



# SAN FRANCISCO PLANNING DEPARTMENT

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## Planning Commission Resolution No. 20187 HEARING DATE MAY 10, 2018

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*Project Name:* Central SoMa Plan – Implementation Program  
*Record No.:* **2011.1356EMTZU**  
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RESOLUTION ADOPTING AND RECOMMENDING THAT THE BOARD OF SUPERVISORS APPROVE THE IMPLEMENTATION PROGRAM TO GIVE EFFECT TO THE CENTRAL SOUTH OF MARKET AREA PLAN AND MAKING VARIOUS FINDINGS, INCLUDING FINDINGS OF CONSISTENCY WITH THE GENERAL PLAN AND PLANNING CODE SECTION 101.1, AND FINDINGS UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT.

WHEREAS, this Resolution adopting and recommending that the Board of Supervisors approve the Implementation Program is a companion to other legislative approvals relating to the Central SoMa Plan, including recommendations that the Board of Supervisors approve General Plan Amendments, Planning Code and Administrative Code, and Zoning Map Amendments.

WHEREAS, the Implementation Program, together with proposed General Plan Amendments, Planning Code and Administrative Code Amendments, and Zoning Map Amendments, provide a comprehensive set of policies and implementation programming to realize the vision of the Plan. The Planning Commission incorporates by reference the general findings and overview concerning the Central SoMa Plan as set forth in Planning Commission Resolution No. 20184 governing General Plan Amendments.

WHEREAS, the Implementation Program contains several components, each intended to facilitate the Plan's implementation, including:

- (1) an "Implementation Matrix" document conveying how each of the Plan's policies would be implemented, including implementation measures, mechanisms, timelines, and lead agencies;
- (2) a "Public Benefits Program" document containing the Plan's proposed public benefits package, including a description of the range of infrastructure and services that will serve new growth anticipated under the Plan, a summary of how those benefits will be funded, and a description of how this program will be administered and monitored. The revenue allocations shown in the Public Benefits Program are for projection purposes only and represent proportional allocation to the various public improvements based on the revenues projected at

the time of Plan adoption. Actual revenues will vary from these projections based on many factors, including the amount and timing of new development, which cannot be predicted. The Board of Supervisors, with input from the Interagency Plan Implementation Committee and Eastern Neighborhoods Citizens Advisory Committee (or its successor), shall monitor and allocate revenues according to these proportional allocations based on actual revenues over time and the readiness of the various public improvements for expenditure. No improvement project listed in the Public Benefits Program is guaranteed to receive the absolute amounts shown in the Public Benefits Program. Allocations for all projects will be increased or decreased proportionally based on actual revenues received or revised projections over time;

(3) a "Guide to Urban Design" document containing design guidance that is specific to Central SoMa and complements and supplements the requirements of the Planning Code and citywide Urban Design Guidelines;

(4) a "Key Development Sites Guidelines" document that includes greater direction than available in the Planning Code for the development of the Plan Area's large, underutilized development opportunity sites, in an effort to maximize public benefits and design quality; and a "Key Streets Guidelines" document that includes greater policy direction for each of the major streets in the Plan Area.

WHEREAS, the proposed Implementation Program is attached hereto as Exhibit V.3. A memorandum summarizing revisions made to the proposed Implementation Program since consideration by the Planning Commission on March 1, 2018 is attached hereto as Exhibit V.4.

WHEREAS, on May 10, 2018, after a duly noticed public hearing, the Commission reviewed and considered the Final Environmental Impact Report for the Central SoMa Plan ("Final EIR") and found the Final EIR to be adequate, accurate, and objective, thus reflecting the independent analysis and judgment of the Department and the Commission, and that the summary of comments and responses contained no significant revisions to the Draft EIR, and by Motion No. 20182 certified the Final EIR for the Central SoMa Plan as accurate, complete, and in compliance with CEQA, the CEQA Guidelines, and Chapter 31 of the San Francisco Administrative Code.

WHEREAS, on May 10, 2018, by Resolution No. 20183, the Commission approved CEQA Findings, including a statement of overriding considerations, and adoption of a Mitigation Monitoring and Reporting Program ("MMRP"), under Case No. 2011. 1356E, for approval of the Central SoMa Plan.

WHEREAS, on May 10, 2018, the Commission conducted a duly noticed public hearing at a regularly scheduled meeting on the Implementation Program.

WHEREAS, Planning Department staff recommends adoption of this Resolution adopting and recommending that the Board of Supervisors approve the Implementation Program.

**NOW, THEREFORE, BE IT RESOLVED**, that the Commission adopts and incorporates by reference as though fully set forth herein the CEQA Findings set forth in Commission Resolution No. 20183.

**AND BE IT FURTHER RESOLVED**, that the Commission adopts and incorporates by reference as though fully set forth herein the Mitigation Monitoring and Reporting Program, the requirements of which are made conditions of this approval.

**AND BE IT FURTHER RESOLVED**, that the Commission finds from the facts presented that the public necessity, convenience, and general welfare require the proposed Implementation Program as set forth in Planning Commission Resolution No. 20188.

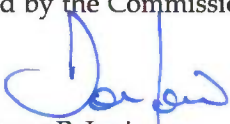
**AND BE IT FURTHER RESOLVED**, that the Commission finds that the proposed Implementation Program is in general conformity with the General Plan as set forth in Planning Commission Resolution No. 20184.

**AND BE IT FURTHER RESOLVED**, that the Commission finds that the proposed Implementation Program is in general conformity with Planning Code Section 101.1 as set forth in Planning Commission Resolution No. 20184.

**AND BE IT FURTHER RESOLVED**, that the Planning Commission finds that the proposed Implementation Program, hereto attached as Exhibit V.3, is necessary to implement the Central SoMa Plan and that the implementation strategies expressed in the document are appropriate based on the Goals, Objectives, and Policies of the Plan.

**AND BE IT FURTHER RESOLVED**, that the Commission recommends that the Board of Supervisors consider the attached Implementation Program as part of its action on legislation related to the Central SoMa Plan.

I hereby certify that the foregoing Resolution was adopted by the Commission at its meeting on May 10, 2018.

  
Jonas P. Ionin  
Commission Secretary

AYES: Hillis, Melgar, Fong, Johnson, Koppel, Moore, Richards

NOES: None

ABSENT: None

ADOPTED: May 10, 2018

**EXHIBIT V.3 -  
IMPLEMENTATION PROGRAM**

**EXHIBIT V.3A -  
DRAFT IMPLEMENTATION MATRIX**

## CENTRAL SOMA PLAN IMPLEMENTATION MATRIX

### GOAL #1 – ACCOMMODATE A SUBSTANTIAL AMOUNT OF JOBS AND HOUSING

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
1.1	<b>Ensure there is sufficient land area where space for jobs and housing can be built</b>	1.1.1	Retain zoning that supports capacity for new jobs and housing	1.1.1.1	Maintain existing MUG, SoMA NCT, and South Park zoning. Convert MUO zoning to CMUO zoning.	Ongoing implementation of existing Zoning Map	Complete	Planning
		1.1.2	Limit zoning that restricts capacity for development	1.1.2.1	Change SLI, SALL, WSMUO, and RED zoning to CMUO zoning.	Zoning Map amendment	Upon Plan adoption	Planning
1.2	<b>Ensure that developable land has, collectively, sufficient capacity for jobs and housing</b>	1.2.1	Set height limits on parcels as appropriate to fulfill this Objective	1.2.1.1	Increase height limits from existing to proposed.	Zoning Map amendment	Upon Plan adoption	Planning
		1.2.2	Allow physical controls for height, bulk, setbacks, and open space to determine density	1.2.2.1	Remove Floor Area Ratio (FAR) limits on non-residential buildings.	Planning Code amendment	Upon Plan adoption	Planning

### GOAL #2 – MAINTAIN THE DIVERSITY OF RESIDENTS

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
2.1	<b>Maintain the existing stock of housing</b>	2.1.1	Continue implementing controls that maintain the existing supply of housing	2.1.1.1	Continue implementing unit merger and demolition controls.	Ongoing implementation of the Planning Code	Ongoing	Planning
				2.1.1.2	Continue enforcing restrictions on conversion of units to hotels rooms, including Short Term Rentals.	Ongoing implementation of the Planning and Administrative Codes	Ongoing	Office of Short Term Rentals
				2.1.1.3	Continue implementation strategies to ensure livability of units – particularly Single Room Occupancy housing (SROs).	Ongoing implementation of the Administrative Code	Ongoing	Department of Public Health
2.2	<b>Maintain the affordability of the existing stock of housing</b>	2.2.1	Continue implementing controls and strategies that help maintain the existing supply of affordable housing	2.2.1.1	Continue enforcing rent control and eviction protection regulations.	Ongoing implementation of the Administrative Code	Ongoing	Rent Board and Mayor's Office of Housing and Community Development (MOHCD)
				2.2.1.2	Continue implementing funding strategies such as the Rental Assistance Demonstration program and rehabilitation loans for affordable buildings.	Ongoing implementation of MOHCD programs	Ongoing	MOHCD



#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		2.2.2	Support the conversion of existing housing into permanently affordable housing	2.2.2.1	Continue implementing the City's Small Sites program.	Ongoing implementation of MOHCD programs	Ongoing	MOHCD
				2.2.2.2	Continue to enable new development to satisfy their affordable housing requirements supporting the conversion of existing housing into permanently affordable housing.	Ongoing implementation of the Planning Code	Ongoing	MOHCD
2.3	<b>Ensure that at least 33 percent of new housing is affordable to very low, low, and moderate-income households</b>	2.3.1	Set affordability requirements for new residential development at rates necessary to fulfill this Objective	2.3.1.1	Set the percentage of affordable housing by Central SoMa Public Benefits Tiers in accordance with the City's requirements for below-market rate units, specified in Planning Code Section 415.	Ongoing implementation of the Planning Code	Ongoing	Planning
		2.3.2	Require contribution to affordable housing from commercial uses	2.3.2.1	Continue requiring contribution from commercial developments through the Jobs-Housing Linkage Fee.	Ongoing implementation of the Planning Code	Ongoing	Planning
		2.3.3	Ensure that affordable housing revenue generated in Central SoMa stays in the neighborhood	2.3.3.1	Require affordable housing revenue generated by the Central SoMa Plan to be expended within the boundaries of SoMa (Market Street, the Embarcadero, King Street, Division Street, and South Van Ness Avenue).	Planning Code amendment	Upon Plan adoption	Planning
				2.3.3.2	Allow the application of the "land dedication" option for both residential and non-residential development. <ul style="list-style-type: none"> <li>For residential development, the land dedication requirement would be equivalent to 45% of the potential Gross Floor Area that could be provided on the principal site.</li> <li>For non-residential development, the land dedication would be based on an appraisal of land value.</li> </ul> For all sites, the requirements and rules for land dedication projects stipulated in Planning Code Section 419.5(2) would apply.	Planning Code amendment	Upon Plan adoption	Planning
		2.3.4	Allow affordable housing sites to sell any unused development rights	2.3.4.1	Add affordable housing sites to list of sites eligible for the Transfer of Development Rights program (as discussed in Implementation Measure 7.5.2.1).	Planning Code amendment	Upon Plan adoption	Planning
2.4	<b>Support housing for other households that cannot afford market rate housing</b>	2.4.1	Continue implementing strategies that support the development of "gap" housing	2.4.1.1	Apply ongoing strategies for creating middle-income housing, such as funding created through 2015's Proposition A, down payment assistance loan programs, and the middle-income housing requirements imposed by June 2016's Proposition C and subsequent Board actions.	Ongoing application of funds and requirements	Ongoing	MOHCD, Planning
2.5	<b>Support housing for a diversity of household sizes</b>	2.5.1	Continue requiring a diversity of family sized units	2.5.1.1	Require that new development provide at least 40% two-bedroom, 30% three-bedroom units, or 35% two or more bedrooms with at least 10% containing three or more bedrooms.	Planning Code amendment	Upon Plan adoption	Planning
		2.5.2	Continue to incentivize rental units	2.5.2.1	Continue implementing the requirements of Section 415 that include lower requirements for rental projects than for-sale projects.	Ongoing implementation of the Planning Code	Ongoing	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
2.6	<b>Support the schools, child care, and community services that serve local residents</b>	2.6.1	Help fund public schools	2.6.1.1	Continue implementing the Schools Impact Fee.	Ongoing implementation of existing Planning Code requirements	Ongoing	San Francisco Unified School District
				2.6.1.2	Fund provision of supplemental services at Bessie Carmichael School	Ongoing funding from CFD	As funding accrues	SFUSD
		2.6.2	Help facilitate the creation of child care facilities	2.6.2.1	Continue implementing the Child Care Impact Fee and Eastern Neighborhoods Impact Fee.	Ongoing implementation of existing Planning Code requirements	Ongoing	Planning
		2.6.3	Help facilitate the creation of new community services	2.6.3.1	Create a new Community Services Impact Fee (for specific requirements, see the "Requirements for New Development" document). New development will be given the option to provide community facilities directly via an In-Kind Agreement with the City instead of paying the fees.	Planning Code amendment	Upon Plan adoption	Planning

### GOAL #3 – FACILITATE AN ECONOMICALLY DIVERSIFIED AND LIVELY JOBS CENTER

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
3.1	<b>Ensure the Plan Area accommodates significant space for job growth</b>	3.1.1	Require non-residential development on large parcels	3.1.1.1	On parcels larger than 30,000 square feet south of Harrison Street require that two-thirds of new development below 160 feet in height be non-residential.	Planning Code amendment	Upon Plan adoption	Planning
		3.1.2	Limit restrictions on non-residential development	3.1.2.1	Change MUR zoning to be CMUO zoning east of 5 <sup>th</sup> Street, change MUR to MUG Zoning west of 5 <sup>th</sup> Street, change WSMUG zoning to CMUO zoning, and change RED to CMUO zoning south of Harrison Street	Zoning Map amendment	Upon Plan adoption	Planning
		3.1.3	Support living wage jobs across all sectors	3.1.3.1	Continue implementing City job training programs as well as hiring strategies such as Local Hire and First Source,	Ongoing implementation of City programs	Ongoing	Office of Economic and Workforce Development (OEWD)
				3.1.3.2	Seek new strategies to facilitate living wage jobs, such as implementation of a 2017's California Assembly Bill 73 via a Housing Sustainability District in Central SoMa.	Planning Code amendment	Ongoing	Planning, OEWD
3.2	<b>Support the growth of office space</b>	3.2.1	Facilitate the growth of office	3.2.1.1	See Implementation Measure 3.1.1.1.	Planning Code amendment	Upon Plan adoption	Planning



#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
3.3	<b>Ensure the removal of protective zoning does not result in a loss of PDR in the Plan Area</b>	3.3.1	Maintain zoning that restricts non-PDR development in certain locations	3.3.1.1	Maintain SALI zoning between 4 <sup>th</sup> and 6 <sup>th</sup> Streets and Harrison and Bryant Streets.	Ongoing implementation of existing Zoning Map	Upon Plan adoption	Planning
		3.3.2	Limit conversion of PDR space in formerly industrial districts	3.3.2.1	Maintain existing PDR replacement requirements contained in Planning Code Section 202.8.	Ongoing implementation of the Planning Code	Upon Plan adoption	Planning
		3.3.3	Require PDR space as part of large commercial development	3.3.3.1	In new office developments of greater than 50,000 square feet, require new PDR, via one of the following options: <ul style="list-style-type: none"> <li>• Build PDR on-site to whichever amount is greater: the amount required by Code Section 202.8 or 40% of the lot area. Exempt from land area for purposes of calculating the FAR any land dedicated to affordable housing or publicly accessible open space fully open to the sky.</li> <li>• Build net new PDR off-site at 1.5 times the on-site requirement. This PDR can be built anywhere in SoMa (Market, Embarcadero, South Van Ness, 13<sup>th</sup> St, Division St, China Basin).</li> <li>• Preserve existing PDR space at 2.0 times the on-site requirement. This PDR can be preserved anywhere in SoMa not zoned SALI after Plan adoption (Market Street, the Embarcadero, Division Street, and South Van Ness Avenue).</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
				3.3.3.2	Explore the potential for development to meet their PDR requirement through an in-lieu fee to the City to be used for the construction of new PDR and preservation/retention of existing PDR space.	Planning Code amendment	Ongoing	OEWD
		3.3.4	Provide incentives to fund, build, and/or protect PDR	3.3.4.1	Require ground floor ceiling heights of 17 feet for PDR uses.	Planning Code amendment	Upon Plan adoption	Planning
				3.3.4.2	Continue technical support and strategic programs and agreements that support the growth of PDR businesses and the development of new PDR space.	Ongoing implementation of City programs	Ongoing	OEWD
				3.3.4.3	Continue implementing the 1% Art Program, including the option for development to participate in the Public Art Trust.	Ongoing implementation of City programs	Ongoing	Arts Commission
3.4	<b>Facilitate a vibrant retail environment that serves the needs of the community</b>	3.4.1	Allow retail throughout the Plan Area	3.4.1.1	Continue allowing retail in all zoning districts.	Ongoing implementation of the existing Planning Code	Ongoing	Planning
		3.4.2	Require ground-floor retail along important streets	3.4.2.1	Maintain retail requirements along 4 <sup>th</sup> Street between Townsend and Bryant.	Ongoing implementation of the existing Planning Code	Ongoing	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				3.4.2.2	Require retail on following streets: <ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Street on the west side between Dow Place and Townsend Street;</li> <li>• 3<sup>rd</sup> Street between Folsom Street and Townsend Street;</li> <li>• 4<sup>th</sup> Street between Bryant St and Folsom St;</li> <li>• Folsom Street between 4<sup>th</sup> and 6<sup>th</sup>;</li> <li>• Brannan Street between 4<sup>th</sup> Street and 5<sup>th</sup> Street;</li> <li>• Townsend Street on the north side between 2<sup>nd</sup> Street and 4<sup>th</sup> Street.</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
		3.4.3	Support local, affordable, community-serving retail	3.4.3.1	Ban formula restaurants and bars. Require other formula retail uses to attain a Conditional Use Permit throughout the Plan Area.	Planning Code amendment	Upon Plan adoption	Planning
				3.4.3.2	For development on lots greater than 20,000 square feet, require micro retail units (1,000 sqft or less) of one for every 20,000 square feet of lot area (rounding to the nearest unit).	Planning Code amendment	Upon Plan adoption	Planning
				3.4.3.3	Continue banning stand-alone big box retail.	Ongoing implementation of the existing Planning Code	Ongoing	Planning
3.5	<b>Support development of hotels</b>	3.5.1	Allow hotels throughout the growth-oriented parts of the Plan Area	3.5.1.1	Continue permitting small hotels in the WSMUO District. Permit hotels in the MUG and CMUO with a Conditional Use.	Planning Code amendment	Upon Plan adoption	Planning
				3.5.1.2	Support the development of one or more large (>500 room) hotels in the vicinity of the Moscone Convention Center.	City engagement with private developers during entitlement process	Ongoing	OEWD
3.6	<b>Recognize the importance of nightlife uses in creating a complete neighborhood</b>	3.6.1	Allow nightlife where appropriate	3.6.1.1	Continue allowing restaurants and bars throughout the Plan Area, as controlled by district.	Ongoing implementation of the existing Planning Code	Ongoing	Planning
				3.6.1.2	Continue permitting nighttime entertainment uses as-of-right in those areas being converted from SALI to CMUO and WSMUO.	Planning Code amendment	Upon Plan adoption	Planning

# GOAL #4 - PROVIDE SAFE AND CONVENIENT TRANSPORTATION THAT PRIORITIZES WALKING, BICYCLING, AND TRANSIT

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURES	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
4.1	<b>Provide people walking a safe, convenient, attractive environment on all the streets in the Plan Area</b>	4.1.1	Ensure streets throughout the Plan Area are designed in accordance with the City's Vision Zero policy.	4.1.1.1	Undertake a comprehensive complete streets plan for all of the major streets in the Plan Area (i.e., 3rd, 4th, 5th, 6th, Howard, Folsom, Harrison, Bryant, Brannan, and Townsend Streets). This strategy should incorporate pedestrian, bicycle, and transit improvements designed in accordance with the City's Vision Zero policy. Designs should incorporate on- and off-street loading needs and emergency vehicle access. Dedicate funding towards the planning and construction of recommended improvements through the Transportation Sustainability Fee (TSF), Eastern Neighborhoods Impact (EN) Fee, and/or a Mello-Roos Community Facilities District (CFD).	Designed by the City with community input, adopted by legislation from San Francisco Municipal Transportation Agency (SFMTA) and San Francisco Department of Public Works (DPW), and implemented by a combination of the City and new development (through meeting the Better Streets Plan and/or In-Kind Agreements with the City)	Ongoing, as funding accrues, as prioritized through City and community processes	San Francisco Municipal Transportation Agency (SFMTA), San Francisco Department of Public Works (DPW), Planning
		4.1.2	Ensure sidewalks on major streets meet Better Streets Plan standards	4.1.2.1	See Implementation Measure 4.1.1.1.			
				4.1.2.2	Require a five-foot setback on all development on 4th Street south of Bryant Street. This setback must occur at the ground floor, and have minimum height of 25 feet.	Planning Code amendment	Upon Plan adoption	Planning
		4.1.3	Prohibit new curb cuts on key major streets and limit them elsewhere	4.1.3.1	Ban curb cuts within the Plan Area on all of Folsom, Brannan, Townsend, 2nd, 3rd, 4th, and 6th Streets, and any blocks of Howard Street that are one-way; require a Conditional Use permit for curb cuts for all other major streets in the Plan Area.	Planning Code amendment	Upon Plan adoption	Planning
		4.1.4	Provide signalized crosswalks across major streets	4.1.4.1	See Implementation Measure 4.1.1.1.			
		4.1.5	Ensure there are crosswalks at all signalized intersections	4.1.5.1	See Implementation Measure 4.1.1.1.			
		4.1.6	Ensure there are safe intersections at freeway ramps	4.1.6.1	Work with Caltrans to redesign or improve intersections at freeway ramps.	Intergovernmental coordination	Within 5 years of Plan adoption	SFMTA, San Francisco County Transportation Authority (SFCTA)
		4.1.7	Provide corner sidewalk extensions to enhance pedestrian safety at crosswalks, in keeping with the Better Streets Plan	4.1.7.1	Implement strategies identified through the City's Walk First and Vision Zero programs, as well as additional strategies identified in the complete streets plan discussed in Implementation Measure 4.1.1.1.	Walk First and Vision Zero programs; also Implementation Measure 4.1.1.1.	Ongoing	SFMTA

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURES	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		4.1.8	Ensure safe and convenient conditions on narrow streets and alleys for people walking	4.1.8.1	Undertake a follow-up Narrow Streets and Alleys Strategy, and implement recommendations adopted by that Strategy, as well as additional strategies identified in the complete streets plan discussed in Implementation Measure 4.1.1.1.	Community planning effort; also Implementation Measure 4.1.1.1.	Start process within two years of Plan Adoption	Planning, DPW
		4.1.9	Ensure there are street trees and street furnishings on sidewalks wherever possible, in keeping with the Better Streets Plan	4.1.9.1	Ongoing implementation of street tree requirements in the Planning Code, as well as additional strategies identified in the complete streets plan discussed in Implementation Measure 4.1.1.1.	See Implementation Measure 4.1.1.1.		
		4.1.10	Expand the pedestrian network wherever possible through creation of new narrow streets, alleys, and mid-block connections	4.1.10.1	Continue implementing the existing requirements for development on large lots.	Application of existing Planning Code requirements, with further guidance in the Central SoMa Key Site Guidelines	Ongoing	Planning
				4.1.10.2	Prioritize the creation of new connections wherever possible through acquisitions and/or easements on private lots (as part of Implementation Measure 4.1.7.1).	Community planning effort	Start process within 12 months of Plan Adoption	Planning
		4.1.11	Use public art, lighting, and other amenities to improve the pedestrian experience beneath elevated freeways	4.1.11.1	See Implementation Measure 4.1.1.1			
				4.1.11.2	Continue working with Caltrans to facilitate these improvements on their property.	Intergovernmental coordination	Ongoing	Office of Economic and Workforce Development (OEWD), Planning
				4.1.11.3	Encourage projects to dedicate their 1% for art requirements to the Arts Trust, and the City to dedicate this funding for art in this area.	City engagement with private developers during entitlement process	Ongoing	Planning, Arts Commission
4.2	<b>Make cycling a safe and convenient transportation option throughout the Plan Area for all ages and abilities</b>	4.2.1	Ensure that the bicycle network is in accordance with the City's Vision Zero policy and Bicycle Strategy.	4.2.1.1	Implement the recommendations of the City's Bicycle Plan designed in accordance with the City's Vision Zero policy.	Implementation of the Bicycle Plan and Vision Zero programs	Ongoing	SFMTA

