficient transportation (maybe that’s what sustainable is getting at?). As written, the vision might still allow a lot of single-occupancy vehicles on our streets if they are not privately owned -- but that doesn’t make for a great city!	Strengthened language in “What does this mean for transportation and land use” about achieving Vision Zero, described importance of walking and bicycling networks.
38.	<p>Q: A fifth goal about accountability and engagement was added to ConnectSF’s goals (guiding principles), which had consisted of equity; safety and livability; environmental sustainability; and economic vitality. This was a result of comments we consistently heard during our outreach efforts as well as at the October workshop. Does this fifth goal support the overall vision?</p> <p>A: Yes – it’s a little confusing with the report broken into sections on the website, but once I found the content, it was good. Good to see accountability and engagement as the fifth goal. The vision is good but I didn’t see a lot of connection to families, kids, education, elderly. Perhaps that’s too in the weeds and not the right scale for this vision.</p>	Seniors and families are included under groups that the City has made room for and definitely an important part of the vision. No change made.