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURES	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		4.2.2	Minimize gaps in the existing bicycle network by providing bicycle routes through the Plan Area, designed for safety in accordance with the City's Vision Zero policy and Bicycle Strategy.	4.2.2.1	See Implementation Measure 4.1.1.1.	Implementation of the Bicycle Plan and Vision Zero programs	Ongoing, as funding accrues, as prioritized through City and community processes	SFMTA
		4.2.3	Provide additional bicycle infrastructure, such as bicycle parking, to support ridership	4.2.3.1	Continue implementing bicycle parking regulations in buildings.	Application of existing Planning Code requirements	Ongoing	Planning
				4.2.3.2	Support the implementation and expansion of Bay Area Bike Share.	Application of existing SFMTA process	Ongoing	SFMTA
				4.2.3.3	Support the creation of bicycle parking facilities on streets and sidewalks, as appropriate.	Application of existing SFMTA process	Ongoing	SFMTA, Planning
4.3	<b>Ensure that transit serving the Plan Area is adequate, reliable and pleasant</b>	4.3.1	Provide a robust network of lanes that are exclusively for transit	4.3.1.1	Implement transit lanes identified by the Muni Forward Program, as well as additional strategies identified in the complete streets plan discussed in Implementation Measure 4.1.1.1.	Implementation of the Muni Forward Program; also Implementation Measure 4.1.1.1.	Ongoing	SFMTA, DPW
		4.3.2	Support funding maintaining a state of good repair of the existing fleet and infrastructure	4.3.2.1	Dedicate funding towards maintaining a state of good repair of the existing fleet and infrastructure through the Transportation Sustainability Fee (TSF), Eastern Neighborhoods Impact (EN) Fee, a new Central SoMa (CS) Fee, and/or a Mello-Roos Community Facilities District (CFD).	The Transportation Sustainability Fee (TSF) and Eastern Neighborhoods Impact Fee (EN Fee) are existing. The Central SoMa (CS) Fee and Mello-Roos Community Facilities District (CFD) would need to be created upon adoption of the Central SoMa Plan	Ongoing	Planning, SFMTA
		4.3.3	Support funding to implement Muni Forward	4.3.3.1	Dedicate funding towards implementing the Muni Forward program through the TSF, EN Fee, CS Fee, and/or a CFD.	The TSF and EN Fee are existing. The CS Fee and CFD would need to be created upon adoption of the Central SoMa Plan	Ongoing	Planning, SFMTA
		4.3.4	Support funding to meet future needs for both local and regional transit service to the Plan Area	4.3.4.1	Dedicate funding towards the improvement and expansion of transit through the TSF, EN Fee, CS Fee and/or a CFD.	The TSF and EN Fee are existing. The CS Fee and CFD would need to be created upon adoption of the Central SoMa Plan	Ongoing	Planning, SFCTA, SFMTA
		4.3.5	Study adjustment of transit service program to serve the demand from the increase in jobs and housing in the neighborhood	4.3.5.1	Study the need to revise transit service after a substantial amount of the expected development has occurred.	SFMTA study with community input	After 10 years of Plan adoption	SFMTA

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURES	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
4.4	<b>Encourage mode shift away from private automobile usage</b>	4.4.1	Limit the amount of parking in new development	4.4.1.1	<p>Within the CMUO District, reduce the amount of parking allowed as follows:</p> <ul style="list-style-type: none"> <li>For residential development, set the as-of-right amount at 0.5 spaces per unit, with no potential more.</li> <li>For all non-residential development, set the maximum amount allowed as follows: <ul style="list-style-type: none"> <li>Office: one space for every 3,500 square feet,</li> <li>Retail: one space for every 1,500 square feet, and</li> <li>All other uses as currently listed in Planning Code Section 151.1.</li> </ul> </li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
		4.4.2	Utilize Transportation Demand Management strategies to encourage use of alternatives to the private automobile	4.4.2.1	Implement Transportation Demand Management (TDM) measures required by the Planning Code, removing grandfathering provision for projects that could not be built but for the Central SoMa Plan.	Application of existing Planning Code requirements	Ongoing	Planning
4.5	<b>Accommodate regional, through, and delivery traffic where necessary, but mitigate the impacts of such traffic on local livability and circulation</b>	4.5.1	Maintain the ability of certain streets to accommodate through-traffic while ensuring they meet minimum needs for safety and comfort of all road users	4.5.1.1	Design and construct Bryant and Harrison Streets to accommodate more through traffic than other east-west streets in the Plan Area.	Community planning efforts	Ongoing, as funding accrues, as prioritized through City and community processes	SFMTA
		4.5.2	Design buildings to accommodate delivery of people and goods with a minimum of conflict	4.5.2.1	Require sponsors of development projects that provide more than 100,000 square feet to prepare a Driveway and Loading Operations Plan (DLOP), and submit the plan for review and approval by the Planning Department and the SFMTA. The DLOP shall focus on reducing potential conflicts between driveway operations, including loading activities, and pedestrians, bicycles and vehicles, and to maximize reliance of on-site loading spaces to accommodate new loading demand. The DLOP shall include consider, at a minimum, loading dock management, large truck access, garage/loading dock attendants, and refuse collection. The DLOP shall also look at designs to separate loading from sensitive land uses as well as building design strategies to better support off-peak and unattended deliveries.	Planning Code amendment	Upon Plan adoption	Planning, SFMTA

## GOAL #5 – OFFER AN ABUNDANCE OF PARKS AND RECREATIONAL OPPORTUNITIES

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
5.1	<b>Maximize the benefit provided by existing parks and recreational facilities</b>	5.1.1	Support funding for the rehabilitation of Gene Friend Recreation Center	5.1.1.1	Help fund the rehabilitation and/or rebuild of Gene Friend Recreation Center.	Funding from the Eastern Neighborhoods Impact Fee (EN Fee) and/or a Mello-Roos Community Facilities District (CFD) to supplement other funding processes	As funding accrues, as prioritized through City and community processes	Recreation and Parks Department (RPD)
		5.1.2	Support funding for the activation of Victoria Manalo Draves Park	5.1.2.1	Help fund activation of and/or capital upgrades to Victoria Manalo Draves Park.	Funding from CFD and/or EN Fee to support ongoing RPD efforts	As funding accrues, as prioritized through City and community processes	RPD
		5.1.3	Explore funding for rehabilitation of Yerba Buena Gardens	5.1.3.1	Identify appropriate ways to fund the rehabilitation of Yerba Buena Gardens, potentially including funding from the Central SoMa Community Facilities District.	Collaborative process facilitated by the City involving stakeholders in the Yerba Buena area	Ongoing	Department of Real Estate
		5.1.4	Explore additional strategies to fund existing parks	5.1.4.1	Ongoingly seek out grants, partnerships, etc.	Ongoing dedicated staff time	Ongoing	RPD
5.2	<b>Create new public parks</b>	5.2.1	Create a new public park in the highest growth portion of the Plan Area	5.2.1.1	Help fund, design, construct, and maintain a new public park on the block bounded by 4th Street, 5th Street, Bryant Street, and Brannan Street.	Funded by EN Fee and CFD, designed through community planning efforts, constructed by City and/or adjacent development	As funding accrues, as prioritized through City and community processes	Planning, RPD
		5.2.2	Create a new linear park along Bluxome Street between 4th Street and 5th Street	5.2.2.1	Help fund, design, construct, and maintain a new public park on Bluxome Street between 4th Street and 5th Street.	Funded from EN Fee, CFD, or off-site POPOS. Designed through community planning efforts. Implemented by the City.	As funding accrues, as prioritized through City and community processes	Planning
		5.2.3	Pursue the creation of a large new park within or near Central SoMa to serve the burgeoning greater SoMa area	5.2.3.1	Dedicate funding towards the creation of a large new park within or near Central SoMa, including site identification and design, and potentially site acquisition and construction pending costs and funding.	Funding from EN Fee or CFD. Designed through community planning efforts. Implemented by the City.	Ongoing, as funding accrues, as prioritized through City and community processes	Planning



#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
5.3	<b>Create new public recreational opportunities</b>	5.3.1	Increase the amount of public recreation center space, including the creation of a new public recreation center	5.3.1.1	Work with developers of large new projects to explore the potential to locate a new recreational center in their development.	Public/private engagement	Ongoing until completed	Planning
				5.3.1.2	As appropriate, help fund, design, construct, and maintain a public recreation center.	Funding from EN Fee or CFD	Ongoing	RPD
		5.3.2	Develop public recreational facilities under the I-80 freeway	5.3.2.1	Work with Caltrans to lease land at affordable rates for the purpose of building recreational facilities under the freeway.	Intergovernmental process	Upon Plan completion	Planning
				5.3.2.2	As appropriate, help fund, design, construct, and maintain public recreation facilities under the I-80 freeway.	Funding from EN Fee, CFD, or offsite POPOS. Designed through community planning efforts. Implemented by the City.	Ongoing	Planning
5.4	<b>Utilize the street right-of-way for additional green spaces, gathering and recreational opportunities</b>	5.4.1	Where appropriate, promote pedestrian-only or shared-street design concepts for narrow streets, alleys, and mid-block connections	5.4.1.1	Support pedestrian-only or shared streets in new developments required to provide mid-block connections.	Design and review of development projects	Ongoing, as development proposals occur	Planning
		5.4.2	Improve 2nd and Folsom Streets as Green Connections per the City's Green Connections Plan	5.4.2.1	See Implementation Measure 4.1.1.1.			
5.5	<b>Augment the public open space and recreation network with privately-owned public open spaces (POPOS)</b>	5.5.1	Require new non-residential development and encourage residential development to provide POPOS that address the needs of the community	5.5.1.1	<p>Require new non-residential development (exclusive of PDR and Institutional Uses) of 50,000 square feet or more to provide POPOS at a rate of one square foot for every 50 square feet of gross floor area. Require these POPOS to meet certain design standards, in consultation with staff of the Recreation and Parks Department, and incentivize them to provide community space as follows:</p> <ul style="list-style-type: none"> <li>• On large sites south of Bryant Street, POPOS must be at grade and open to the sky,</li> <li>• On other sites, POPOS requirements may be met outdoors, indoors, or through an in-lieu fee, with preference for outdoor space, and all on-site space provided at-grade up to the first 15% of lot area</li> <li>• POPOS must be on-site or within 900 feet of the development,</li> <li>• POPOS must be open evening and weekends,</li> <li>• POPOS must be lined by active uses, and</li> <li>• Every square foot of the following amenities shall reduce required open space by 33%: a playground, community garden, sport court, and/or dog run.</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				5.5.1.2	Continue enabling residential and non-residential development to have a reduced open space requirement where such open space is publicly accessible	Ongoing implementation of the existing Planning Code	Ongoing	Planning
				5.5.1.3	Review and approve design and operations strategy of proposed POPOS.	Design and review of development projects	Ongoing, as development proposals occur	Planning, RPD
5.6	<b>Ensure the neighborhood's parks and recreation offerings function as a network and complement the facilities of the broader SoMa area</b>	5.6.1	Design the parks and recreational opportunities in a systematic manner to serve the community's needs	5.6.1.1	Develop and implement a parks and recreation strategy for the Plan Area and/or larger South of Market area. This strategy should identify the neighborhood needs in the context of both existing and planned facilities and population. It should also identify locations to meet these needs as new parks and recreational facilities are built and/or rehabilitated.	Community planning effort	Within two years of Plan adoption	Planning, RPD

## GOAL #6 – CREATE AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT NEIGHBORHOOD

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
6.1	<b>Develop a comprehensive strategy for creating an environmentally sustainable and resilient neighborhood</b>	6.1.1	Create an implementing entity within the City	6.1.1.1	Support the formation of an inter-agency "Central SoMa Sustainability Team" (CSST) to implement Central SoMa's comprehensive environmental and resilience strategy. The team will include the Planning Department, San Francisco Department of the Environment (SFE) and the San Francisco Public Utilities Commission (SFPUC), and other City departments. This team would provide a forum for connecting with residents and community groups, businesses and workers, visitors, developers of new buildings, owners and managers of existing buildings, utilities, potential funders, and other key stakeholders.	Work program of the Central SoMa Sustainability Team	Ongoing	Planning
		6.1.2	Provide guidance to private and public entities	6.1.2.1	Produce a Sustainable Neighborhoods Guide to support the Central SoMa Plan, containing the vision, goals, policies, and implementation measures, as well as best-practice examples and technical resources.	Planning Department's Sustainable City team work program	By Plan adoption	Planning
		6.1.3	Ensure that environmental sustainability and resiliency is considered holistically in public investment decisions	6.1.3.1	The CSST will participate in the City's capital planning processes, including the Interagency Plan Implementation Team (IPIC) and the Streets Design Advisory Team (SDAT). In these roles, the CSST will seek efficiencies and cross-cutting strategies that could fulfill multiple goals at once.	Work program of the Central SoMa Sustainability Team	Ongoing	Planning
		6.1.4	Ensure that property owners, developers, and tenants have the opportunity to maximize environmental sustainability and resilience	6.1.4.1	The CSST will participate in the City's design and development review processes, including the Preliminary Project Assessment (PPA) process and the Urban Design Advisory Team (UDAT). The CSST will offer solutions, help reduce barriers, and foster innovation to enable high-performing development.	Work program of the Central SoMa Sustainability Team	Ongoing	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				6.1.4.2	The CSST will undertake all relevant outreach and engagement to property owners to inform them about opportunities and encourage them to increase the environmental sustainability and resilience of their buildings and their occupants.	Work program of the Central SoMa Sustainability Team	Ongoing	San Francisco Department of the Environment (SFE)
		6.1.5	Continue to evolve the requirements and recommendations with changing needs and technologies	6.1.5.1	Monitor environmental conditions and trends, and evolving technologies and other strategies to fulfill the vision and goals of the Central SoMa Plan.	Work program of the Central SoMa Sustainability Team	Ongoing	Planning
6.2	<b>Minimize greenhouse gas emissions</b>	6.2.1	Maximize energy efficiency in the built environment	6.2.1.1	For new and existing buildings, continue implementing the energy efficiency requirements of San Francisco's Green Building Code and the California Building Code Standards ("Title 24").	Ongoing implementation of the San Francisco Green Building Code and California Title 24	Ongoing	Department of Building Inspection (DBI), SFE
				6.2.1.2	Provide information to new development proposals on how to increase energy efficiency beyond current requirements.	Inclusion in the Sustainable Neighborhoods Guide	At PPA and subsequent project review	Planning, SFE
				6.2.1.3	Provide information to existing building owners about energy retrofit programs.	Inclusion in the Sustainable Neighborhoods Guide	At annual benchmarking and 5-year audit requirements	SFE
				6.2.1.4	Explore requiring energy use intensity (EUI) estimates for new development.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	SFE
				6.2.1.5	Support SFPUC's ongoing LED upgrades of its streetlights throughout the District.	Ongoing SFPUC work program	Upon Plan adoption	San Francisco Public Utilities Commission (SFPUC)
				6.2.1.6	Support the replacement and/or conversion of streetlights to LED as part of the Central SoMa complete streets upgrades (See Implementation Measure 4.1.1.1).	See Implementation Measure 4.1.1.	Ongoing, as funding accrues, as prioritized through City and community processes	San Francisco Municipal Transportation Agency (SFMTA), San Francisco Department of Public Works (DPW), Planning
				6.2.1.7	Explore upgrades to street lighting not planned for conversion through either SFPUC's current LED program or the Central SoMa Plan complete streets upgrades.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	DPW, MTA
		6.2.2	Maximize onsite renewable energy generation	6.2.2.1	Implement existing requirements on new development and major alterations for installation and operation of rooftop solar energy generation and/or solar thermal hot water systems.	Ongoing implementation of the existing Environment Code and Green Building Code	Required for development applications received after December 31, 2016	DBI
				6.2.2.2	Expand current solar requirements to all new development up to 160 feet tall, regardless of number of occupied floors.	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				6.2.2.3	Explore strategies to increase onsite renewable energy generation and/or solar thermal hot water systems beyond current minimums; including, increased roof-top productivity, building facades, and other innovations.	Work program of the Central SoMa Sustainability Team and inclusion in the Sustainable Neighborhoods Guide	Within two years of Plan adoption	SFE
				6.2.2.4	Provide information to existing building owners about funding opportunities for solar energy generation systems, as well as opportunities to combine living roofs with solar systems to increase performance and co-benefits.	Inclusion in the Sustainable Neighborhoods Guide	At annual benchmarking and 5-year audit requirements	SFE
				6.2.2.5	Design and implement solar projects on key public sites, in coordination with a better roof program.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	SFPUC
		6.2.3	Satisfy 100 percent of electricity demand using greenhouse gas-free power supplies	6.2.3.1	After maximizing efficiency measures and/or on-site renewable energy generation, require all remaining electricity demand in new development (and major renovations) to come from 100% greenhouse gas-free electricity sources.	Planning Code amendment	Upon Plan adoption	Planning
				6.2.3.2	Provide existing buildings with information on green power purchase options.	Inclusion in the Sustainable Neighborhoods Guide	At annual benchmarking and 5-year audit requirements	SFE
		6.2.4	Explore strategies to reduce fossil fuel use in buildings	6.2.4.1	Explore fossil-free energy building standards and requirements for Central SoMa that either eliminate or greatly reduce fossil free use (e.g., natural gas). As feasible, develop zero-carbon (net zero) building guidelines and program.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	SFE
				6.2.4.2	Conduct a district energy infrastructure feasibility study focusing on major development sites.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	Planning, SFE
				6.2.4.3	Continue interagency and private sector initiative to identify appropriate locations and funding for district energy systems, as informed district energy feasibility study.	Work program of the Central SoMa Sustainability Team	Ongoing	Planning, SFE
		6.2.5	Minimize transportation-based greenhouse gas emissions	6.2.5.1	Support the reduction of vehicle miles travelled through dense development patterns, robust transit service, and walkable and bikeable neighborhoods (see Implementation Measures in Goal 1 and Goal 4).	See Implementation Measures in Goal 1 and Goal 4	Ongoing	Planning, SFMTA
				6.2.5.2	Meet citywide requirements for electrical distribution and service capacity standards that support electrical vehicle (EV) charging in off-street parking spaces, in new development and major renovations.	Ongoing implementation of the Green Building Code	Ongoing	SFE
				6.2.5.3	Explore requirement for installing EV plug-in stations at off-street loading docks in new and existing development that eliminates delivery trucks idling emissions.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	SFE
				6.2.5.4	Explore a program to plan and install EV charging stations in publicly accessible parking spaces (on-street and off-street) throughout Central SoMa.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	SFE

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				6.2.5.5	Explore the potential of vacuum systems for refuse materials management on multi-building/district-scale development sites, in part to significantly reduce refuse hauling noise and emissions impacts by minimizing material pick-up locations and frequency.	Work program of the Central SoMa Sustainability Team	Within three years of Plan adoption	SFE
6.3	<b>Minimize water waste</b>	6.3.1	Efficiently use potable water	6.3.1.1	Continue implementing existing City requirements for water efficiency and conservation in new development.	Green Building Code	Ongoing	SFPUC
				6.3.1.2	Continue to explore opportunities to increase water use efficiency and conservation in new and existing development and open spaces.	Inclusion in the Sustainable Neighborhoods Guide	Within two years of Plan adoption	SFPUC
		6.3.2	Increase non-potable water use in buildings	6.3.2.1	Implement the Non-Potable Ordinance: <ul style="list-style-type: none"> <li>Require non-potable treatment systems in new developments 250k square feet or larger, leveraging all available non-potable water sources (rainwater, graywater: showers and laundry, and foundation drainage) for maximum reuse for irrigation and toilet flushing, and</li> <li>Continue implementing existing City requirement that all new development 40,000 square feet and larger conduct a Water Balance Study considering non-potable water capture and use.</li> </ul>	Ongoing implementation of the Health Code	Ongoing	SFPUC
				6.3.2.2	Explore opportunities for maximizing non-potable water use in building cooling systems.	Inclusion in the Sustainable Neighborhoods Guide	Within two years of Plan adoption	SFPUC
				6.3.2.3	Encourage and facilitate the development of district, multi-project scale non-potable water systems: <ul style="list-style-type: none"> <li>Continue to increase awareness and reduce barriers to district-scale systems,</li> <li>Continue to provide technical guidance to interested project sponsors, and <ul style="list-style-type: none"> <li>Consider augmenting the currently required Water Balance Study to consider potential synergies between properties; i.e., projects 250,000 square feet and greater consider expanding systems to support neighboring projects, and projects of less than 250,000 square consider if adjacent projects are developing non-potable systems to which they might connect.</li> </ul> </li> </ul>	Inclusion in the Sustainable Neighborhoods Guide	Ongoing	SFPUC
		6.3.3	Increase non-potable water use in parks, open spaces, sidewalks, and streets	6.3.3.1	Fund the planning, design, and construction of non-potable water collection, treatment, and storage systems as part of Central SoMa's major public park and open space projects that eliminate their use of potable water for irrigation, while supporting neighborhood flood resilience.	Planned as part of the Central SoMa sea level rise and flood management strategy (see Implementation Measures 6.6.1.1)	Within 10 years of Plan adoption	SFPUC
				6.3.3.2	Fund the planning, design, and construction of sufficient non-potable water filling stations to satisfy all street cleaning needs in the District.	Work program of the Central SoMa Sustainability Team	Within two years of Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
6.4	<b>Support biodiversity, access to nature, and a healthy ecosystem</b>	6.4.1	Maximize greening of parks, streets, and other publicly-accessible spaces	6.4.1.1	Continue implementing the Urban Forest Master Plan, Green Connections, and other efforts to maximize street trees, sidewalk gardens, and green public spaces.	Ongoing implementation of the Public Works Codes and the Urban Forest Master Plan	Ongoing	DPW
				6.4.1.2	As part of a comprehensive freeway corridor transformation strategy, increase greening and provide habitat areas in and around the freeway.	Work program of the Central SoMa Sustainability Team	Concept Plan within one year of Plan Adoption, implementation phased over 10 years	Planning
				6.4.1.3	Recommend all privately-owned public open spaces (POPOS) to contain greening to the greatest degree possible.	Planning Code amendment	Upon Plan adoption	Planning
		6.4.2	Maximize greening of rooftops and walls	6.4.2.1	Require new development (sites 5,000 square feet and larger, with building heights 160 feet and less) to construct at least 50% of roof area as a living roof, to be designed in a manner that meets applicable non-potable water and stormwater management requirements.	Planning Code Amendment and inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	Planning, SFPUC
				6.4.2.2	Fund the planning, design, and construction of at least one "Better Roofs" demonstration project on a highly visible public building, focused on greening and urban agriculture.	Work program of the Central SoMa Sustainability Team	0-5 years from Plan adoption	Planning
				6.4.2.3	Encourage "living" walls indoors and outdoors, as part of comprehensive greening strategies and projects that also coordinate with applicable stormwater and non-potable water requirements.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	Planning
		6.4.3	Ensure that greening supports habitat and biodiversity	6.4.3.1	For all greening on streets and public open spaces, encourage the use of climate appropriate, habitat supportive, pollution filtering, and non-invasive plants, as well as integrated pest management that meets City standards.	SDAT and DPW review of streets, sidewalks, and open space plans	Ongoing	DPW
				6.4.3.2	For all greening on private roofs and privately-owned public open spaces, require the use of climate appropriate, habitat supportive, pollution filtering, non-invasive plants (as identified in the SF Plant Finder, Bay Friendly Guidelines, or similar tool), and meet the City's Integrated Pest Management Ordinance.	SFPUC review as part of living roof and/or stormwater management approvals	Ongoing	SFPUC
				6.4.3.3	Continue implementing Bird Safe Buildings Standards in new development.	Ongoing implementation of the Planning Code	Ongoing	Planning
				6.4.3.4	Encourage the inclusion of interpretive elements and other public information dissemination on biodiversity, habitat, and nature in POPOS and other publicly accessible open spaces.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	SFE
6.5	<b>Improve air quality</b>	6.5.1	Support a reduction in vehicle miles travelled	6.5.1.1	See Implementation Measures in Goal 4.	See Implementation Measures in Goal 4	See Implementation Measures in Goal 4	See Implementation Measures in Goal 4

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		6.5.2	Utilize greening to reduce pollution and heat	6.5.2.1	See Implementation Measures associated with Policies 6.4.1 through 6.4.3.	See Implementation Measures associated with Policies 6.4.1 through 6.4.3	See Implementation Measures associated with Policies 6.4.1 through 6.4.3	See Implementation Measures associated with Policies 6.4.1 through 6.4.3
		6.5.3	Improve the air quality around the freeway	6.5.3.1	As part of a comprehensive freeway corridor transformation strategy, develop and implement air quality improvement measures along the freeway corridor, such as of greening, use of air filtration materials technologies, and other innovations.	Work program of the Central SoMa Sustainability Team	Strategy within one year of Plan adoption, ongoing implementation as funding permits	Planning
		6.5.4	Utilize healthier building materials and technologies that improve indoor and outdoor air quality	6.5.4.1	All new development must meet the highest current City standards for Low Emitting Materials in building interiors.	Ongoing implementation of the Green Building Code	Ongoing	SFE
				6.5.4.2	Require enhanced filtration systems for areas of poor air quality, in accordance with Article 38 of the Health Code.	Ongoing implementation of the Health Code	Ongoing	Planning
				6.5.4.3	Provide examples, resources, and standards, such as the use of pollution filtering building skins and other exterior materials that promote healthier outdoor air.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	Planning
				6.5.4.4	Promote the best available control technologies for diesel generators and fire pumps.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	SFE
6.6	<b>Maximize flood resilience</b>	6.6.1	Develop a comprehensive sea level rise and flood management strategy for Central SoMa and adjacent at-risk areas	6.6.1.1	Develop a Central SoMa sea level rise and flood management strategy, including: <ul style="list-style-type: none"> <li>• District-wide hydrology study (extreme storm and 100-year flood flows, considering sea level rise impacts),</li> <li>• Comprehensive plan of optimally sized, located, and prioritized flood management infrastructure, including potential green infrastructure systems in streets and sidewalks, street grade adjustments, floodways, detention basins, and stormwater systems, and</li> <li>• Targeted policies and programs to reduce flood risk.</li> </ul>	Work program of the Central SoMa Sustainability Team	Within one year of Plan adoption	Planning
		6.6.2	Reduce building vulnerability to sea level rise and extreme storms	6.6.2.1	All new development and substantial modifications to existing development should meet the flood resistant building standards of the City's Floodplain Management Ordinance and Building Code, especially as flood hazard maps are updated to reflect precipitation-driven flooding and sea level rise.	Floodplain Management Ordinance and Building Code	Ongoing	City Administrator's Office
				6.6.2.2	Develop and implement flood resistant design guidelines for representative building typologies in Central SoMa that help protect structures while ensuring vibrant/livable sidewalks and streets.	Work program of the Central SoMa Sustainability Team, in collaboration with Sea Level Rise Action Plan implementation	Within one year of Plan adoption	Planning



#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		6.6.3	Maximize stormwater and flood management using streets, sidewalks, and open spaces	6.6.3.1	Integrate stormwater and flood management tools into all "complete streets" improvements through both functional landscape elements and street design, according to the Central SoMa sea level rise and flood management strategy and associated design guidelines.	Integrated into complete streets design and construction (see Implementation Measure 4.1.1.1)	Ongoing (see Implementation Measure 4.1.1.1)	Planning (see Implementation Measure 4.1.1.1)
				6.6.3.2	Integrate stormwater and flood management tools into existing and new open spaces, according to the Central SoMa sea level rise and flood management strategy and associated design guidelines.	Integrated in park design processes (see Implementation Measures 5.2.1.1 through 5.2.4.1)	Ongoing (see Implementation Measures 5.2.1.1 through 5.2.4.1)	Recreation and Parks Department (RPD)
6.7	<b>Maximize earthquake resilience</b>	6.7.1	Ensure the ability of new and existing buildings to withstand a major seismic event	6.7.1.1	Continue implementing Building Code requirements for seismic safety.	Ongoing implementation of the Building Code	Ongoing	DBI
				6.7.1.2	Provide project sponsors with information on latest citywide resilience efforts, such as Resilient SF, the Solar Storage initiative, etc.	Engagement through the PPA and entitlement process	Ongoing	Planning
		6.7.2	Secure sufficient power and water supplies to withstand a 72-hour emergency	6.7.2.1	Consider developing a Central SoMa program for securing emergency on-site power and water capacity, in new private developments, existing buildings, public sites, neighborhood emergency center, etc.	Work program of the Central SoMa Sustainability Team	Within one year of Plan adoption	DBI
6.8	<b>Help achieve zero solid waste</b>	6.8.1	Maximize recycling and composting of solid waste from all buildings	6.8.1.1	Ensure adequate refuse sorting and storage facilities and operations in all buildings to support achieving a target of zero waste, including: <ul style="list-style-type: none"> <li>• Enforce current requirements to provide adequate and equally convenient collection, sorting, and storage space for recyclables, compostables, and trash streams, in order to allow the recovery of 100% of a facility's refuse materials, and</li> <li>• Enforce requirements that all multi-family residential and commercial buildings have on-site staff to facilitate source separation and tenant education.</li> </ul>	Ongoing implementation of the Building Code and Environment Code	Ongoing	DBI, SFE
				6.8.1.2	Develop refuse collection and storage design guidelines for Central SoMa's common residential and commercial building typologies.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	SFE
		6.8.2	Maximize recycling and reuse of construction and demolition materials	6.8.2.1	Encourage all new development to pursue onsite source separation that facilitates higher recycling rates for construction and demolition debris.	Inclusion in the Sustainable Neighborhoods Guide	Upon Plan adoption	SFE
		6.8.3	Reduce litter in streetscapes and parks	6.8.3.1	Require 3-stream sorting and/or collection systems in privately managed open spaces (POPOS).	Planning Code amendment	Upon Plan adoption	SFE
				6.8.3.2	Explore development of a Central SoMa Litter Waste Abatement Strategy, including public education, facilities, and signage.	Work program of the Central SoMa Sustainability Team	Within three years of Plan adoption	Planning
				6.8.3.3	Help fund neighborhood cleaning efforts.	Ongoing funding from CFD	As funding accrues	DPW

## GOAL #7 - PRESERVE AND CELEBRATE THE NEIGHBORHOOD'S CULTURAL HERITAGE

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
7.1	<b>Ensure that the history of the neighborhood is adequately documented</b>	7.1.1	Complete and adopt the historic context statement	7.1.1.1	Not applicable – already adopted.	Motion #0277 of the Historic Preservation Commission	Completed March 2016	Planning
		7.1.2	Complete and adopt the historic resources survey	7.1.2.1	Not applicable – already adopted.	Motion #0277 of the Historic Preservation Commission	Completed March 2016	Planning
7.2	<b>Support the preservation, recognition, and wellbeing of the neighborhood's cultural heritage resources</b>	7.2.1	Facilitate the creation and implementation of a SoMa Pilipinas Cultural Heritage Strategy	7.2.1.1	Staff community process of developing the SoMa Pilipinas Cultural Heritage Strategy.	Ongoing community process culminating in presentations to the Planning Commission, Historic Preservation Commission, and Board of Supervisors	Expected Fall of 2016	Planning
				7.2.1.2	Provide annual funding for social and cultural programming to the broader SoMa community, including the Filipino community.	Funding from CFD	Upon accrual of funds from the CFD	MOHCD
		7.2.2	Facilitate the creation and implementation of other social or cultural heritage strategies, such as for the LGBTQ community	7.2.2.1	Support efforts to implement the recommendations of the LGBTQ Historic Context Statement.	Ongoing community and City conversation	Ongoing	Planning
				7.2.2.2	As appropriate, undertake community process of developing a cultural heritage strategy for groups important to the living history of Central SoMa.	Ongoing community and City conversation	Ongoing	Planning
				7.2.2.3	Provide annual funding for social and cultural programming to the broader SoMa community, including the LGBTQ community.	Funding from CFD	Upon accrual of funds from the CFD	MOHCD
7.3	<b>Ensure the neighborhood's tangible and intangible industrial and arts legacy is not lost</b>	7.3.1	Implement strategies that maintain PDR jobs in the neighborhood	7.3.1.1	See implementation measures related to Objective 3.3.	Planning Code amendment	Upon Plan Adoption	Planning
		7.3.2	Support the preservation of buildings and features that reflect the industrial and arts legacy of the neighborhood	7.3.2.1	See implementation measures related to Objectives 7.4, 7.5, and 7.6.	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
7.4	<b>Prevent demolition of or insensitive alterations to cultural heritage resources in the built environment</b>	7.4.1	Protect Landmark-worthy cultural heritage properties through designation to Article 10 of the Planning Code	7.4.1.1	Maintain and safeguard properties already designated to Articles 10 and 11 of the Planning Code within the Plan Area.	Ongoing implementation of existing Planning Code requirements	Ongoing	Planning
				7.4.1.2	Designate properties and districts to Article 10 of the Planning Code	Planning Code amendment	Upon Plan adoption and ongoing until complete, with the sequence of additions based on prioritization of the Historic Preservation Commission	Planning
		7.4.2	Protect "Significant" and "Contributory" cultural heritage properties through designation to Article 11 of the Planning Code	7.4.2.1	Expand Article 11 of the Planning Code to include Central SoMa.	Planning Code amendment	Upon Plan adoption	Planning
				7.4.2.2	Reclassify properties and districts to Article 11 of the Planning Code.	Planning Code amendment	Upon Plan adoption	Planning
7.5	<b>Support mechanisms for the rehabilitation and maintenance of cultural heritage properties</b>	7.5.1	Support funding for the rehabilitation of the Old Mint	7.5.1.1	Dedicate funding through a Community Facilities District to support the restoration of the Old Mint.	Requirement of the Community Facilities District	Ongoing, as funding accrues	Planning
		7.5.2	Enable "Significant" and "Contributing" buildings underbuilt per applicable zoning to sell Transferable Development Rights	7.5.2.1	Revise the Transfer of Development Rights (TDR) program to extend to Central SoMa.	Planning Code amendment	Upon Plan adoption	Planning
		7.5.3	Require large new development projects to purchase Transferable Development Rights	7.5.3.1	Require projects to buy TDR (for specific requirements, see the "Requirements for New Development" document). TDR must be purchased from buildings within Central SoMa or public buildings.	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		7.5.4	Support additions over wholesale demolition to preserve cultural heritage properties	7.5.4.1	For historic buildings not included in Article 10 or 11, require buildings to explore additions as an alternative to demolition. Only support demolition upon demonstrative proof of the infeasibility of additions. Projects informed through the City's Urban Design Guidelines and the Historic Design Guidelines documents.	Planning Code amendment	Upon Plan adoption	Planning
		7.5.5	Encourage the use of existing strategies and incentives that facilitate the preservation and rehabilitation of designated cultural heritage properties	7.5.5.1	Continue implementing existing programs where appropriate. Such programs include the Mills Act, Federal Rehabilitation Tax Incentives, façade easements, Planning Code exemptions and the use of the California Historic Building Code.	Ongoing promotion and technical support provided by Planning Department's Preservation Planning team.	Ongoing	Planning, Department of Building Inspection (DBI)
7.6	<b>Support retention of fine-grained developed pattern and character-enhancing buildings</b>	7.6.1	Restrict the consolidation of small- and medium-sized lots with character-enhancing buildings	7.6.1.1	Ban the consolidation of lots containing buildings with historic or neighborhood-character buildings (California Historic Resources Status Codes 1, 2, 3, 4, 5, and 6L) where the frontage that could be merged is under 200 feet in length (excepting the frontage along the north side of Perry Street and on small blocks where there is a non-character building on the corner).	Planning Code amendment	Upon Plan adoption	Planning
		7.6.2	Incentivize retention of character-enhancing buildings	7.6.2.1	See Implementation Measure 7.6.1.1			

#### GOAL #8 - ENSURE THAT NEW BUILDINGS ENHANCE THE CHARACTER OF THE NEIGHBORHOOD AND THE CITY

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
8.1	<b>Ensure that the ground floors of buildings contribute to the activation, safety, and dynamism of the neighborhood</b>	8.1.1	Require that ground floors actively engage the street	8.1.1.1	Continue implementing the existing requirements that buildings be lined with active uses. Revise the definition of "active" to remove offices and to allow PDR on the ground floor if it meets the transparency and fenestration requirements of non-PDR-uses. Expand the definition of frontages to POPOS and mid-block connections.	Planning Code amendment	Upon Plan adoption	Planning
				8.1.1.2	Comply with the City's Urban Design Guidelines (pending adoption) with regards to design of ground floors.	Design review of individual projects	Ongoing	Planning
				8.1.1.3	Require ground floor ceiling heights of 17 feet for non-residential uses.	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		8.1.2	Design building frontages and public open spaces with furnishings and amenities to engage a mixed-use neighborhood	8.1.2.1	Review and support building designs where fixtures, furnishings, art, utilities, and programming at the ground floor or adjacent open space invite and support more active and consistent use of public areas including alleys, open spaces, and sidewalks.	Design review of individual projects	Ongoing	Planning
		8.1.3	Ensure buildings are built up to the sidewalk edge	8.1.3.1	Require that new buildings to be built along the street-facing property line up to the top of the podium, which can be between 65 and 85 feet, with an exception for residential buildings with walk-up units (which should have setbacks in accordance with the Ground Floor Residential Guidelines).	Planning Code amendment	Upon Plan adoption	Planning
		8.1.4	Minimize parking and loading entrances	8.1.4.1	Implement the curb cut controls from Policy 4.1.2.	Planning Code amendment	Upon Plan adoption	Planning
8.2	<b>Ensure that the overall development pattern is complementary to the skyline</b>	8.2.1	Set height limits, bulk controls, and architectural guidelines mindful of important views	8.2.1.1	Set height limits and bulk controls to be complementary to the overall city skyline pattern.	Zoning Map amendment	Upon Plan adoption	Planning
				8.2.1.2	Utilize design and architecture techniques to Central SoMa's tallest buildings to demarcate the 4 <sup>th</sup> and Townsend intersection and to be able to distinguish the area on the skyline.	Design review of individual projects	Ongoing	Planning
8.3	<b>Reinforce the character of Central SoMa as a mid-rise district with tangible "urban rooms"</b>	8.3.1	Set height limits to enable mid-rise development	8.3.1.1	Set height limits along the major streets to facilitate podiums of 65 to 85 feet.	Zoning Map amendment	Upon Plan adoption	Planning
		8.3.2	Require new buildings to reinforce the "urban room"	8.3.2.1	See Implementation Measure 8.1.3.1.	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		8.3.3	Require buildings whose height exceeds the width of the major streets to step back at the upper stories	8.3.3.1	For buildings 160 feet or less in height, apply “skyplane” to the portion of the building between 85-160 feet, as follows (and as visually conveyed in the “Guide to Site Design” document): <ul style="list-style-type: none"> <li>• At 85 feet in height, require a 15 foot setback for at least 60% of each frontage,</li> <li>• On the north side of the street: <ul style="list-style-type: none"> <li>▪ Height district of 130 feet: Require apparent mass reduction of 50%,</li> <li>▪ Height district of 160 feet: Require apparent mass reduction of 70%.</li> </ul> </li> <li>• On the south side of the street: <ul style="list-style-type: none"> <li>▪ Height district of 130 feet: Require apparent mass reduction of 67%,</li> <li>▪ Height district of 160 feet: Require apparent mass reduction of 80%</li> </ul> </li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
				8.3.3.2	Require setbacks of 15-feet above a height of 85 feet on all sides of the building not facing a public right-of-way.	Planning Code amendment	Upon Plan adoption	Planning
				8.3.3.3	Do not allow any bridges between buildings to be above 130 feet in height.	Planning Code amendment	Upon Plan adoption	Planning
				8.3.3.4	Require the following additional controls to apply when there is a proposed tower (i.e., building over 160 feet) (as visually conveyed in the “Guide to Site Design” document): <ul style="list-style-type: none"> <li>• When there is an existing tower, the second tower should be at least 115 feet. The distance between towers may be reduced to a minimum of 85 feet if <ul style="list-style-type: none"> <li>▪ The difference in the height of the two towers is at least 50 feet,</li> <li>▪ The bulk of the second tower is reduced relative to the reduction in tower separation, such that at 85 feet, the maximum tower bulk shall be 10,000 square feet.</li> </ul> </li> <li>• Any tower seeking reduced tower separation will be required to be designed contextually to the other tower, and to maximize apparent distance and architectural differentiation,</li> <li>• When a tower is adjacent to a building that is between 85 to 160 feet, at least 30 feet separation is required, and</li> <li>• On lots large enough to contain a building with a tower portion (taller than 160') and a portion between 85 to 160 feet along a street frontage, in addition to these masses needing to be separated by at least 30 feet, these portions should be designed to look like different buildings from the frontage(s).</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
		8.3.4	Limit the distribution and bulk of new towers and focus them at important nodes	8.3.4.1	Limit new buildings greater than 160 feet (i.e., towers) to important nodes, including along the new Central Subway, 5 <sup>th</sup> and Howard, 2 <sup>nd</sup> and Harrison, and 5 <sup>th</sup> and Howard, and 5 <sup>th</sup> and Brannan.	Zoning Map amendment	Upon Plan adoption	Planning
				8.3.4.2	Require the following bulk controls for buildings taller than 160 feet (as visually conveyed in the "Guide to Site Design" document): <ul style="list-style-type: none"> <li>• Tower bulk controls apply starting at a podium height 85 feet,</li> <li>• Above 85 feet, a 15-foot setback will be required along all property lines,</li> <li>• No residential or hotel use allowed to have a floor exceed 12,000 gross square feet,</li> <li>• The average floor for commercial uses cannot exceed 15,000 gross square feet and no single floor may exceed 17,000 gross square feet,</li> <li>• For towers 250 feet or more, the upper 1/3 of the tower portion must feature minimum bulk reductions of 15% of the floorplate and the maximum diagonal of 7.5%. The upper tower bulk reduction shall not be required for any tower for which the overall tower is reduced from the maximum bulk allowance by an equal or greater volume (above a height of 85 feet),</li> <li>• The maximum horizontal ("plan") dimension of 150 feet, and</li> <li>• The maximum diagonal dimension of 190 feet.</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
		8.3.5	Limit heights in areas with a high concentration of historic buildings and areas of unique character	8.3.5.1	Keep height limits as is at South Park, the South End Historic District and the South End Historic District Extension.	Zoning Map amendment	Upon Plan adoption	Planning
				8.3.5.2	Create lower heights on 4 <sup>th</sup> and near Bessie Carmichael Annex.	Zoning Map amendment	Upon Plan adoption	Planning
		8.3.6	Minimize the impact of shadows on public spaces to the extent feasible, balanced with other core objectives	8.3.6.1	Set height limits districts to minimize shadow impacts on South Park, Yerba Buena Gardens, and Bessie Carmichael School's 6th-8th grade campus.	Zoning Map amendment	Upon Plan adoption	Planning
				8.3.6.2	Sculpt new development to the degree possible to minimize shadows on public spaces without unduly impacting development capacity.	Design review of individual projects	Ongoing	Planning
		8.3.7	Utilize new buildings to diminish the dominant presence of the freeway in the neighborhood	8.3.7.1	Raise height limits above the existing 30 feet limits between 2 <sup>nd</sup> and 4 <sup>th</sup> Streets.	Zoning Map amendment	Upon Plan adoption	Planning



#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
8.4	<b>Ensure that narrow streets and alleys maintain their intimacy and sense of openness to the sky</b>	8.4.1	Require new buildings facing alleys and narrow streets to step back at the upper stories	8.4.1.1	Maintain existing sun-angle requirements on the south side of east-west narrow streets (35-foot wide or less).	Ongoing implementation of existing Planning Code requirements	Ongoing	Planning
				8.4.1.2	Extend the sun-angle requirement on the south side of east-west narrow streets (35 feet wide or less) to the south side of north-south narrow streets.	Planning Code amendment	Upon Plan adoption	Planning
				8.4.1.3	Apply skyplane to north side narrow streets (35 feet wide or less) at heights above 35 feet as follows (and as visually conveyed in the "Guide to Site Design" document): <ul style="list-style-type: none"> <li>• Height districts of 55 feet and under: require upper stories set back at least 10 feet at the property line above a height equivalent to 1.25 times the width of the abutting alley,</li> <li>• Height district of 65 feet: Require apparent mass reduction of 50%,</li> <li>• Height district of 85 feet: Require apparent mass reduction of 70%,</li> <li>• Height district of 130 feet: Require apparent mass reduction of 85%,</li> <li>• For towers, the skyplane controls do not apply, and</li> <li>• For buildings along Perry Street, require upper stories set back at least 10 feet at the property line above a height equivalent to 1.25 times the width of the street.</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
				8.4.1.4	On streets between 36 and 80 feet in width, apply the skyplane requirements of major streets as described in Implementation Measure 8.3.1, but begin the apparent mass reduction requirements at a height equivalent to the width of the street.	Planning Code amendment	Upon Plan adoption	Planning
8.5	<b>Ensure that large development sites are carefully designed to maximize public benefit</b>	8.5.1	Provide greater direction and flexibility for large development sites in return for improved design and additional public benefits	8.5.1.1	Develop "key Development Site Guidelines" that lay out more detailed design guidance and convey specific exceptions allowed and specific public benefits received in return (see "Draft Key Development Site Guidelines" document).	Planning Code amendment	Upon Plan adoption	Planning
				8.5.1.2	An additional 25 feet of height may be permitted on sites where such flexibility in height would facilitate the provision of affordable housing and/or public parks and recreational facilities beyond what would otherwise be required by the Plan, as long as that additional height did not increase the overall amount of development otherwise enabled by the Plan or cause new significant impacts related to wind and shadow.	Planning Code amendment	Upon Plan adoption	Planning
		8.5.2	Limit the length of new buildings	8.5.2.1	Continue implementing the existing requirements for horizontal mass reductions.	Ongoing implementation of existing Planning Code requirements	Ongoing	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
8.6	<b>Promote high quality architecture that enhances the neighborhood</b>	8.6.1	Conform to the City's Urban Design Guidelines	8.6.1.1	Comply with the City's Urban Design Guidelines (pending adoption).	Design review of individual projects	Ongoing	Planning
		8.6.2	Promote innovative and contextually-appropriate design	8.6.2.1	Utilize application of "skyplane" as a device to create interestingly shaped buildings (as detailed in the "Guide to Site Design" document).	Design review of individual projects	Ongoing	Planning
				8.6.2.2	Harmonize new building designs with existing neighborhood materials but in a contemporary or reinterpreted way (as detailed in the "Guide to Site Design" document).	Design review of individual projects	Ongoing	Planning
				8.6.2.3	Recognize and enhance existing local material and geometry variations to support neighborhood-specific architecture (as detailed in the "Guide to Site Design" document).	Design review of individual projects	Ongoing	Planning
				8.6.2.4	Employ innovative architectural ideas for larger projects that provide a clear organizing principle for design (as detailed in the "Guide to Site Design" document).	Design review of individual projects	Ongoing	Planning
				8.6.2.5	Allow rooftop screening mechanisms to be proportional to building height	Planning Code amendment	Upon Plan adoption	Planning
		8.6.3	Design the upper floors to be deferential to the "urban room"	8.6.3.1	Require buildings to comply with skyplane controls discussed under Policy 8.3.3 and 8.4.1.	Planning Code amendment	Upon Plan adoption	Planning
				8.6.3.2	Utilize material systems that visually diminish upper facades.	Design review of individual projects	Ongoing	Planning
		8.6.4	Design buildings to be mindful of wind	8.6.4.1	For buildings over 85 feet, set the following wind requirements: <ul style="list-style-type: none"> <li>Do not allow an increase in the number of hours during which wind exceeds the "comfort criterion" defined for Central SoMa.</li> <li>Do not allow an increase in the total exceedances of the "hazard criterion" defined for Central SoMa.</li> <li>Apply the same exceptions included in Section 148.</li> </ul>	Planning Code amendment	Upon Plan adoption	Planning
		8.6.5	Ensure large projects integrate with existing urban fabric and provide a varied character	8.6.5.1	Modulate larger projects vertically or horizontally, whichever is more appropriate, to reflect surrounding lots and massing patterns.	Design review of individual projects	Ongoing	Planning

#	OBJECTIVE	#	POLICY	#	IMPLEMENTATION MEASURE	IMPLEMENTATION MECHANISM	TIMELINE	LEAD AGENCY
				8.6.5.2	For projects with more than one building, recognize and respond to the existing pattern of long blocks, open spaces, and large and small streets.	Design review of individual projects	Ongoing	Planning
				8.6.5.4	Encourage projects on site that are larger than two acres to have multiple architects.	Design review of individual projects	Ongoing	Planning
8.7	<b>Establish clear rules for development</b>	8.7.1	Wherever possible, delineate via the Planning Code what is allowed and not allowed in new development	8.7.1.1	Utilize the Community Plan Exemption process for complying projects.	Ongoing implementation of CEQA	Ongoing	Planning
				8.7.1.2	Minimize potential exceptions and exemptions within the Planning Code.	Planning Code amendment	Upon Plan adoption	Planning
				8.7.1.3	Increase the threshold for seeking "Large Project Authorization" commensurate with the neighborhood's expected development.	Planning Code amendment	Upon Plan adoption	Planning
				8.7.1.4	Limit the capacity for complaints against uses operating in a lawful manner.	Administrative Code amendment	Upon Plan adoption	Planning

**EXHIBIT V.3B -  
DRAFT PUBLIC  
BENEFITS PROGRAM**

# CENTRAL SOMA PUBLIC BENEFITS PROGRAM

## I. INTRODUCTION

The vision of the Central SoMa Plan is to create a social, economic, and environmentally sustainable neighborhood by 2040, with space for approximately 30,000 new jobs and 8,300 new housing units. With its centralized location near downtown, excellent transit access, and numerous undeveloped or underdeveloped sites, the neighborhood is well-positioned to become a new hub for employment and housing the core of the city and Bay Area Region.

As it grows and evolves over the next 25 years, Central SoMa will require significant investments in infrastructure. As such, the City places requirements on new development to help ameliorate and mitigate its impacts. These requirements and controls will result in approximately \$2 billion in public benefits to serve the neighborhood – compared to the \$500 million in revenues that would occur absent the plan.

The purpose of this Public Benefits Program Document is to summarize the Plan’s public infrastructure program, sources of funding, relative allocation of revenues from the various sources among the infrastructure projects, and implementation processes and mechanisms. It includes the following sections:

1. **Process:** This section briefly outlines the process of developing the implementation program and strategy for the Central SoMa Plan, including describing the supporting needs assessments, community outreach and interagency process, and technical analyses.
2. **Public Benefits Package:** This section outlines a range of infrastructure and services that will serve new growth anticipated under the Plan, including a description of the implementing agencies/organizations and anticipated timeline for delivery.
3. **Funding Strategy:** This section describes the requirements on new development to finance the improvements proposed in the Public Benefits Package.
4. **Administration & Monitoring:** This section describes the interagency processes for ensuring coordination during the plan implementation period, as well as procedures for ongoing monitoring to ensure that the Plan’s objectives are being met.

Several of the funding and implementation processes are legally established and more thoroughly described in other City codes and ordinances, including the Planning Code and Administrative Code. Also note that these proposals are designed to be consistent with the requirements of California Mitigation Fee Act and all proposed development impact fees have been evaluated against relevant maximum justified nexus amounts, where applicable.<sup>1</sup>

<sup>1</sup> As required by California Mitigation Fee Act (CA Government code § 66000 et seq.), cities may enact development impact fee requirements provided they are roughly proportional in nature and extent to the impact of the new development.

## II. PROCESS

The Planning Department worked iteratively with other agencies and stakeholders to develop the public benefits, financing, and administration strategies described in this Implementation Plan. Concepts for infrastructure and public benefits were first developed for the Draft Central Corridor Plan in 2013, and further refined through additional outreach leading up to the Draft Central SoMa Plan in 2016. The Department held a series of public meetings and conducted an online survey in order to solicit public feedback on needs and funding priorities for public benefits. Details from these outreach events is chronicled at the project website (<http://centralsoma.sfplanning.org>).

This document describes a fiscally constrained list of projects that has been prioritized based on City and community feedback. It may not reflect the entire scope of possible infrastructure and service needs in the Plan Area, nor the longer term needs beyond the life of the Plan (anticipated as 25 years). It reflects public input on key neighborhood priorities and needs, informed by feedback from implementing agencies on project feasibility and cost. All public benefits identified will require further scoping and analysis on project design, financial feasibility, and implementation. Project scoping and planning has already begun for a number of the City agency projects identified here, with the goal of having projects ready for construction by the time that funding generated by the Plan becomes available.

Additional technical analysis was conducted to support these proposed public benefits. A financial feasibility analysis by Seifel Consulting, Inc. was conducted in order to quantify the value created by the Plan and establish a financially feasible level of development requirements. Other nexus studies conducted for the City's development impact fees provided further information on the amount of new infrastructure and services needed to serve new development. This document was also informed by methods and processes used for prior area planning processes (including Eastern Neighborhoods, Market & Octavia, and Transit Center District Plan).

The City may choose to revisit this list of projects in the future, as the neighborhood evolves and/or new needs are identified. Any such process would involve substantial public input and would require a revision to this Implementation Document. As described further in Section IV (Administration & Monitoring), oversight for implementation of this plan will be shared among various public agencies and elected officials, with input from the public through Community Advisory Committees (CACs) and other events or hearings. These regulatory bodies will be responsible for overseeing ongoing capital planning efforts, including: financial reporting and monitoring; deliberation regarding the sequencing and prioritization of expenditures; and if necessary, modifications to the Implementation Document, which would require ultimate approval by the Board of Supervisors.

Public benefits are goods and services expected to be generated by new development that typically: 1) support

### III. PUBLIC BENEFITS PACKAGE

the broader community's wellbeing; 2) are not provided voluntarily by the private sector (or at least not in sufficient quantity or quality to meet demand); and, 3) require some sort of subsidy or opportunity cost (e.g. public or private funding) to create, operate, and maintain. Common types of public benefits include affordable housing, parks, and transit service. In order to fund public benefits, government agencies utilize "value capture" strategies – such as development requirements, taxes, fees, or other exactions. These strategies are often implemented concurrent to investments in public infrastructure (such as new transit service) or increases in development potential for property owners. The public benefits generated through these strategies are typically delivered through one or more of the following three mechanisms:

- **Direct provision of benefit by a specific development project (e.g.** on-site affordable housing units or the provision of Privately Owned Public Open Spaces (POPOS). These public benefits are typically provided at the same time as the new development or shortly thereafter.
- **One-time impact fees** paid when a project is ready for construction, such as citywide (e.g. Child Care Fee) and area plan fees (e.g. Eastern Neighborhoods Community Infrastructure Fee).
- **Ongoing taxation** such as a Mello-Roos Community Facilities District (CFD).

This section describes the public benefits and the key funding sources expected to be generated by the Plan. There are nine categories of public benefits that would be funded by the Central SoMa Plan in support of its Goals, Objectives, and Policies. Table 1 summarizes how the revenues generated by Plan would be allocated among these public benefits, accompanied by a detailed discussion of each category of public benefit provided in order of allocated funding.<sup>2</sup>

Notably, in addition to this \$2 billion increase in funding for public benefits expected to be generated directly by new development, taxes from new development in the Plan Area are expected to generate up to \$1 billion additional revenues for the City's General Fund within the same time period, through increased property taxes, sales taxes, and other means. These taxes could be directed toward the neighborhood, other citywide needs, or a combination of the two at the discretion of the City's budgeting process. Additionally, the City could choose to fund public benefits in the neighborhood through other mechanisms, such as bonds or general taxes. Any of these funding sources could be directed to the Plan Area to accelerate delivery of public benefits, which would make the timing of implementation less dependent on the phasing of new development. However, pursuit of these mechanisms are dependent on processes and decision-making external to the adoption of this plan. Such additional funding sources would enable the City to address other neighborhood infrastructure needs, as identified at that time. For additional analysis of the overall economic impact of the Central SoMa Plan, see the Economic Impact Statement prepared by the Office of Economic Analysis.<sup>3</sup>

*Table 1*

<sup>2</sup> All dollar amounts expressed here are in 2017 dollars. Actual average revenues collected each year will be higher, due to scheduled tax rate escalation as well as indexing of City fees (which are escalated annually to reflect construction costs).

<sup>3</sup> The Economic Impact Statement is not expected until after Initiation of this Plan, at which point a link will be added to the report.



**CENTRAL SOMA PUBLIC BENEFITS PACKAGE: SUMMARY (IN 2017 DOLLARS)**

BENEFIT	TOTAL REVENUES	CATEGORY ALLOCATION (%)
<b>Affordable Housing</b>	<b>\$940,000,000</b>	<b>44%</b>
38% of new/rehabilitated housing is Below-Market Rate (BMR) (35% low/moderate income and 3% middle income)	\$940,000,000	44%
<b>Transit</b>	<b>\$500,000,000</b>	<b>23%</b>
Local transit improvements to enhance convenience and safety	\$340,000,000	16%
Regional transit capacity enhancement and expansion	\$160,000,000	7%
<b>Parks &amp; Recreation</b>	<b>\$185,000,000</b>	<b>9%</b>
Gene Friend Recreation Center Reconstruction/Expansion	\$25,000,000	1%
Victoria Manalo Draves Park Programming	\$5,000,000	0%
New 1-acre park in Southwest portion of Plan Area	\$35,000,000	2%
New public recreation center*	\$10,000,000	0%
Park and greenery maintenance and activation	\$15,000,000	1%
New large (2+ acre) SoMa park (initial site identification)*	\$5,000,000	0%
New Bluxome linear park*	\$5,000,000	0%
New under-freeway public recreation area	\$5,000,000	0%
Privately-Owned Public Open Spaces (POPOS)	\$80,000,000	4%
(Alternative project: 7th & Mission Park)	(\$20,000,000)	(1%)
<b>Production, Distribution, &amp; Repair</b>	<b>\$180,000,000</b>	<b>8%</b>
Preservation and creation of PDR space to ensure no net loss due to the Plan	\$180,000,000	8%
<b>Complete Streets</b>	<b>\$110,000,000</b>	<b>5%</b>
Redesign of all major streets in the Plan Area to be safe and comfortable for people walking, biking, and on transit.	\$110,000,000	5%
<b>Cultural Preservation &amp; Community Services</b>	<b>\$109,000,000</b>	<b>5%</b>
Restoration of the US Mint Building	\$20,000,000	1%
Preservation and maintenance of historic buildings	\$20,000,000	1%
New community facilities (e.g. health care clinics and job training centers)	\$20,000,000	1%
Social and cultural programming	\$25,000,000	1%
Capital for cultural amenities	\$15,000,000	1%
Neighborhood cleaning	\$9,000,000	0%
<b>Environmental Sustainability &amp; Resilience</b>	<b>\$70,000,000</b>	<b>3%</b>
Enhanced stormwater management in complete street projects	\$32,000,000	1%
Freeway corridor air quality and greening improvements	\$22,000,000	1%
Living Roofs enhanced requirements	\$6,000,000	0%
Other energy and water efficiency projects	\$10,000,000	0%
<b>Schools &amp; Childcare</b>	<b>\$64,000,000</b>	<b>3%</b>
New childcare centers	\$26,000,000	1%
New schools serving K-12 population	\$32,000,000	1%
Bessie Carmichael supplemental services	\$6,000,000	0%
<b>TOTAL</b>	<b>\$2,160,000,000</b>	<b>100%</b>

\* If funds for these Parks & Recreation projects are provided by other sources (such as contributions from new development) or if revenues exceed the projected amounts, funding could be allocated to the "Alternative" project listed here.

**NOTE:** Over the course of Plan build out (roughly 25 years), funds will be allocated among the public benefit categories in the amounts listed (or proportionally according to the category allocation percentages listed, should the final amount of revenues differ from what is shown here). However, the sequence of fund disbursement will be determined based on a variety of factors, including project readiness, community priorities, and other funding opportunities. Within individual public benefit categories, the list of specific projects is subject to change and is not legally binding.

Table 2

## CENTRAL SOMA PUBLIC BENEFITS PACKAGE: DETAILED FUNDING SOURCES &amp; USES (IN 2017 DOLLARS)

PUBLIC BENEFIT	DIRECT PROVISION BY NEW DEVELOPMENT	CENTRAL SOMA COMMUNITY FACILITIES DISTRICT (CFD)	EASTERN NEIGHBORHOODS INFRASTRUCTURE FEE (\$423)	TRANSPORTATION SUSTAINABILITY FEE (\$411A)	JOBS-HOUSING LINKAGE FEE (\$413)	AFFORDABLE HOUSING FEE (\$415)	CENTRAL SOMA INFRASTRUCTURE FEE (\$428.2)	SCHOOL IMPACT FEE (CA ED, CODE \$17620)	CHILD CARE FEE (\$414 AND 414(A))	CENTRAL SOMA COMMUNITY FACILITIES FEE (\$428.1)	TOTAL (BY CATEGORY)	% SHARE
AFFORDABLE HOUSING	\$550,000,000				\$210,000,000	\$180,000,000					\$940,000,000	44%
TRANSIT		\$160,000,000	\$90,000,000	\$210,000,000			\$40,000,000				\$500,000,000	23%
PARKS & RECREATION	\$80,000,000	\$45,000,000	\$60,000,000								\$185,000,000	9%
PRODUCTION, & DISTRIBUTION, & REPAIR (PDR)	\$180,000,000										\$180,000,000	8%
COMPLETE STREETS		\$10,000,000	\$90,000,000	\$10,000,000							\$110,000,000	5%
CULTURAL PRESERVATION & COMMUNITY SERVICES	\$20,000,000	\$69,000,000								\$20,000,000	\$109,000,000	5%
ENVIRONMENTAL SUSTAINABILITY	\$6,000,000	\$64,000,000									\$70,000,000	3%
SCHOOLS & CHILDCARE		\$6,000,000						\$26,000,000	\$32,000,000		\$64,000,000	3%
TOTAL (BY SOURCE)	\$836,000,000	\$354,000,000	\$240,000,000	\$220,000,000	\$210,000,000	\$180,000,000	\$40,000,000	\$26,000,000	\$32,000,000	\$20,000,000	\$2,160,000,000	100%

## AFFORDABLE HOUSING

Central SoMa Plan Objective 2.3, states that the City should “Ensure that at least 33% of new housing is affordable to very low, low, and moderate-income households”.<sup>4</sup> The Central SoMa Plan will generate approximately 2,670 affordable units. The Plan will require that these below market rate units are developed within SoMa (i.e., the area bounded by Market Street, the Embarcadero, King Street, Division Street, and South Van Ness Avenue).

Table 3

### TOTAL ESTIMATED COSTS – AFFORDABLE HOUSING

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
1,970 BMR units	\$730,000,000	Inclusionary Housing Program (Planning Code Section (Sec.) 415)	Applicable to new residential projects. Individual developments may choose how to satisfy the program requirements, but revenues are generally expected to be split 50-50 between: 1) onsite Inclusionary Housing Program units provided directly by development projects; and, 2) off-site Inclusionary Housing units or units provided by MOHCD, funded by payment of the Affordable Housing Fee	MOHCD
700 BMR units	\$210,000,000	Jobs-Housing Linkage Fee (Sec. 413)	Fee is paid by new nonresidential developments, and units are provided by MOHCD.	MOHCD
<b>TOTAL</b>	<b>\$940,000,000</b>			

### Delivery and Timing

All of the funding sources for below-market rate (BMR) units in the Plan Area are provided through either direct provision or impact fees paid by new developments. As such, the delivery of BMR units is highly dependent on the volume of new development. Onsite and offsite BMR units provided through the Inclusionary Housing Program are expected to be provided at the same time as market rate units of the affiliated project.

BMR units funded through impact fees at the time of development are directed to the Mayor’s Office of Housing and Community Development (MOHCD), which uses the money to identify and purchase sites and construct new affordable housing units, often in conjunction with nonprofit housing developers. MOHCD may need to assemble the impact fees from several market-rate projects to obtain sufficient funds for each new affordable housing project. Thus, the development of these units may lag behind the market rate units, unless additional affordable housing funds are directed to the Plan Area in the interim.

In addition, MOHCD is increasingly exploring affordable housing preservation strategies, in which they convert existing housing units (such as rent-controlled apartments) into permanently affordable BMR units. The City’s Small Sites Program is one such tool, funding acquisition and rehabilitation of 5-to-25-unit rental buildings. Central SoMa could rely on both production and preservation strategies in order to achieve the Plan’s affordable housing targets.

## TRANSIT

Central SoMa Plan Objective 4.3 states that the City should “Ensure that transit serving the Plan Area is adequate, reliable, and pleasant.” This is because new and enhanced public transportation infrastructure is fundamental to accommodating the influx of new jobs and housing units proposed for Central SoMa. Although the completion of the Central Subway system will provide a vital connection between the Plan Area and the rest of the city, additional improvements will be required over time to ensure that people can travel to and from the area safely and conveniently.

Funding from the Plan will be directed to both local and regional transportation systems, reflecting the important role that the Plan Area will serve as a hub in the Bay Area for jobs, housing, and culture. The Plan is expected to generate \$500 million in investments to both near- and long-term transit service and capacity enhancements, serving both local and regional transit. Local transportation funding needs include, but are not limited to: transit enhancement and expansion, preventive maintenance (e.g. state of good repair efforts), streetscape improvements (such as transit priority lanes and boarding islands), and service adjustments.

Regional transit funding would be directed towards “core capacity” enhancement and expansion projects meant to facilitate movement to the Plan Area from the East Bay and Peninsula/South Bay. Studies are ongoing at the regional level to further define the scope and specifics of such projects, including the Core Capacity Study, Plan Bay Area, and related efforts. Efforts may include BART station and fleet upgrades, Bay Bridge corridor efficiency improvements, Caltrain corridor improvements (such as the Downtown Extension, or DTX, project), and longer-term projects (such as advancement of a second Transbay transit crossing).

*Table 4*

### TOTAL ESTIMATED COSTS – TRANSIT<sup>5</sup>

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Local transportation enhancements	\$340,000,000	Transportation Sustainability Fee (TSF) (Sec. 411A); Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423); Central SoMa Infrastructure Impact Fee (CSF) (Sec. 433); Central SoMa Mello-Roos Community Facilities District (CFD)	Funds will go to SFMTA to support transit service expansion/enhancement as well as preventive maintenance projects.	SFMTA
Regional transit capacity enhancement and expansion	\$160,000,000	TSF (Sec. 411A); CSF (Sec. 433); Central SoMa Mello-Roos Community Facilities District (CFD)	These funds will be split roughly equally between (1) near term enhancements on the Transbay corridor, (2) longer-term “core capacity” projects (such as a second Transbay rail crossing), and (3) enhancements on the Caltrain/High Speed Rail corridor.	TBD, but could include BART, Caltrain, MTC, and California High Speed Rail Authority, among others.
<b>TOTAL</b>	<b>\$500,000,000</b>			

<sup>5</sup> Central SoMa Planning Code sections pending Plan adoption

## Delivery and Timing

Funds for local transit improvements will be directed to and administered by the San Francisco Municipal Transportation Agency (SFMTA). The funds derived from impact fees (the TSF, Eastern Neighborhoods Infrastructure Impact Fee, and the Central SoMa Fee) will accrue as development projects receive their building permits, and are thus tied directly to the rate of new development. The remaining funds derived from the CFD would accumulate over the lifespan of the Plan and beyond, as new development comes online and begins paying the tax. However, the City also has the option of bonding against this revenue stream, thus accruing these funds substantially earlier. This may be desirable, in order to ensure that transportation investments are in place to attract and meet the needs of new development.

In addition, the portion of revenues from Eastern Neighborhoods Infrastructure Impact Fees is programmed through the Interagency Plan Implementation Committee (IPIC) and the Eastern Neighborhoods Community Advisory Committee (ENCAC), described further in Section IV. The ENCAC, comprised of community stakeholders, provides annual recommendations for how to allocate fee revenues to high priority public projects. These proposals are subsequently evaluated, modified, and approved by the IPIC and the City Capital Planning Committee, and included in the City's annual Capital Budget and 10-year Capital Plan (adopted biennially).

The funds for regional transit improvements will come primarily from the CFD following a similar timeline as described above. These funds would be collected by the Assessor-Recorder's office and directed to regional transportation agencies, through a process that will be governed by an interagency Memorandum of Understanding (MOU).

## PARKS & RECREATION

Central SoMa Plan Goal #5 states that the Plan area should “offer an abundance of parks and recreational opportunities.” Central SoMa and the broader SoMa neighborhood currently suffer from a shortage of public parks and recreational opportunities, largely due to the area's industrial history. The Plan envisions a range of new parks, recreational facilities, and public open spaces, in addition to funding for renovation and programming of existing facilities (thereby fulfilling Plan Objectives 5.1-5.6). These new and upgraded facilities may include playgrounds, sport facilities, recreational programs, and passive open spaces, catering to diverse open space needs.

Table 5

## TOTAL ESTIMATED COSTS - PARKS & RECREATION<sup>6</sup>

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Gene Friend Recreation Center Reconstruction/Expansion	\$25,000,000	Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)	Enhancement/expansion of existing facility to accommodate growth in demand.	Rec & Park
Victoria Manalo Draves Park Programming	\$5,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Funding for activation and programming.	Rec & Park
New 1-acre park in Southwest portion of Plan Area	\$35,000,000	Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)	Development of a potential park on the existing SFPUC-owned lot in the area between 4th, 5th, Bryant, and Brannan Streets. This may potentially be provided by an In-Kind Agreement with surrounding development.	Rec & Park
New public recreation center*	\$10,000,000	Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)	This may potentially be funded through direct provision on a development project.	Rec & Park
Park and greenery maintenance and activation	\$15,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Maintenance and programming of public parks and open spaces. Priority for this funding is to ensure that the new 1-acre park is properly maintained.	Rec & Park; Department of Real Estate
New large (2+ acre) SoMa park (initial site identification)*	\$5,000,000	Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)	Funding for initial site identification and coordination for a large signature park in the larger SoMa area.	Rec & Park
New Bluxome linear park*	\$5,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	A park built on the existing Bluxome Street right of way. This may potentially be developed as a privately-owned public open space (POPOS) by nearby developments.	Planning
New under-freeway public recreation area	\$5,000,000	Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)	This may potentially be developed as a POPOS by nearby developments.	Rec & Park
Privately-Owned Public Open Spaces (POPOS)	\$80,000,000	Direct provision by new development (Sec. 138)	Up to four acres of net new publicly-accessible open space spread across the Plan area, provided directly on new development projects.	Planning
<i>(Alternative project: 7th &amp; Mission Park)</i>	<i>(\$20,000,000)</i>	<i>Central SoMa Mello-Roos Community Facilities District (CFD)</i>	<i>Funding to acquire and develop a new park site at 1133 Mission Street.</i>	<i>Rec &amp; Park</i>
<b>TOTAL</b>	<b>\$185,000,000</b>			

## Delivery and Timing

Revenues from impact fees will accrue concurrently with the pace of new development, while the CFD revenues accrue annually as additional projects come online and begin paying the tax (or earlier should the City choose

\* Note: If funds for these Parks & Recreation projects are provided by other sources (such as contributions from new development) or if revenues exceed the projected amounts, funding could be allocated to the "Alternative" project listed here.

<sup>6</sup> Central SoMa Planning Code sections pending Plan adoption. This list of projects is ordered by priority, based on community feedback and discussions with the Recreation and Parks Department. It is not legally binding and is subject to change in response to future open space opportunities and priorities in the Plan Area. The cost of parks and recreational benefits is highly subject to design decisions and identification of complementary funding sources. If the benefits listed all cost the City the maximum foreseeable, then the sum of these benefits will exceed the amount allocated.

to bond against this revenue stream). The prioritization of projects is conveyed in Table 5, with the highest priority for funding at the top of the table. However, this order may be amended, through input from the Eastern Neighborhoods Community Advisory Committee and Interagency Plan Implementation Committee, policymakers, and other public feedback, based on timing considerations (such as shovel readiness) and financial considerations (such as leveraging other funds).

POPOS would be delivered at the same time as their associated development projects, and would undergo an urban design review process involving the Planning Department and Recreation and Parks Department to ensure that they meet minimum requirements for size, usability, and quality. Collectively, the POPOS requirement is expected in result in up to four acres of new publicly accessible open space, all of which will be provided at ground level.

**PRODUCTION, DISTRIBUTION, AND REPAIR (PDR)**

Central SoMa Plan Objective 3.3 states that the City should “Ensure that the removal of protective zoning does not result in a loss of PDR in the Plan Area.” This is because the production, distribution, and repair (PDR) sector is critical to San Francisco. Companies in the PDR sector serve the needs of local residents and businesses, and tend to provide high-paying jobs and career advancement opportunities for people without a four-year college degree. PDR jobs also enhance the city’s economic diversity and therefore our ability to weather times of economic stress.

The SoMa neighborhood has a legacy as a home for PDR jobs. The Plan would ensure that the removal of protective zoning does not result in a net loss of PDR jobs in the Plan Area, by providing requirements to fund, build, and/or protect PDR spaces. The total amount of PDR space that will be preserved or created is approximately 900,000 square feet.

*Table 6*  
**TOTAL ESTIMATED COSTS – PRODUCTION, DISTRIBUTION, AND REPAIR<sup>7</sup>**

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
900,000 sq ft of PDR space	\$180,000,000	Direct provision by new development (Sec. 202.8 and Sec. 249.78)	PDR space directly provided by new development	Planning
<b>TOTAL</b>	<b>\$180,000,000</b>			

**Delivery and Timing**

The direct provision of PDR space will come from land use controls and conditions for allowing residential and non-residential development, in the form of requirements to maintain and/or replace existing spaces and to include new space in developments. As a direct provision, no transfer of funds or payment of fees will occur.<sup>8</sup> The PDR space will be provided at the same time the associated space becomes ready for occupancy.

<sup>7</sup> Central SoMa Planning Code sections pending Plan adoption  
<sup>8</sup> The Plan endorses the pursuit and analysis of an in-lieu fee for PDR, but the fee itself is not proposed as part of the Plan.

## COMPLETE STREETS

Central SoMa Plan Objective 4.1. states that the City should “Provide a safe, convenient, and attractive walking environment on all the streets in the Plan Area.” The current network of streets in the Plan Area provides a poor experience for all users – whether walking, driving, riding transit, or cycling. Streets are clogged with rush hour traffic, many sidewalks are not up to City standards, crosswalks are few and far between, and bicycle infrastructure is incomplete and discontinuous – all of which contribute to high rates of traffic crashes and injuries.

The Plan calls for complete streets improvements to make walking and biking more safe and convenient, in order to complement the transit improvements and encourage people to drive less. Funding generated by new development will be used to transform the vast majority of all major streets in the Plan Area into high quality streets for walking, biking, and transit.

*Table 7*

**TOTAL ESTIMATED COSTS – COMPLETE STREETS<sup>9</sup>**

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Redesign of all major streets in the Plan Area	\$110,000,000	Transportation Sustainability Fee (TSF) (Sec. 411A); Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423); Central SoMa Infrastructure Impact Fee (CSF) (Sec. 433); Central SoMa Mello-Roos CFD	Redesign of approximately four miles of major streets (including portions of 3rd, 4th, 5th, 6th, Howard, Folsom, Harrison, Bryant, Brannan, and Townsend Streets) at an estimated cost of \$4,400-\$5,400 per linear foot.	SFMTA
<b>TOTAL</b>	<b>\$110,000,000</b>			

### Delivery and Timing

All funding dedicated to complete streets would be directed to the SFMTA and San Francisco Department of Public Works (SFPDWP) for planning, design, and construction. These funds are projected to be sufficient to redesign the vast majority of the major streets in the Plan Area. Although the Central SoMa Plan includes conceptual designs for the major streets, each street will need to undergo a more detailed design process, incorporating additional public feedback and environmental review as necessary, and including opportunities for incorporating environmental sustainability and green landscaping elements. Although improving main streets is the highest priority, improvements may also be implemented on alleyways in the Plan Area as funding allows. Within the main streets, prioritization will be set by SFMTA.

As noted in the Transit section above, revenues from the Eastern Neighborhoods Infrastructure Impact Fees receive additional oversight through the Eastern Neighborhoods Community Advisory Committee and the IPIC. The improvements funded by fees and the CFD could occur as money is accrued. The fees will accrue concurrently with the pace of development, while the CFD accrues annually as additional projects come online and begin paying the tax. As previously noted, the City has the option to accelerate projects by bonding against this revenue

<sup>9</sup> Central SoMa Planning Code sections pending Plan adoption



stream or utilizing other funds (including general fund revenues).

Alternatively, some improvements may be provided directly by development in order to meet minimum Better Streets Plan requirements or to satisfy an In-Kind Agreement, particularly on the new and renovated mid-block alleys that will not be included in SFMTA streetscape planning efforts. These improvements would be completed at the same time as the affiliated development project.

## **CULTURAL PRESERVATION & COMMUNITY SERVICES**

Central SoMa Plan Objective 2.6 states that the City should “Support the schools, child care, and community services that serve the local residents.” “Community services” includes space for nonprofit and government organizations that provide services to the community, such as health clinics and job training facilities. As commercial rents continue to increase citywide, it becomes increasingly difficult for many of these uses to start, grow, and stay in San Francisco. Central SoMa is already a popular location for many of these services, due to its central and transit-accessible location, and large number of commercial properties. The Plan will provide space for these types of facilities, as part of its central goals of increasing jobs and facilitating economic and cultural diversity. The City has recently developed a Community Facilities Nexus Study in order to quantify the demand for these services generated by new development, in order to establish a legal nexus for levying a Central SoMa Community Facilities Fee, a new development impact fee.<sup>10</sup> Community services also includes neighborhood cleaning services to help promote the cleanliness, and thus walkability, of the neighborhood’s streets.

Central SoMa Plan Objective 7.5 states that the City should “Support mechanisms for the rehabilitation and maintenance of cultural heritage properties.” To fulfill this Objective, revenues generated by the Plan will be used as seed funding for the restoration and seismic upgrade of the celebrated U.S. Mint building and grounds at 5th and Mission Streets, one of the City’s most significant historic properties. The building has long been envisioned as a major opportunity site to provide a cultural asset that celebrates the civic history of the City. Revenues from the Plan will also be used to provide capital for cultural amenities. This funding could be utilized for capital improvements at Yerba Buena Gardens and/or to help build or purchase a building for the neighborhood’s important cultural communities, the Filipino community and the LGBTQ community. Finally, revenues from the Plan will also be used to help preserve and maintain important historic buildings within the Plan Area. This revenue will come from the sale of Transfer of Development Rights (TDR), a voluntary program available to these historic buildings whereby they sell their unused development rights to new development in the area. To facilitate the process, large new non-residential developments will be required to purchase TDR from historic buildings in the Plan Area.

Central SoMa Plan Objective 7.2 states that the City should “Support the preservation, recognition, and wellbeing of the neighborhood’s cultural heritage resources.” To fulfill this Objective, revenues generated from the Plan would be used annually to support social and cultural programming in the neighborhood. This funding currently comes from the SoMa Stabilization Fund, which is expected to run out of resources in the near future. The Plan therefore enables the continuation of this valuable funding source for the foreseeable future.

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<sup>10</sup> Available at: [http://sfcontroller.org/sites/default/files/Documents/Budget/131124\\_Central%20SoMa%20Nonprofit%20Nexus\\_FINAL\\_2016\\_03\\_24.pdf](http://sfcontroller.org/sites/default/files/Documents/Budget/131124_Central%20SoMa%20Nonprofit%20Nexus_FINAL_2016_03_24.pdf)

Table 8

**TOTAL ESTIMATED COSTS – CULTURAL PRESERVATION & COMMUNITY SERVICES<sup>11</sup>**

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Restoration of the US Mint Building	\$20,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Restoration and seismic upgrade of the US Mint Building.	OEWD
Preservation and maintenance of historic buildings	\$20,000,000	Transfer of Development Rights (TDR) (Sec. 128.1)	The sale of Transferable Development Rights from historic buildings to new development. Revenues from these sales are required to be spent on the preservation and maintenance of the associated historic resource.	Planning
60,000 sq ft of new space for community services	\$20,000,000	Central SoMa Community Facilities Fee (Sec. 428.1)	Impact fees to develop new facilities for nonprofit community services (such as health care or job training) needed to serve new growth.	MOHCD
Social and cultural programming	\$25,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Annual funding for social and cultural programming for such activities as arts, job training, and tenant protections.	MOHCD
Capital for cultural amenities	\$15,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Capital improvements and/or funding to help build or purchase a building for the neighborhood's important cultural communities.	MOHCD
Neighborhood cleaning	\$9,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Ongoing funding for cleaning of neighborhood streets.	SFDPW
<b>TOTAL</b>	<b>\$109,000,000</b>			

**Delivery and Timing**

Revenues from the Central SoMa Community Facilities Fee will be directed to the Mayor's Office of Housing and Community Development (MOHCD) to fund the development of new community facility space. As an impact fee, funding would accrue concurrently with development over the duration of the Plan. Facilities could potentially be developed through some combination of standalone locations (such as a centralized non-profit "hub" space) or potentially co-located within affordable housing projects. In the latter case, because the development of these affordable units would occur after the market rate development providing the necessary funding, the development of community facilities is likely to occur after these new developments as well. New developments will also be given the option to provide community facilities directly via an In-Kind Agreement with the City (instead of paying the Community Facilities Fee), which would result in faster delivery of the benefit.

Revenues from the CFD used to support the restoration of the US Mint Building will accrue annually as projects come online and begin paying the tax. As previously noted, the City has the option to accelerate projects by bonding against this revenue stream or utilizing other funds (including general fund revenues). Funding from the Plan will be part of a larger funding and programming effort for restoration, rehabilitation, and ongoing operations of the US Mint Building. This scope of work and budget is currently being developed, and it is anticipated that additional funds will need to be generated.

<sup>11</sup> Central SoMa Planning Code sections pending Plan adoption

Sale of TDRs for the preservation and maintenance of other significant historic buildings in the Plan Area could occur upon adoption of the Central SoMa Plan.

## ENVIRONMENTAL SUSTAINABILITY & RESILIENCE

Central SoMa Plan Goal #6 is to “Create an Environmentally Sustainable and Resilient Neighborhood” where urban development gives more to the environment than it takes (thereby fulfilling Plan Objectives 6.1–6.8). The Plan proposes innovative building- and neighborhood-scale interventions to improve environmental performance, providing a model for the rest of the city and beyond. New development will be required to incorporate living roofs, generate renewable energy onsite, and use only 100% greenhouse gas-free (GHG-free) electricity for the balance. Funds will also be directed to adding habitat-supportive landscaping and green infrastructure to streets and open spaces, to beautify them while also improving air quality, micro climate comfort, stormwater management, and ecological function. District-scale utility systems (e.g., shared energy and/or water systems linked between both new and existing buildings) are encouraged in order to enhance resource and cost efficiencies.

Table 9

### TOTAL ESTIMATED COSTS – ENVIRONMENTAL SUSTAINABILITY & RESILIENCE<sup>12</sup>

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Enhanced stormwater management in complete street projects	\$32,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Stormwater infrastructure (grey infrastructure, landscaping, etc.) on all major streets.	Planning, SFPUC
Freeway corridor air quality and greening	\$22,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Greening improvements along/under the freeway corridor to improve air quality and enhance pedestrian comfort.	Planning
Living Roofs enhanced requirements	\$6,000,000	Direct provision by new development (Sec. 249.77)	Living Roofs requirement of 50% of usable roof area on projects 160' or shorter, surpassing City policy.	Planning
Better Roofs demonstration projects	\$2,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Demonstration projects to highlight best practices, including a Living Roof project (\$1mn) and a solar project (\$500k).	Planning
Water recycling and stormwater management in public spaces	\$5,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Infrastructure for 100% recycled (non-potable) water for street cleaning and public park irrigation; green stormwater management in parks.	Planning, SFPUC
100% energy-efficient street lights	\$1,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Energy efficient upgrades to street lights throughout the Plan area.	Planning, SFPUC
Sustainability studies & guideline documents	\$2,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Funding for a District Energy & Water Utility Systems Study (\$500k), a Central SoMa Sea Level Rise & Flood Management Strategy (\$400k), a Fossil Fuel Free Buildings Study & Guidelines Document (\$300k), and Flood Resilient Design Guidelines (\$300k)	Planning
<b>TOTAL</b>	<b>\$70,000,000</b>			

## Delivery and Timing

The majority of funding for environmental sustainability improvements will be provided by the CFD, and will occur upon accrual of revenues, or earlier if the City chooses to bond against the CFD revenue stream. The sustainability studies and guideline documents discussed above are proposed to be delivered within two years after adoption of the Central SoMa Plan, and may lead to additional new requirements or public benefits.

The Living Roofs are provided directly onsite by new development and will occur with their respective projects. Additional benefits will be directly provided through new development via existing requirements (such as current energy and water efficiency requirements) and are not quantified here.

## SCHOOLS AND CHILD CARE

Central SoMa Plan Objective 2.6 states that the City should “Support the schools, child care, and community services that serve the local residents.” In terms of schools and child care, the Plan Area is expected to see a large increase in the number of children as it continues to transition from a primarily industrial neighborhood to a mixed-use hub for jobs and housing. The Plan will generate funding to meet the demand for schools and childcare for youth ages 0-18 through existing City impact fees.

Additionally, the Plan will help fund supplemental services at Bessie Carmichael, the neighborhood’s only public school. At Bessie Carmichael, which serves children in K-8 grade, 100% of the students receive free and reduced lunch and 20% of the student population is self-identified homeless students. The supplemental services would be intended to address the challenges of addressing the needs of this student population through such strategies as additional mental health services and a summer program to fund year-round support to the children.

Table 10

### TOTAL ESTIMATED COSTS – SCHOOLS & CHILDCARE<sup>13</sup>

BENEFIT	TOTAL REVENUES	FUNDING SOURCES	DESCRIPTION	LEAD AGENCIES
Schools	\$32,000,000	School Impact Fee (State Education Code Sec. 17620)	Impact fees to meet demand for school facilities to serve growth generated within the Plan Area.	SFUSD
Childcare	\$26,000,000	Child Care Fee (Sec. 414 and Sec. 414A); Eastern Neighborhoods Impact Fee (Sec. 423)	Impact fees to meet demand for child care facilities to serve growth, located within the Plan area.	HSA Office of Early Care & Education
Bessie Carmichael Supplemental Services	\$6,000,000	Central SoMa Mello-Roos Community Facilities District (CFD)	Annual funding to provide supplementary services to the school, such as additional mental health services and the ability to provide year-round programming	SFUSD
<b>TOTAL</b>	<b>\$64,000,000</b>			

<sup>13</sup> Central SoMa Planning Code sections pending Plan adoption

## Delivery and Timing

The School Impact Fee will accrue at the time projects receive building permits. It is directed to the San Francisco Unified School District for use at their discretion throughout the city. New school facilities are expected to serve a broader area than just Central SoMa and will cost significantly more than the funds generated by the fees in the Plan Area. Additional fees, including those collected by the School Impact Fee in previous years, will be required to accrue enough to build new facilities.

Funds from the Child Care Fee and Eastern Neighborhoods Infrastructure Impact Fee will accrue at the time projects receive building permits. They will go to the Child Care Facilities Fund, which is administered jointly by the City's Human Services Agency Office of Early Care and Education and the Low-Income Investment Fund (LIIF). The Child Care Fee money can be spent throughout the City, while the Eastern Neighborhoods fee must be spent within the Eastern Neighborhoods Plan Areas. Child care facilities are less costly than school facilities and might come online sooner. New developments have the option to satisfy up to their entire Eastern Neighborhoods Impact Fee requirement by directly providing publicly-accessible child care onsite through an In-Kind Agreement (IKA), which could result in faster delivery of services.

The funding for Bessie Carmichael School will be provided by the CFD, and will occur upon accrual of revenues. As an ongoing allocation, it need not be bonded against, and will be disbursed annually to the School District, with community oversight.

## IV. FUNDING STRATEGY

The previous section describes the funding necessary for infrastructure and other investments to accommodate the significant number of jobs and housing units envisioned in the Central SoMa Plan, as well as to address social, economic, and environmental needs and achieve the Plan's policy goals. To provide this funding, the City proposes requirements on new developments to help ameliorate and mitigate its impacts, in addition to the existing fees and development requirements in place. As stated previously, these requirements are designed to be consistent with the requirements of California Mitigation Fee Act and all proposed development impact fees have been evaluated against applicable maximum justified nexus amounts.

To help determine the requirements on new development, the City conducted a financial feasibility analysis (*Financial Analysis of San Francisco's Central SoMa Plan*<sup>1</sup>). This analysis utilized a Residual Land Value (RLV) model to evaluate the financial feasibility of prototypical development types (both before and after potential Plan adoption), estimate the amount of value created by the Plan, and test the financial impact of applying proposed development requirements and charges that would offset some amount of the new value created (a "land value capture" approach).

The resulting funding strategy includes different levels of requirements, based on the amount of development potential conferred on each property through adoption of the Plan (expressed as an increase in developable height and/or modifications to permit a greater number of land uses). All parcels in the Plan Area are assigned into one of several Central SoMa Public Benefit Tiers (Table 12), based on the amount of additional development potential created.<sup>2</sup>

Table 11

**CENTRAL SOMA DEVELOPMENT TIERS<sup>3</sup>**

INCREASED DEVELOPMENT CAPACITY	TIER
15-45 feet	Tier A
50-85 feet	Tier B
90 feet or more	Tier C

Tables 13 and 14 below summarize what a specific new development project would be obligated to pay in impact fees and taxes, based on the Development Tier of the underlying parcel and proposed land uses. Figures 15 and 16 map where these public benefit tiers occur in the Plan Area.

1 Developed by Seifel Consulting Inc. Available for download at: [http://default.sfplanning.org/Citywide/Central\\_Corridor/Central\\_SoMa\\_Financial\\_Analysis\\_Jan2017\\_FINAL.pdf](http://default.sfplanning.org/Citywide/Central_Corridor/Central_SoMa_Financial_Analysis_Jan2017_FINAL.pdf)

2 For areas currently zoned SLI or SALI and being rezoned to CMUO or WMUO, "additional development potential" is equal to the height limit proposed by the Central SoMa Plan. Elsewhere, "additional development capacity" is the change in height limit proposed by the Central SoMa Plan.

3 The Financial Analysis from December 2016 had four public benefit tiers; the prior Tier C (90-165 feet) and Tier D (165+ feet) are now collapsed into a single tier.

Table 12

**CENTRAL SOMA REQUIREMENTS FOR NEW DEVELOPMENT: NON-RESIDENTIAL (2017 RATES)<sup>4</sup>**

REQUIREMENT	TIER A & B	TIER C
<b>EXISTING REQUIREMENTS</b>		
<b>Jobs-Housing Linkage Fee</b> (\$/GSF; office rate shown; Sec. 413)		\$25.49
<b>Eastern Neighborhoods Infrastructure Impact Fee</b> (\$/GSF; Sec. 423)		\$18.73
<b>Transportation Sustainability Fee</b> (\$/GSF; office rate shown; Sec. 411A)		800-99,999 GSF: \$18.94 >99,999 GSF: \$19.99
<b>Childcare Fee</b> (\$/GSF; office and hotel rate; Sec 414 & 414A)		\$1.65
<b>School Impact Fee</b> (\$/GSF; office rate shown; CA Ed. Code Sec. 17620)		\$0.54
<b>Public Art Fee</b> (\$)		1% of construction cost (or direct provision on-site)
<b>Production, Distribution, and Repair (PDR)</b> [# of Floor Area Ratios (FAR); Sec 202.8 & 249.78*]		
For projects seeking an Office Allocation of 50,000 square feet or more		0.4 FAR or replacement requirements per 2016's Proposition X (Planning Code Section 202.8), whichever is higher
For projects not seeking an Office Allocation, or providing <50,000 square feet of Office		Replacement requirements per 2016's Proposition X (Planning Code Section 202.8)
<b>NEW REQUIREMENTS UNDER THE PLAN</b>		
<b>Central SoMa Community Infrastructure Fee</b> (\$/GSF; Sec. 433*)		
For projects seeking an Office Allocation of 50,000 square feet or more	\$21.50	\$0
All other projects	\$41.50	\$20
<b>Mello-Roos Special Tax Community Facilities District</b> (CFD; \$/GSF/yr)	\$0	\$2.75 (4% escalation annually for 25 years, 2% thereafter)
<b>Community Facilities Fee</b> (\$/GSF; Sec 428.1*)		\$1.75
<b>Transferable Development Rights</b> (# of Floor Area Ratios; Sec 128.1)	\$0	1.25 FAR
<b>Privately-Owned Public Open Space</b> (POPOS; Sec 138)		1 square foot for every 50 GSF of development

\*Planning Code section pending Plan adoption.

<sup>4</sup> These tables show the amount of requirements on new development at the time of Plan Adoption. Impact fees shall be updated on an annual basis as fees are indexed or otherwise changed. The Fee Register and related information can be found online at <http://impactfees.sfplanning.org>. The Financial Analysis from December 2016 had four public benefit tiers; the prior Tier C (90-165 feet) and Tier D (165+ feet) are now collapsed into a single tier.

Table 13

**CENTRAL SOMA REQUIREMENTS FOR NEW DEVELOPMENT: RESIDENTIAL (2017 RATES)<sup>5</sup>**

REQUIREMENT	TIER A	TIER B	TIER C
EXISTING REQUIREMENTS			
Inclusionary Housing (Sec. 415)			
On-Site Option	18% for rental and 20% for condo, escalating annually, per the requirements of Planning Code Section 415		
Affordable Housing Fee and Off-Site Options	30% for rental and 33% for condo		
Eastern Neighborhoods Infrastructure Impact Fee (\$/GSF; Sec. 423)	\$21.41		
Transportation Sustainability Fee (\$/GSF; Sec. 411A)	21-99 Units: \$8.13		
	100+ Units: \$9.18		
Childcare Fee (\$/GSF; Sec 414 & 414A)	1-9 Units: \$0.96		
	10+ Units: \$1.92		
School Impact Fee (\$/GSF; CA Ed. Code Sec. 17620)	\$3.48		
Production, Distribution, and Repair (PDR) [# of Floor Area Ratios (FAR); Sec 202.8 & 249.78]	Replacement requirements per 2016’s Proposition X (Planning Code Section 202.8)		
NEW REQUIREMENTS UNDER THE PLAN			
Central SoMa Community Infrastructure Fee (\$/GSF; Sec. 433*)	\$0	\$10	\$0
Mello-Roos Special Tax Community Facilities District (CFD; \$/GSF/yr)			
Condo	\$0	\$3.30 (2% escalation)	\$5.50 (2% escalation)
Rental	\$0	\$0	\$0
Community Facilities Fee (\$/GSF; Sec 428.1*)	\$1.30		
Production, Distribution, and Repair (PDR; Sec 202.8 & 249.78)	For every gross square foot of PDR required per Proposition X (Planning Code Section 202.8), the project gets a waiver of four gross square feet (GSF) from the Eastern Neighborhoods Impact Fee		

\*Planning Code section pending Plan adoption.

<sup>5</sup> These tables show the amount of requirements on new development at the time of Plan Adoption. Impact fees shall be updated on an annual basis as fees are indexed or otherwise changed. The Fee Register and related information can be found online at <http://impactfees.sfplanning.org>. The Financial Analysis from December 2016 had four public benefit tiers; the prior Tier C (90-165 feet) and Tier D (165+ feet) are now collapsed into a single tier.



Figure 14



Figure 15



## V. ADMINISTRATION & MONITORING

The successful implementation of the Central SoMa Plan will require collaboration among a diverse array of agencies, community members, and private actors. This section describes the interagency governance bodies and processes that will be chiefly responsible for overseeing implementation of the Central SoMa Plan and its public benefits. In addition, a number of the aforementioned funding sources each have their own processes for implementation, administration, and monitoring.

### PLAN IMPLEMENTATION GOVERNANCE ENTITIES

#### San Francisco Controller's Office

The Controller serves as the chief accounting officer and auditor for the City and County of San Francisco, and is responsible for governance and conduct of key aspects of the City's financial operations. The office plays a key role in implementing area plans by managing the City's bonds and debt portfolio, and processing and monitoring the City's budget. The department produces regular reports and audits on the City's financial and economic condition and the operations and performance of City government.

The Controller's Office, working in concert with the Mayor's Office, IPIC, and other entities mentioned below, will also be responsible for overseeing a funding prioritization process in Central SoMa to help ensure that funds are allocated to public benefits in a logical and equitable manner.

The City is required to regularly report on impact fees revenues and expenditures. San Francisco Planning Code Article 4, Section 409 requires the San Francisco Controller's Office to issue a biennial Citywide Development Impact Fee Report<sup>1</sup> including:

- All development fees collected during the prior two fiscal years, organized by development fee account;
- All cumulative monies collected and expended over the life of each fee;
- The number of projects that elected to satisfy development impact requirements through in-kind improvements;
- Any annual construction cost inflation adjustments to fees made using the Annual Infrastructure Construction Cost Inflation Estimate published by the Office of the City Administrator's Office of Resilience and Capital Planning; and
- Other information required pursuant to the California Mitigation Fee Act Government Code Section 66001, including: fee rate and description; the beginning and ending balance of the fee account; the amount of fees collected and interest earned; an identification of each public improvement on which fees were expended and

1 The FY2012-2013 and 2013-2014 report is available at: <http://sfcontroller.org/sites/default/files/FileCenter/Documents/6093-FY12-13%20%26%2013-14%20Development%20Impact%20Fee%20Report-Revised.pdf>

the percentage of the cost of the improvement funded with fees; an approximate construction start date; and a description of any transfers or loans made from the account.

Within the Controller's office, the Office of Public Finance (OPF) is responsible for issuing and managing the City's general fund debt obligations. The OPF will be responsible for administering the Central SoMa CFD, including developing revenue projections and overseeing the bond issuance process. Its mission is to provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

### **Capital Planning Committee**

The Capital Planning Committee (CPC) makes recommendations to the Mayor and Board of Supervisors on all of the City's capital expenditures. The CPC annually reviews and approves the 10-year Capital Plan, Capital Budget, and issuances of long-term debt. The CPC is chaired by the City Administrator and includes the President of the Board of Supervisors, the Mayor's Finance Director, the Controller, the City Planning Director, the Director of Public Works, the Airport Director, the Executive Director of the Municipal Transportation Agency, the General Manager of the Public Utilities System, the General Manager of the Recreation and Parks Department, and the Executive Director of the Port of San Francisco.

The IPIC fee revenue budgets and associated agency project work programs / budgets are incorporated as part of the 10-year Capital Plan. Updated every odd-numbered year, the Plan is a fiscally constrained expenditure plan that lays out infrastructure investments over the next decade. The Capital Plan recommends projects based on the availability of funding from various sources and the relative priority of each project. Enterprise departments (such as the San Francisco International Airport and Public Utilities Commission) can meet most needs from usage fees and rate payers. However, other fundamental programs that serve the general public (such as streets and fire stations) rely primarily on funding from the City's General Fund and debt financing programs.

### **Interagency Plan Implementation Committee (IPIC)**

The Interagency Plan Implementation Committee (IPIC) is comprised of City staff members from various City Departments who are collectively charged with implementing capital improvements in connection with the City's Area Plans: Eastern Neighborhoods (comprised of separate Area Plans for Central SoMa, Central Waterfront, East Soma, Mission, Showplace Square / Potrero, and Western Soma), Market Octavia, Rincon Hill, Transit Center District, Balboa Park and Visitacion Valley (including the Executive Park Subarea Plan and the Schlage Lock Master Development). Developments within these area plan boundaries are required to pay impact fees specific to the respective Plan geographies, which are allocated through the IPIC and Capital Planning processes towards priority projects and other infrastructure needed to serve new growth.

The IPIC is required to develop a capital plan for each Plan Area and an Annual Progress Report indicating the status of implementation of each of the Area Plans. This report includes a summary of the individual development projects (public and private) that have been approved during the report period, progress updates regarding

implementation of the various community improvements in accordance with the Plan's projected phasing, and proposed departmental work programs and budgets for the coming fiscal year that describe the steps to be taken by each responsible department, office, or agency to implement community improvements in each plan area. The IPIC Annual Progress Report is heard each year before the Capital Planning Committee, the Planning Commission, and the Land Use and Economic Development Committee of the Board of Supervisors prior to finalization of the report. In addition, the IPIC Annual Progress Report, impact fee allocations, and related agency work programs and budgets are inputs to the City's 10-year Capital Plan, developed by the Capital Planning Committee.

Upon adoption of the Central SoMa Plan, the scope of IPIC's duties and areas of investment will expand. IPIC will be responsible for overseeing allocation of revenues from the Central SoMa Mello-Roos Community Facilities District (CFD). It is anticipated that the City may issue one or more bonds secured by these CFD Special Tax revenues, in order to facilitate timely implementation of public benefits. Annually, the IPIC shall develop a five-year plan for proposed expenditures of Special Tax revenues (these plans will be coordinated with projected Bond Proceeds), as forecasted by the Office of Public Finance.

As needed, the sub-committees will be formed to deliberate on specific issues of relevance to a subset of IPIC agencies, and/or on funding areas that involve non-City public agencies (such as the regional transportation funds). In the latter case, Joint Communities Facilities Agreements (JCFAs) will be formed for projects involving allocation of CFD funds to non-City public agencies.

The IPIC will also oversee administration of capital funding for environmental sustainability projects.

The Board of Supervisors has final authority over CFD revenue expenditures, based on recommendations by the Director of the Office of Public Finance, the Capital Planning Committee, and the IPIC.

## **Eastern Neighborhoods Community Advisory Committee**

The Eastern Neighborhoods Citizens Advisory Committee (EN CAC) is the central community advisory body charged with providing input to City agencies and decision makers with regard to all activities related to implementation of the Eastern Neighborhoods Area Plans. The group was established as part of the Eastern Neighborhoods Area Plans (EN) and accompanying Code Amendments, and is comprised of 19 members representing the diversity of the plan areas, including renters, homeowners, low-income residents, local merchants, and community-based organizations.<sup>2</sup>

The EN CAC is established for the purposes of providing input on the prioritization of Public Benefits, updating the Public Benefits program, relaying information to community members regarding the status of development proposals in the Eastern Neighborhoods, and providing input to plan area monitoring efforts as appropriate (described further in the Plan Monitoring & Reporting section below). The EN CAC serves an advisory role, as appropriate, to the Planning Department, the IPIC, the Planning Commission, and the Board of Supervisors.

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<sup>2</sup> More information is available at: <http://sf-planning.org/eastern-neighborhoods-citizens-advisory-committee>

The EN CAC also advises on the allocation of development fees to public benefits in each of the EN Plan Areas. These recommendations are advisory, as an input to the IPIC and Capital Planning Committee processes described above. The EN CAC will play a similar advisory role to recommend how Central SoMa Mello-Roos CFD revenues will be allocated, with the exception of funds for regional transit.

## PLAN MONITORING & REPORTING

City agencies will be required to monitor and report on the implementation of the Central SoMa Plan, similar to the process in other established plan areas. The Planning Department, in coordination with the EN CAC, will be required to develop a Central SoMa Monitoring Report concurrently with the Eastern Neighborhoods Monitoring Report (scheduled to be updated in 2021, and at five-year intervals thereafter). This community and data-driven report will provide information on the residential and commercial development in the plan area, revenues from impact fees and other sources, and public/private investments in community benefits and infrastructure, and will include the following components:

- Central SoMa Implementation Matrix
- Development Activity
- Public Benefit
- Fees and Revenues
- Agency Responsibilities
- Budget Implications

Consistent with the procedure in other Plan Areas, this report shall be discussed at a hearing of the Planning Commission, and then forwarded to (and possibly heard at) the Board of Supervisors.

## VI. DESCRIPTION OF CENTRAL SOMA FUNDING SOURCES

This section provides further information on the purpose, administration, and uses of various funding sources at time of Plan Adoption. For the most updated information on these funding sources, consult the Planning Code and associated legislation.

### AFFORDABLE HOUSING

#### **Inclusionary Housing Program (Sec. 415)**

The Inclusionary Housing Program (Planning Code §415) requires new market-rate residential development projects to provide funding for affordable housing, either through direct on-site provision or via payment of the Affordable Housing Fee. Revenues from this Fee are directed to the Mayor's Office of Housing and Community Development (MOHCD), which utilizes the Fee to develop 100 percent affordable housing development and/or preservation of existing affordable units. Revenues from the Affordable Housing Fee may typically be used anywhere within the city. However, as discussed in Section III above, fees generated by projects within Central SoMa will be required to be expended within SoMa (i.e., the area bounded by Market Street, the Embarcadero, King Street, Division Street, and South Van Ness Avenue).

#### **Jobs-Housing Linkage Fee (Sec. 413)**

The Jobs-Housing Linkage Fee (§413) is a citywide impact fee levied on new non-residential developments of 25,000 GSF or greater. Analogous to the Affordable Housing fee, revenues from this Fee are directed to MOHCD, which utilizes the Fee to develop 100 percent affordable housing development and/or preservation of existing affordable units. Revenues from the Jobs-Housing Linkage Fee may typically be used anywhere within the city. However, as discussed in Section III above, Fees generated by projects within Central SoMa will be required to be expended within SoMa (i.e., the area bounded by Market Street, the Embarcadero, King Street, Division Street, and South Van Ness Avenue).

### TRANSPORTATION

#### **Transportation Sustainability Fee (Sec. 411A)**

The Transportation Sustainability Fee (TSF; §411A) is a citywide impact fee assessed on both Residential and Nonresidential development, with funds directed to the Controller's Office and the San Francisco Municipal Transportation Agency (SFMTA) for programing and administration. Funds are allocated to projects specified in the Expenditure Program shown in Table 16 below: state of good repair projects (capital maintenance), system capacity expansion, complete streets projects, and regional transit improvements. Some uses are exempt from

paying the fee, including smaller market-rate residential projects (20 units or fewer), 100% affordable housing projects, and most nonprofit owned and operated uses.

*Table 16*

**TSF EXPENDITURE PROGRAM**

IMPROVEMENT TYPE	% ALLOCATION
Transit Capital Maintenance	61%
Transit Service Expansion & Reliability Improvements - San Francisco	32%
Transit Service Expansion & Reliability Improvements - Regional Transit Providers	2%
Complete Streets (Bicycle and Pedestrian) Improvements	3%
Program Administration	2%

Although TSF funds may be spent on transportation system improvements citywide, the Planning Code specifies that revenues will prioritize new/existing area plans and areas anticipated to receive significant new growth.

### **Central SoMa Infrastructure Impact Fee (Sec. 433)**

In order to achieve the Plan's objective of ensuring that the area is well-served by transit, a new Central SoMa Fee (Sec. 433) is proposed on new residential and nonresidential development that would be used to fund local transit improvements within Central SoMa. The fee will be collected by the Planning Department and programmed through the IPIC and Capital Planning process, similar to other area plan impact fees.

## **PRODUCTION, DISTRIBUTION, & REPAIR (PDR)**

### **Preservation of Production, Distribution & Repair Uses (Proposition X; Sec. 202.8)**

Preserving Production, Distribution & Repair (PDR) space is a critical strategy to ensure ongoing economic diversity in the Plan Area. Preservation of existing space will naturally occur on sites where industrial protective zoning remains, such as along the freeway west of 4th Street (an area that is adjacent to other PDR uses and ill-suited for new development due to its lot configuration). In addition, preservation of PDR uses in much of the rest of the Plan Area will be necessitated based on the requirements of San Francisco's Proposition X, passed by the voters in November of 2016. This Proposition, codified in Section 202.8 of the Planning Code, requires retention or replacement of PDR space ranging from 50% of existing space (in areas zoned MUG or MUR before adoption of the Central SoMa Plan) to 75% (in areas zoned SLI or MUO before adoption of the Central SoMa Plan) to 100% (in areas zoned SALI before adoption of the Central SoMa Plan).

### **Creation of Production, Distribution & Repair Uses (Sec. 249.78)**



In addition to the PDR preservation requirements of Proposition X (as discussed above), the Plan will require large office development to provide new PDR space of an area equivalent to 0.4 FAR (40 percent of their lot area). This amount of PDR may exceed what is already required.

The Planning Department will be responsible for overseeing compliance with these requirements, as part of the development review process. The process will verify Planning Code requirements are met to ensure that spaces are suitable for PDR use (including elements such as ceiling heights and parking/loading requirements).

## **PARKS & RECREATION**

### **Privately-Owned Public Open Spaces (POPOS) Requirement (Sec 138)**

Currently, the Plan Area has a great deficit of open spaces and recreation facilities, and significant investment will be needed to meet demand from new growth. In addition to providing new and rehabilitated public parks and recreation facilities, the Central SoMa Plan will also require larger nonresidential developments to provide Privately-Owned Public Open Spaces (POPOS), similar to the requirement in the Downtown Area Plan. Much of this space will be located outdoors at street level, open seven days a week. Some developments will have the option of providing space indoors and/or paying an in-lieu fee. All new office projects will be required to provide one square foot of POPOS for every 50 occupied square feet of office use. Unlike the policy in the Downtown C-3 districts, Central SoMa requires that this space be provided at ground level (for up to 15% of the parcel area), and provides an incentive for “active” recreation uses (including playgrounds, athletic courts, community gardens or dog runs).

The Planning Department is the agency primarily responsible for reviewing and approving POPOS proposals as part of the associated development application.

## **SCHOOLS & CHILDCARE**

### **School Impact Fee (CA Education Code Sec. 17620)**

The School Impact Fee (enabled by CA State Education Code §17620) is a citywide impact fee on new/expanded Residential and Non-Residential developments, with funds directed to the San Francisco Unified School District (SFUSD) for new capital facilities serving the public school population. Funds are not required to be spent in the Plan Area; revenues are programmed at SFUSD’s discretion based on current and future projections of growth in the school-aged population in each neighborhood.

### **Child Care Fee (Sec. 414 & 414A)**

The Child Care Fee (Planning Code §414 & 414A) is a citywide impact fee collected on Office and Hotel projects

greater than 25,000 GSF and on Residential and residential care developments adding more than 800 square feet of net new space. Funds are directed to the Human Services Agency Office of Early Care & Education and the Low-Income Investment Fund (LIIF; a non-profit child care developer contracting with the City) to develop new capital facilities for child care services. Funds may be spent citywide and are not required to be spent within the Plan area.

## CULTURAL PRESERVATION

### **Transferable Development Rights (TDR; Sec. 128.1)**

In order to support the preservation of historic resources in the Plan Area, Central SoMa includes a Transferable Development Rights (TDR) requirement, similar to the requirement in the Downtown Area Plan. Non-residential development projects in Public Benefits Tiers C and D will be required to purchase the equivalent of 1.25 Floor Area Ratio (FAR) worth of TDR credits from historic buildings in exchange for the right to build to higher densities. In essence, the program allows historic properties to sell “excess” development capacity (e.g. since the historic resource precludes building to similar densities as surrounding parcels), providing funds for building restoration and maintenance. Although the Planning Department administers and enforces the TDR program, the transactions themselves are implemented privately and purchase terms (i.e. prices) are not regulated by the City.

## CULTURAL PRESERVATION & NEIGHBORHOOD STABILIZATION

### **Community Facilities Fee (Sec. 428.1)**

The Community Facilities Fee is a new impact fee that would be applicable to all new development in the Plan Area. Fees will be collected by the Planning Department and directed to MOHCD to support the development of new space for nonprofit community facilities, such as health clinics and job training sites. The City, potentially in partnership with nonprofit developers, will use the funds to develop new space for community facilities. This may take several forms, such as a centralized hub for nonprofit space and/or a network of individual sites. In addition, the City is exploring the potential to provide such spaces collocated with new affordable housing developments, developed by MOHCD and its partners.

## AREA-PLAN & MULTI-CATEGORY FUNDING SOURCES

### **Eastern Neighborhoods Infrastructure Impact Fee (Sec. 423)**

The Eastern Neighborhoods Infrastructure Impact Fee (Planning Code §423) is an area plan impact fee that was

adopted concurrently with the Eastern Neighborhoods Area Plan in 2008. The Central SoMa Plan Area is an Eastern Neighborhoods Plan, being constituted of areas that were formerly parts of the East SoMa and Western SoMa Plan Areas. Projects in Central SoMa will continue to pay the Eastern Neighborhoods Infrastructure Impact Fee, which is administered by the Planning Department and the Interagency Plan Implementation Committee (IPIC) in consultation with the Eastern Neighborhoods Community Advisory Committee (ENCAC). Funds are used to pay for infrastructure within the following Plan Areas: East SoMa, Showplace/Potrero Hill, Mission, Central Waterfront, Western SoMa, and Central SoMa. Funds are allocated into public benefit categories shown in table 17 below.

Table 17

**EASTERN NEIGHBORHOODS INFRASTRUCTURE IMPACT FEE EXPENDITURE PROGRAM**

IMPROVEMENT TYPE	% ALLOCATION (RESIDENTIAL DEVELOPMENT)	% ALLOCATION (NON-RESIDENTIAL DEVELOPMENT)
Complete Streets: Pedestrian and Streetscape Improvements, Bicycle Facilities	31%	34%
Transit	10%	53%
Recreation and Open Space	47.5%	6%
Childcare	6.5%	2%
Program Administration	5%	5%

### Central SoMa Mello-Roos Community Facilities District (CFD)

A Mello-Roos Community Facilities District (CFD) is an ongoing tax to pay for necessary infrastructure and services. The Central SoMa Plan proposes to establish a Mello-Roos CFD that would be paid by new developments receiving a significant upzoning through the Plan (Non-Residential Tier C and Residential Tiers B & C). This CFD will be established through a legal formation process roughly concurrent with the adoption of the Central SoMa Plan.

CFDs are beneficial for infrastructure planning because they offer a reliable and predictable revenue stream, as the taxes are paid annually over the life of the subject development project for a set term defined by the CFD (as opposed to a one-time payment for impact fees). In addition, the CFD could be established to fund both capital infrastructure and ongoing operations & maintenance, the latter of which is a critical funding need that cannot legally be funded by impact fees. Finally, a CFD provides the City with the option to bond against the future revenue stream, thus providing funding to build needed infrastructure much sooner, ideally before or at the same time as the anticipated new development.

### OTHER SOURCES OF FUNDING

The fees and requirements discussed above are largely designed to mitigate the infrastructure needs created by new development. However, there are already substantial needs in the neighborhood. The responsibility for responding to some needs will need to be shared with a broader set of stakeholders than just new developments (sea level rise mitigation, for instance). As such, additional revenue sources will be needed to create a fully sustainable neighborhood. These additional revenue mechanisms will require interdepartmental efforts that

continue after the Plan's adoption, and may require future authorization by the Mayor and Board of Supervisors. A few potential sources of additional funding are described below

## **General Fund**

The City's discretionary property tax proceeds are deposited into the General Fund, and are available for the appropriation to any public purpose, including operations, programs, maintenance, and capital projects. Theoretically, these revenues could be directed to the Plan Area to accelerate the delivery of public benefits, or to fund other public benefits not identified here.

## **Grants & Bonds**

Many local, state, and federal agencies offer potential grants to fund needed capital projects. In particular, regional and state funds earmarked to facilitate higher density development near major transit infrastructure (such as the One Bay Area Grants run by the Metropolitan Transportation Commission) are a good fit for the goals of the Plan and could potentially be paired with matching local funds.

Other local bond measures may provide additional opportunities to fund projects identified here or in the future. For instance, San Francisco voters have adopted multiple bond measures in recent years to fund new or renovated parks and open spaces.

## **Direct provision through Development Agreements and other negotiated conditions of approval**

The Plan's Key Development Sites and other sites with significant development potential represent another potential mechanism to provide needed infrastructure. Project sponsors may elect to provide some of these community benefits directly, through mechanisms such as a Development Agreement or other negotiated condition of approval. These benefits may be provided in-lieu of some other requirement, or they may be voluntarily provided above and beyond the development requirements. It is impossible to predict how many projects would opt to do this; however, a number of the initial project proposals for the Key Development Sites do include some amount of voluntary community benefits.

**EXHIBIT V.3C -  
DRAFT GUIDE TO  
URBAN DESIGN**

# GUIDE TO URBAN DESIGN

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## PURPOSE

- To convey design guidance that is specific to Central SoMa in a way that complements and supplements the requirements of the Planning Code and pending citywide Urban Design Guidelines; and
- To visually demonstrate Central SoMa Plan bulk controls.

## CONTENTS

- 1. Additional Architectural Guidance** This section contains additional guidance for implementing the architectural vision for the Plan Area beyond what was written under Objective 8.6 of the Plan;
- 2. Visualizing Bulk Controls** This section contains a graphical representation of the implementation of the skyplane, mid-rise, and tower controls contained in Implementation Measures 8.3.3.1, 8.3.3.2, 8.3.3.4, 8.3.4.1, and 8.3.4.2.





855 Folsom. Photo by Natoma Architects  
178 Townsend. Photo by Blake Marvin, HKS, Inc.



Folsom and Dore. Photo by Brian Rose  
Historic building. Photo by SF Planning  
South Park Cafe. Photo by Julia Spiess and Frank Schott

## PART 1: ADDITIONAL ARCHITECTURAL GUIDANCE

This section contains additional guidance for implementing the architectural vision for the Plan Area conveyed by Plan Objective 8.6: “Promote high quality architecture that enhances the neighborhood.” Specifically, it includes guidance around the following Implementation Measures:

- 8.1.2.1** Provide fixtures, furnishings, and art at interior and exterior ground floor openings to invite and support use of adjacent public areas
- 8.6.2.1** Utilize application of “skyplane” as a device to create interestingly shaped buildings
- 8.6.2.2** Harmonize new building designs with existing neighborhood materials but in a contemporary or reinterpreted way
- 8.6.2.3** Recognize and enhance existing local form and geometry variations to support neighborhood-specific architecture
- 8.6.2.4** Employ innovative architectural ideas for larger projects that provide a clear organizing principle for design
- 8.6.3.2** Utilize material systems that visually diminish upper facades
- 8.6.5.1** Modulate larger projects vertically or horizontally, whichever is more appropriate, to reflect surrounding lots and massing patterns
- 8.6.5.2** For projects with more than one building, recognize and respond to the existing pattern of long blocks, open spaces, and large and small streets
- 8.6.5.3** Vary the roofs of buildings for projects with long facades.



## Developing Site Concepts and Massing

Unlike downtown, the South of Market long blocks, low-rise buildings, and wide streets provide a more open experience of sun and sky. Central SoMa alleys contrast this “bigness” with more human-scaled environments.

Below are suggested, not prescribed, means that meet the intention of the implementation measure.

### Support Lots of Sky

Employ the flexibility of skyplane to creatively shape upper mass away from large streets and alleys. When employing skyplane, consider the building base to be the prominent and durable architecture and the upper building portion above the urban room as a more recessive, sculptural or even ethereal component. Consider volumetrically sculpting the tops of buildings to reflect the human scale, for example: contemporary versions of the mansard roof, indentions for smaller-scale balconies, clock towers, or light boxes that express interior use.

### Enhance Horizontality

While vertical articulations are common in most of San Francisco, designers working in the southern portion of Central SoMa should consider how horizontal geometry reads more strongly. The long blocks of Central SoMa offer opportunities for large floorplate

buildings but long undifferentiated facades, however, are not ideal for a positive street experience. Consider developing a modulated horizontality to express the existing environment, but with other articulations and fine-grained texture to create a visually compelling urban room.

### Precinct-Specific Form

Central SoMa has several distinct building clusters that require more nuanced site design considerations, for example: 5th and Brannan, South Park, 5th and Howard, smaller residential enclaves, and parcels close to the freeway. Note and respond to urban form types and scales within these areas including nearby proposed projects.

### Enhance a Scale-shift

Recognize the scale changes from the large street environments to the small scale alleys by relating facade textures and modulation to equivalent heights



Bryant Street elevation. Photo by Google Maps



Brannan Street. Photo by SF Planning



Taber Alley. Photo by SF Planning

and proportions. Consider how building or landscape corners turn between these two environments and how the pedestrian experience can transition. Examine building openings that lead to alleys or open spaces for opportunities as gateways. Include neighborhood landmark features such as clock towers, special geometry, refined materials, coloration or other demarcating devices.

### **Engage Wide Streets**

The existing wide streets of Central SoMa will remain and be reinforced as the streetwall heights are designed to match their widths. Alternating big and small gaps are a familiar pattern in the pedestrian experience of Central SoMa. Designers should consider the cadence, proportions, and widths of alleys and wide streets in developing mid-block passages, entries to POPOS and courtyard spaces.

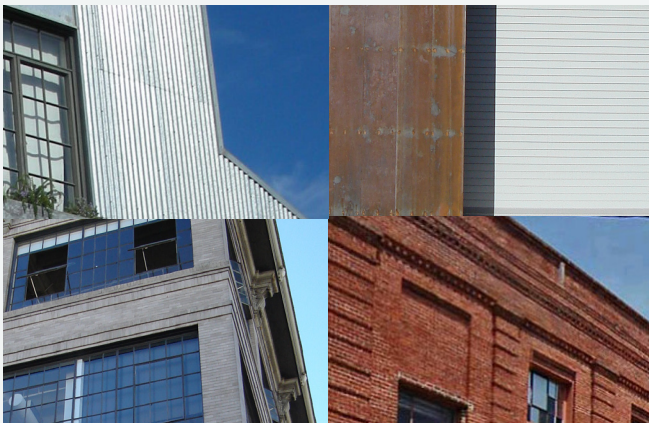
## Selecting Contextual Materials

Central SoMa has rich and varied histories that have left material patterns and scales. Contemporary architecture and construction techniques should express their time, but thoughtfully within the lineage of the neighborhood.

Below are suggested, not prescribed, means that meet the intention of the implementation measure.

### Express Industrial Legacy

Consider re-introducing familiar elements from historic building elements, for example: sawtooth light portals, longer spans for open floorplates, corrugation for texture and articulation, roll up doors to support active street frontages, and small wall openings to highlight the human scale. These elements should not be considered an industrial aesthetic but rather a reinterpretation of their benefits for contemporary programs and uses.



Neighborhood buildings. Photo by SF Planning

### Support Historic Character

Adaptively re-use existing fabric in innovative ways. This includes developing very contemporary language or “hyphenations” with older low-rise buildings.

### Provide masonry buildings

Designers should consider using materials that offer textures or geometries at the scale of brick. While brick is not endemic to all of Central SoMa, its scale of texture, however, is a familiar pattern demonstrated in earlier eras, such as corrugated metal, plate steel, industrial sash windows, larger window spans, frame buildings, and load-bearing masonry buildings with large spans. Consider contemporary materials that employ similar logics for scale, texture and access but avoid mimicry or appropriation.

### Offer Gritty Architecture

Repeatedly noted by residents as both a benefit and detriment, the “grit” of Central SoMa can be positively interpreted as environments that are “eclectic,” “surprising,” or “hardy.” Provide durable materials at the ground floor that are more rugged and resilient. Consider using facade systems that allow for small-scale flexible or modular insertions that would be easy to repair or swap for a change in technology, artistic exploration, or other future adaptation. Offer pedestrian scale indentions at the ground floor that could host seating or outdoor work areas. Support production activities being visible from or extending into the alley network.



## Programming Architecture to Support Public Space

Central SoMa's history of industrial and art production have fostered it as a place of innovation and experimentation. Consider how furnishings and programming will help Central SoMa support this character and evolve over time.

Below are suggested, not prescribed, means that meet the intention of the implementation measure.

### Support the Alley Experience

Alleys in Central SoMa foster both quiet residential neighborhoods and industrial overflow. Rather than being just utilitarian, they can sponsor art, outdoor workspace or places to hang out. The Department recommends thoughtfully inventing alley way uses that can support full and safe pedestrian use while still facilitating loading and the other rougher functional uses needed by PDR uses at the ground level.

### Offer Mid-Block Surprises

To animate alleys and public open space, offer and program small spaces that are flexible for different activities, for example, fold out galleries, flexible kiosks, micro-retail, art or lighting installations, playful street furnishings, or places for outdoor workshops or maker activities. Create stewardship programs that

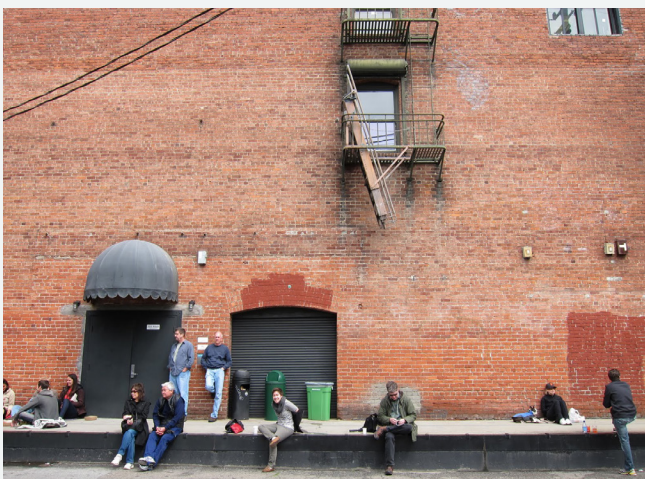


Taber Alley. Photo by Street Arts SF

support or host curated events or activities. Where panels, solid surfaces, or other less pedestrian-friendly elements are required for utilitarian purposes, consider those as opportunities for art, special materials, or display.

### Provide Maker Spaces

As a place of production, Central SoMa favored interior uses that were rough, eclectic, and supported invention and less pristine or tightly honed activities. Consider PDR as an active ground floor use where making or distributing material goods can be a recognized human endeavour through the use of transparency, openings, lighting, and doorways. Consider inventing ways for this use to invite pedestrian views or engagement through affiliated retail or more organized cultural events.



Loading dock near Little Skillet. Photo credit: Kendra Aronson.

## PART 2: VISUALIZING BULK CONTROLS

This section contains a graphical representation of the implementation of the skyplane and tower controls contained in Implementation Measures 8.3.3.1, 8.3.3.2, 8.3.3.4, 8.3.4.1, and 8.3.4.2. It includes images for three kinds of buildings:

**Buildings taller than 160 feet** subject to tower controls

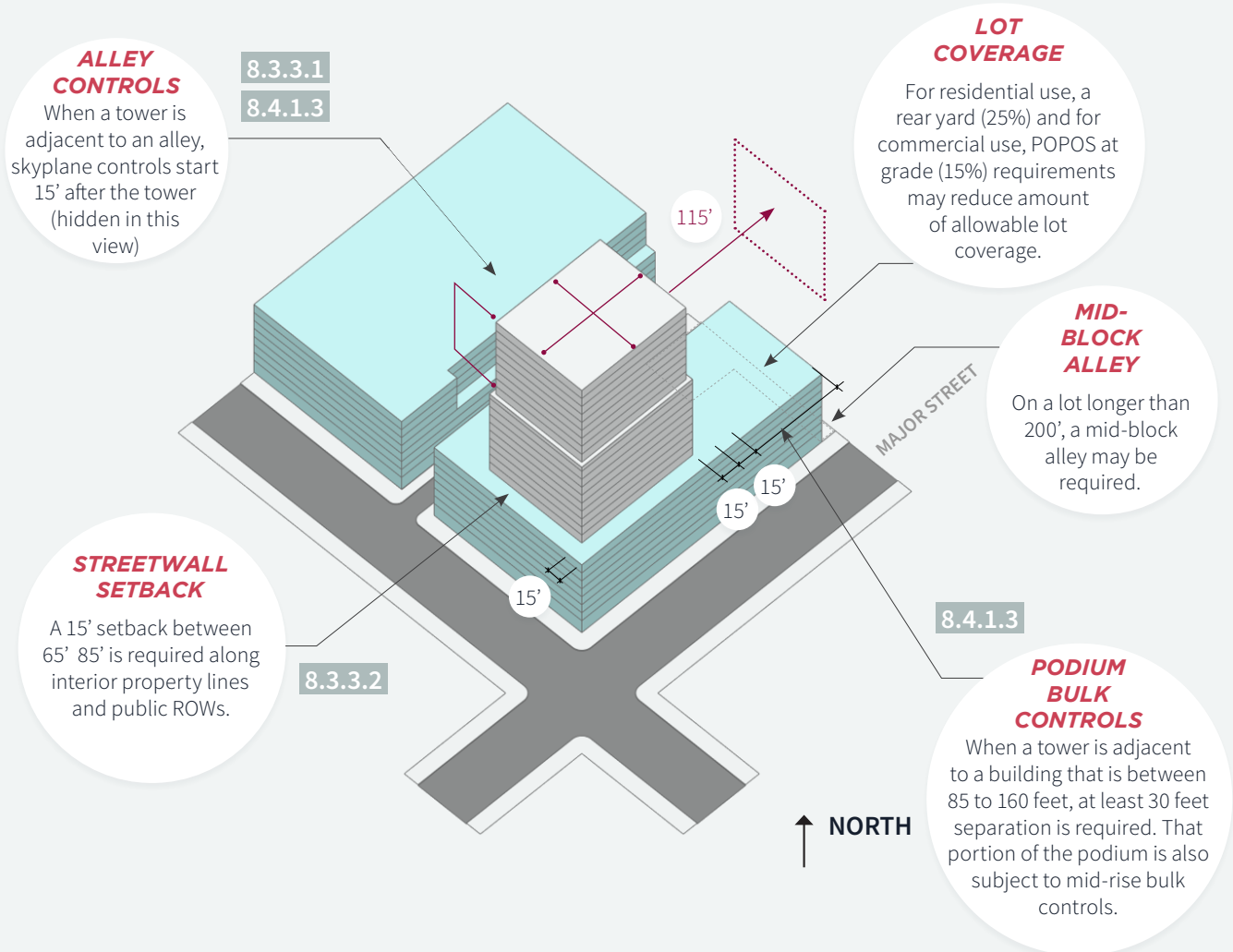
**Buildings above 85 feet but not taller than 160 feet** subject to skyplane controls

**Buildings 85 feet and less** subject to skyplane controls when fronting on narrow streets and alleys

## Bulk Controls for Buildings Taller than 160'

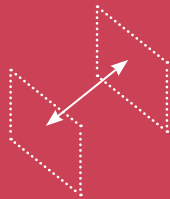
Central SoMa will allow a handful of buildings taller than 160 feet, to punctuate important intersections (such as at the Caltrain station). To support height at these locations while still supporting light, air, and sun access to the streets, the Plan includes:

Below is a majority but not complete depiction of Implementation Measures (referenced by number that may affect the building envelope).



## TOWER BULK CONTROLS

### TOWER SEPARATION



#### IMPLEMENTATION MEASURE 8.3.3.4

When there is an existing tower, the second tower should be at least 115'. The distance between towers may be reduced to a minimum of 85' if the difference in the height of the two towers is at least 50' and the bulk of the second tower is reduced relative to the reduction in tower separation, such that at 85', the maximum tower bulk shall be 10,000 sf.

### TOWER REDUCTION



#### IMPLEMENTATION MEASURE 8.3.4.2

For towers 250' or more, the upper 1/3 of any tower must feature minimum bulk reductions of 15% of the floorplate and the maximum diagonal of 7.5%. The upper tower bulk reduction shall not be required for any tower for which the overall tower is reduced from the maximum bulk allowance by an equal or greater volume (above a height of 85').

### TOWER BULK



#### IMPLEMENTATION MEASURE 8.4.1.3

No residential or hotel use would be allowed to have a floor exceed 12,000 gsf. The average floor for commercial uses cannot exceed 15,000 gsf and no single floor may exceed 17,000 gsf. The maximum horizontal dimension would be 150'. The maximum diagonal dimension would be 190'.

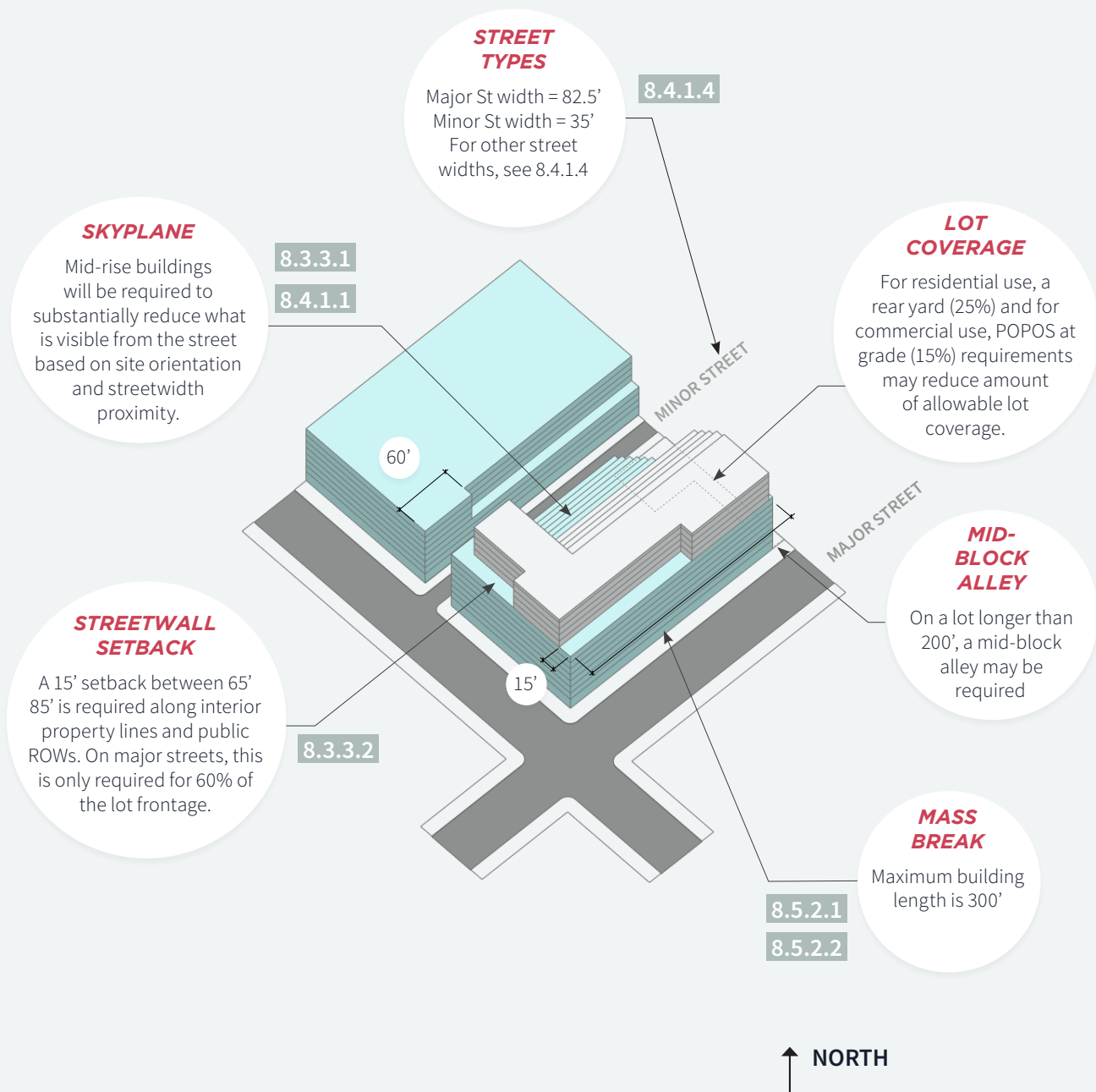


Photo by Daniel Austin Hoherd, Flickr (CC BY-NC 2.0).

## Bulk Controls for 130' or 160' Tall Buildings

Central SoMa is primarily designed to be a mid-rise district, with buildings of 85 feet to 160 feet. To support this density while still supporting light, air, and sun access to the streets, the Plan includes:

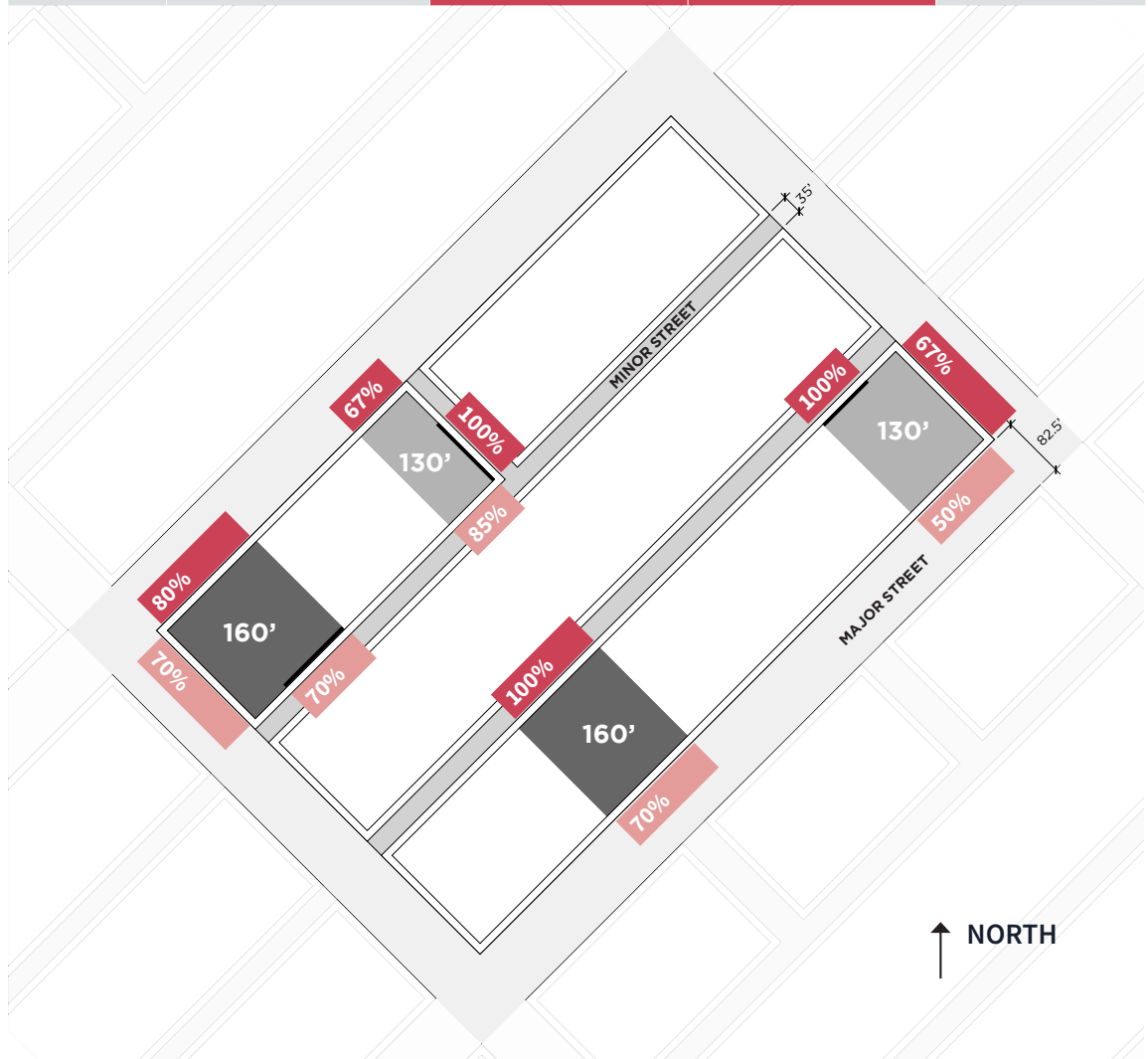
Below is a majority but not complete depiction of Implementation Measures (referenced by number that may affect the building envelope).





**SKYPLANE** APPARENT MASS REDUCTION %

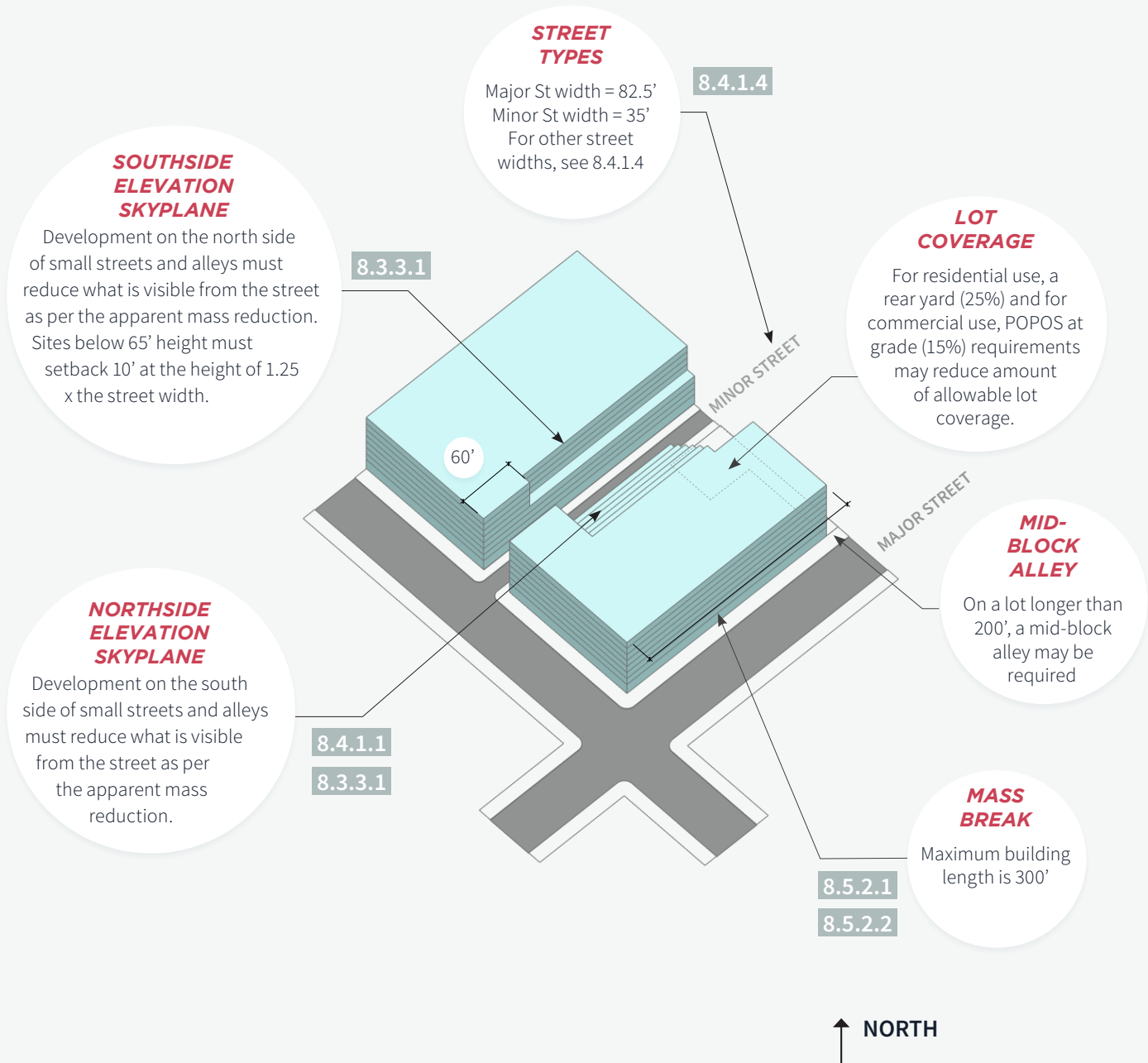
Height:	Building Face is on:	South elevation %:	North elevation %:	At height:
160'	35' wide street 82.5' wide street	<b>70%</b> <b>70%</b>	<b>100%</b> <b>80%</b>	above 35' above 85'
130'	35' wide street 82.5' wide street	<b>85%</b> <b>50%</b>	<b>100%</b> <b>67%</b>	above 35' above 85'



## Bulk Controls for Buildings 85' or Shorter

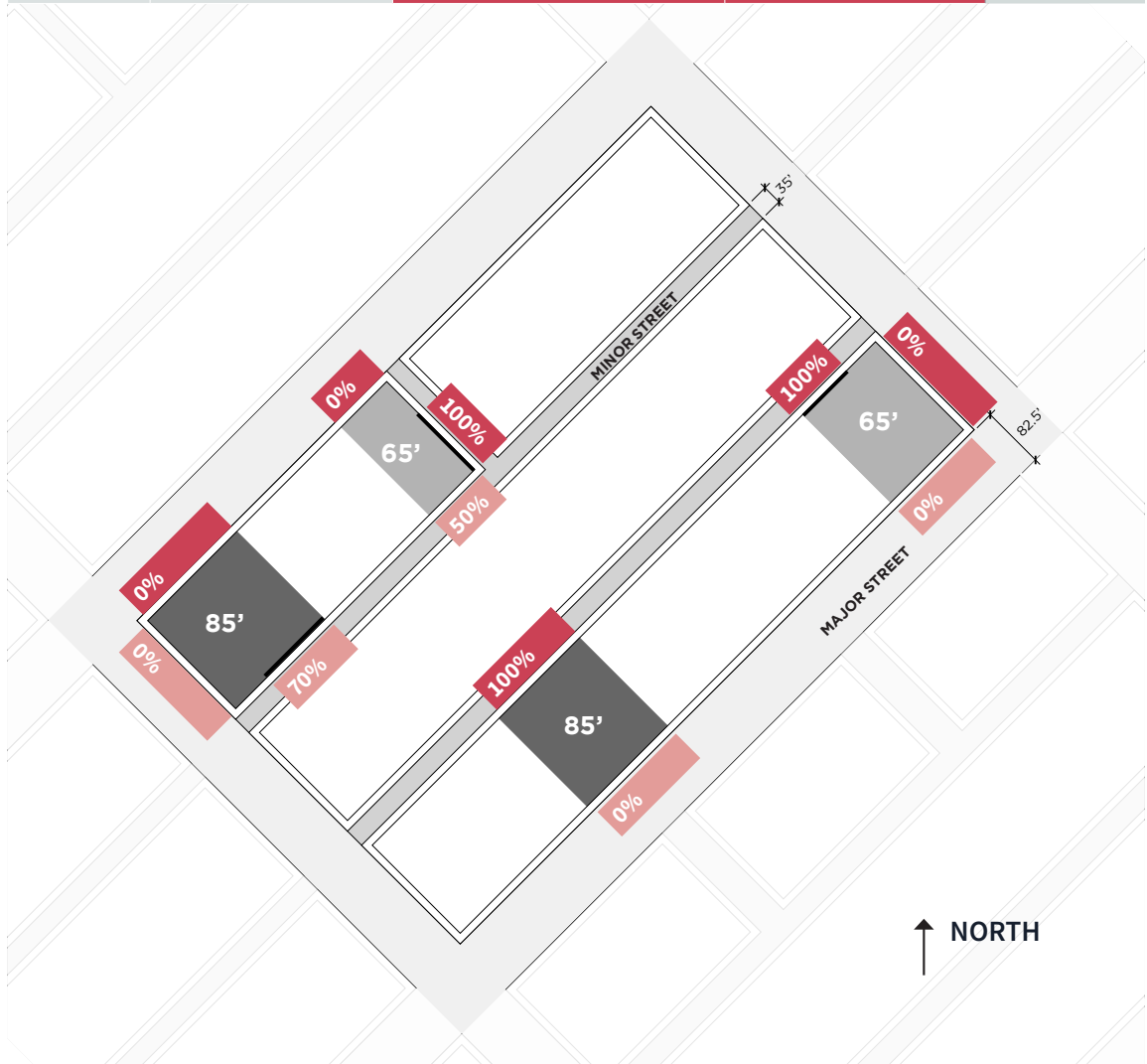
Small streets and alleys in Central SoMa offer special neighborhood character. To maintain this character by supporting light, air, and sun access to these streets, the Plan includes:

Below is a majority but not complete depiction of Implementation Measures (referenced by number that may affect the building envelope).



**SKYPLANE** APPARENT MASS REDUCTION %

Height:	Building Face is on:	South elevation %:	North elevation %:	At height:
85'	35' wide street	70%	100%	above 35'
65'	35' wide street	50%	100%	above 35'
< 65'	35' wide street	10' at 1.25x St width	100%	above 35'



**EXHIBIT V.3D -  
DRAFT KEY DEVELOPMENT  
SITE GUIDELINES**

## KEY DEVELOPMENT SITE GUIDELINES

### PURPOSE

The Central SoMa Plan Area contains a number of “key development sites” - large, underutilized development opportunities with lot areas ranging from 25,000 square feet to well over 100,000 square feet (see Figure 1). By providing greater direction to the development of these sites, the City has an opportunity to maximize public benefits and to ensure that their development directly delivers critical public benefits, such as:

- **Affordable housing**, per Plan Policy 2.3.1: “Set affordability requirements for new residential development at rates necessary to fulfill this objective;”
- **Protections and incentives for production, distribution, and repair space**, per Plan Policy 3.3.4: “Provide incentives to fund, build, and/or protect PDR;”
- **A large hotel serving the Convention Center**, per Plan Policy 3.5.1: “Allow hotels throughout the growth-oriented parts of the Plan Area;”
- **Pedestrian access**, per Plan Policy 4.1.9: “Expand the pedestrian network wherever possible through creation of new narrow streets, alleys, and mid-block connections;”
- **New public parks**, per Plan Policy 5.2.1: “Create a new public park in the highest growth portion of the Plan Area” and Plan Policy 5.2.2: “Create a new linear park along Bluxome Street between 4th and 5th Streets;”
- **A new public recreation center**, per Plan Policy 5.3.1: “Increase the amount of public recreation center space, including the creation of a new public recreation center;”
- **Child care**, per Plan Policy 2.6.2: “Help facilitate the creation of childcare facilities”; and

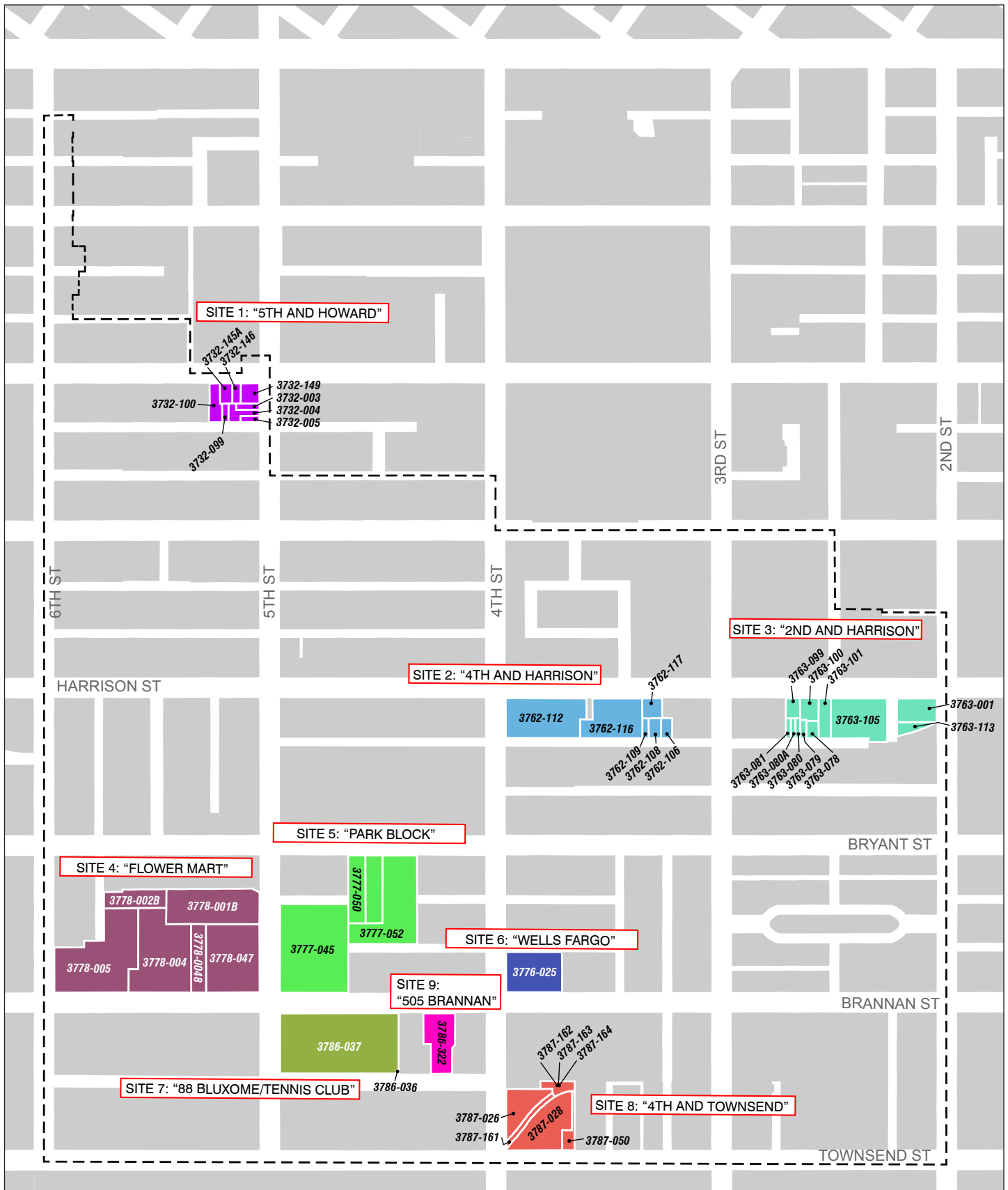
- **Public plazas**, per Plan Policy 5.5.1: “Require new non-residential development and encourage residential development to provide POPOS that address the needs of the community.”

Finding space on which to locate these kinds of public assets is tremendously difficult in a highly developed neighborhood like SoMa. But on these key development sites, the City can partner with the developer to address the unique design challenges that could constrain the creation of these amenities in exchange for their provision.

The draft Key Development Site Guidelines contained in this document are intended to help fulfill the opportunities for public benefits and address these design challenges. In doing so, these Guidelines are intended to help implement Objective 8.5 and Policy 8.5.1 of the Central SoMa Plan. Objective 8.5 states, “Ensure that large development sites are carefully designed to maximize public benefit,” whereas Policy 8.5.1 states, “Provide greater direction and flexibility for large development sites in return for improved design and additional public benefits.” The intent is for these guidelines to be further refined and codified with the adoption of the Central SoMa Plan, with additional refinement to occur as these projects seek entitlement from the City.

Figure 1

KEY DEVELOPMENT SITES



## **SITE 1: “5TH AND HOWARD”**

### **Existing Conditions**

The 31,000 square foot site currently contains a large surface parking lot covering most of its area. It also includes two small two-story commercial buildings, one fronting Howard Street with parking in the rear and one extending from Howard Street to Tehama Street.

### **Development Potential**

Based on the proposed height, bulk and zoning parameters, there is potential for approximately four to five hundred thousand square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site. This site is currently under the ownership of a non-profit housing development organization, and the expected development on the site would consist of a residential project with a very high percentage of affordable housing.

### **Potential Public Benefits**

This site has the potential to provide a substantial amount of affordable housing, approximately 400 housing units, at least 2/3 of which would be affordable to very low, low, and moderate income San Franciscans. This would greatly exceed the percentage of below market rate housing otherwise required for the site (as contained in Part C of the Central SoMa Implementation Strategy, “Requirements for New Development”).

### **Potential Flexibility**

#### **Height**

The site could contain two buildings – one of 300 feet and one of 180 feet. To maximize affordable housing units, the Plan could allow the 180-foot building to utilize the height to be treated as a mid-rise building rather than a tower (per Implementation Measure 8.5.1.2), in which case it would be allowed to have floor plates larger than 12,000 square feet and be within 30 feet of the adjacent tower.

#### **Massing**

Where buildings are taller than 160 feet, the Plan requires a 15-foot setback along all property lines at a height of 85 feet (per Implementation Measure 8.3.4.2). To maximize affordable housing units, the Plan could allow a partial reduction this setback requirement. However, at that height, design techniques including articulation (and not simply materiality and surface treatments) must be used to distinguish the streetwall podium from the tower. The Plan could also modify the apparent mass reduction requirement (per Implementation Measure 8.3.3.1) along Howard Street for the 180-foot building.

### **Design Guidelines**

#### **Parking and Loading Access**

To minimize conflicts on Howard and 5th Streets, any parking and loading for provided on this site shall be accessed off of Tehama Street.

## SITE 2: “4TH AND HARRISON”

### Existing Conditions

The 102,000 square foot site currently contains four single-story buildings, including automobile parking for commuters and other non-residential uses.

### Development Potential

Based on the proposed height, bulk and zoning parameters, including requirements for mid-block alleys, there is potential for approximately one million square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

Because of its large size, the site has the potential to provide space for one or more of the following as described further below: 1) an affordable housing site, 2) affordable space for production, distribution, and repair, 3) a public recreation center.

### Affordable Housing Site

This site contains the potential for dedicating a portion of the site for a 100% affordable housing development while still including a large footprint for a substantial commercial development. Should this site yield an affordable housing site, the preferred location would be interior to the block facing Harrison Street, with a size of between 15,000 – 30,000 square feet (which is the Mayor’s Office of Housing and Community Development’s preferred size for affordable housing developments).

### Production, Distribution, and Repair

Any proposed office building on this site would be required to provide PDR space (per Implementation Measure 3.3.3.1). While the City cannot require that this

space be subsidized as part of the Plan, the project sponsor could provide affordable rents to through a development agreement or other mechanism.

### Public Recreation Center

Because of its large size and development potential, this site contains the potential to include the new public recreation center being sought by the City. Such a recreation center could be stand-alone, or for purposes of site efficiency, incorporated into the affordable housing site or a proposed office development. Any proposed recreation center should coordinate the amenities and offerings with those available at the Gene Friend Recreation Center located at 6th and Folsom Streets.

### Potential Flexibility

#### Height

If providing on-site affordable housing and/or a recreation center, the Plan could allow up to 25 feet of additional height on the buildings on the site (per Implementation Measure 8.5.1.2).

#### Massing

The Plan’s “skyplane” requirements mandate mass reduction from 50-80% along street-facing property lines (per Implementation Measure 8.3.3.1). If required to provide on-site affordable housing and/or a recreation center without diminishing overall project development potential, the Plan could allow a reduction of the “skyplane” requirements along some combination of Harrison Street and 4th Street. This reduction would be designed to shift the building mass in a manner that emphasizes the corner of 4th and Harrison.



## **Design Guidelines**

### **Mid-Block Connections**

Per Planning Code Section 270.2, the site will be required to provide a mid-block connection between Harrison and Perry Streets. The mid-block connection should be located in the middle-third of the block.

### **Pedestrian Experience under I-80**

Current pedestrian conditions along 4th Street under I-80 along could be improved in a number of ways to create a safer, more engaging environment. The project could provide or contribute to public art, lighting and other improvements in coordination with the City.

### **Parking and Loading Access**

Any parking and loading provided shall be accessed off of Perry Street and/or the new mid-block alley.

### **Privately-owned public open space (POPOS)**

New development is required to provide POPOS, on-site or within 900 feet of the project. A good location for this project's POPOS is off-site under the I-80 freeway, on the west side of 4th Street, where it could serve to activate the street (in keeping with Implementation Measures 4.1.10.1 and 5.3.2.1). If provided on-site, the project's POPOS should be an inviting indoor space along 4th Street as well as the mid-block alley between Harrison Street and Perry Street.

## SITE 3: “2ND AND HARRISON”

### Existing Conditions

The site currently contains five buildings. There is a four story, 65,000 square foot commercial building on Harrison Street between 2nd Street and Vassar Place. To the west of Vassar Place, covering the full lot from Harrison Street to Perry Street, is a four story, 150,000 square foot historically significant commercial building. West of that building are three two-story commercial buildings fronting Harrison Street with parking lots fronting Perry Street.

### Development Potential

Based on the proposed height, bulk and zoning parameters, there is potential for approximately 1.2 million square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

As a large site, the site has the potential to deliver one or more of the following as described further below: 1) increased affordable housing, 2) affordable space for production, distribution, and repair, 3) a large hotel, 4) child care, and 5) pedestrian experience under I-80.

### Affordable Housing Site

The collection of parcels west of the site’s historic building has been proposed for a residential tower. With additional development potential, the site could potentially exceed the affordability levels required by the Plan.

### Production, Distribution, and Repair

Any proposed office building on this site would be required to provide PDR space (per Implementation Measure 3.3.3.1). While the City cannot require that this

space be subsidized as part of the Plan, the project sponsor could provide affordable rents to through a development agreement or other mechanism.

### Large Hotel

The City is seeking large hotels (500 rooms or more) in the proximity of the Moscone Convention Center (as discussed in Implementation Measure 3.5.1.1). This site could accommodate such a hotel.

### Childcare

Neighborhood support services, particularly childcare, are critical to support the vision of Central SoMa and maintain a diversity of residents in the Plan area, consistent with Draft Plan Objective 2.6. The proposed site would have the potential to provide an on-site child-care facility, to support the expanding population.

### Pedestrian Experience under I-80

Perry Street runs between this site and the AC Transit bus storage facility, and is largely underneath the I-80 freeway. In addition, Perry Street dead-ends before reaching 2nd Street. The result is that existing conditions are unattractive and unsafe, as well as lacking connectivity. This project may have the opportunity to incorporate public realm and street improvements that connect Perry Street to both 2nd Street and Vassar Street and thereby improve the connectivity. Additionally, the project could provide or contribute to public art, lighting and other improvements along the bus facility and otherwise under I-80.

## Potential Flexibility

### Height

The Plan contains two potential height limits for this key development site – a lower height and a higher height that could only be achieved through provision of the affordable housing and large hotel described above. This would include up to 350 feet east of Vassar Place, 200 feet on the Lot 105 and 350 feet on the collection of parcels to its west.

### Massing

The Plan's tower controls establish a maximum floorplate of 12,000 square feet for hotels (per Implementation Measure 8.3.4.2) and a minimum distance of 115 feet between any two towers (per Implementation Measure 8.3.3.4). Achieving the City's desired minimum number of hotel rooms on-site could require the hotel tower to exceed the Plan's proposed maximum floor size and dimensions, as well as its minimum tower separation. However, such a tower would be required to be set back to the maximum degree possible from Harrison Street.

### Privately-owned public open space (POPOS)

The Plan's POPOS requirements state that the development's POPOS should be open to the sky (per Implementation Measure 5.5.1.1). However, the location of the site adjacent to the freeway is not highly conducive to an outdoor POPOS. Simultaneously, a use that activates 2nd Street for pedestrians is very important along that busy street. As such, the Plan could allow an exception to the requirement that the POPOS be open to the sky, and instead provide an enclosed POPOS, as long as it is at sidewalk grade and has a clear ceiling height of at least 25 feet and meets other standards for design and performance.

## Lot Consolidation

To maintain historic neighborhood character, the Plan bans consolidation of lots containing buildings with historic or neighborhood-character buildings (per Implementation Measure 7.6.1.1). As shown in Plan Figure 7.2, several parcels fronting Harrison and 2nd Streets would not be allowed to consolidate with other parcels under this provision. However, on this large site, this requirement may impact the ability to achieve both public benefits and superior design and potential for public benefits. Therefore, the Plan could allow the project to consolidate these lots.

## Design Guidelines

### Mid-Block Connections

The development site has the potential to add a portion of Lot 112. If this occurs, the development should connect Vassar Place all the way from Harrison Street to Perry Street. However, a second mid-block connection in addition to Vassar Place is unlikely to provide an important pedestrian route, given the availability of Vassar Street and the lack of a mid-block connection south of Perry Street, and could diminish from the street wall along Harrison Street. Therefore, the project may not be required to develop a second mid-block connection. **Parking and Loading Access** Parking and loading should be provided off of Perry Street or Vassar Place, but not 2nd Street or Harrison Street.

## CONTENTS

The following information is contained for each key development site:

- The existing conditions on the site (as of January 2018);
- Its development potential, based on proposed zoning and height limit;
- The “Potential Public Benefits,” which, as the name implies, describes the public benefits that could be provided on the site that are not otherwise required by the Plan, tailored to the unique potential of the site;
- The “Potential Flexibility,” which describes the potential exceptions from the Plan’s Implementation Measures that may be necessary to achieve the increased public benefits, tailored to the unique circumstances of each site and of provision of the potential public benefits; and
- The “Design Guidelines,” which describe site-specific strategies to best implement the Plan’s policies where such explicit direction is not already given by the Plan.

## SITE 4: “FLOWER MART”

### Existing Conditions

The site currently contains a large wholesale flower market consisting of single-story warehouses, smaller shops, parking, and ancillary facilities. Additionally, there is a surface parking lot at the corner of 5th and Brannan that has been used to store utility vehicles. Located at the north end of the site is a shared easement that serves as a service drive for the wholesale flower market and its northern neighbors.

### Development Potential

Based on the proposed height, bulk and zoning parameters, including requirements for mid-block alleys, there is potential for at least 2.4 million square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

As a large collection of parcels, the site has the potential to deliver one or more of the following as described further below: 1) a replacement Flower Mart at subsidized rents, 2) an affordable housing site.

### Wholesale Flower Market

Any proposed office building on this site would be required to provide PDR space (per Implementation Measure 3.3.3.1). It is important that such space be provided for the current wholesale flower market tenants as well as future operators, and that the facility is provided at affordable rents to ensure their longevity and financial success. The City and the project sponsor are considering a development agreement to ensure that this occurs.

### Affordable Housing Site

Current plans for the site do not contemplate the inclusion of housing, due to potential conflicts with the operations of the wholesale flower market. However, if such conflicts were mitigatable, and housing were contemplated on the site, such housing could also provide space for on-site affordability. The large size of the site could enable the potential for a 100% affordable housing development of 15,000 – 30,000 square feet, potentially at the corner of 6th and Brannan, while still including a substantial commercial development.

### Potential Flexibility

#### Massing

The site design is driven by the wholesale flower market’s need for a continuous ground floor operation of almost three acres. Given this consideration, the City could allow the following exceptions to the streetwall (per Implementation Measure 8.1.3.1), skyplane (per Implementation Measure 8.3.3.1), tower separation (per Implementation Measure 8.3.3.4), tower bulk (per Implementation Measure 8.3.4.2), setback requirements (per Implementation Measure 8.3.4.2), and building length (per Implementation Measure 8.5.2.2):

- The potential for the building at the corner of 5th and Brannan to have its 15-foot setback would occur up to a height of 105 feet rather than 85 feet;
- The “mid-rise” portion of the building above the wholesale flower market to go to 200 feet rather than 160 feet, provided this increase is only located internally to the block along the mid-block connection created by the project;

- A reduced setback at 85 feet along 5th Street and Morris Street for a small percentage of the building;
- A reduced setback for the tower proposed at the corner of 6th and Brannan Streets;
- A waiver of the the bulk reduction in the top 1/3 of the tower;
- An ability to exceed the maximum building length of 300 feet if the project still contains an architectural mass break (respecting the intent of Planning Code Section 270.1) and is largely permeable and open to the elements at the ground floor; and
- A waiver of the narrow streets setback and skyplane requirements at the new midblock east-west paseo and expanded service lane.

### **PDR Space**

To ensure no net loss of PDR due to the Plan, the Plan proposes 100 percent replacement of PDR space in areas being rezoned from SALI to PDR (per Implementation Measure 3.3.3.1). However, by increasing the efficiency of the current wholesale flower market, it is possible to have the same amount of businesses and workers on a smaller footprint. As such, the Plan could allow an exception to the 100 percent replacement requirement.

### **Lot Consolidation**

To maintain historic neighborhood character, the Plan bans consolidation of lots containing buildings with historic or neighborhood-character buildings (per Implementation Measure 7.6.1.1). As shown in Plan Figure 7.2, the site parcels fronting both 5th and 6th Streets that would not be allowed to consolidate with other parcels. On this large site, this requirement runs counter to the ability to achieve superior design and

potential for public benefits. Therefore, the Plan could allow the project to consolidate these lots.

## **Design Guidelines**

### **Mid-Block Connections**

Per Planning Code Section 270.2, the site will be required to provide multiple mid-block connections. These should be utilized to create an alley network on this block – one of the few in SoMa without one. This should include an east-west connection through the entire block, potentially as an extension of Freelon Street. This should also include a north-south connection from Brannan Street to the east-west connection.

### **Pedestrian Experience under I-80**

Current pedestrian conditions along 5th Street under I-80 along could be improved in a number of ways to create a safer, more engaging environment. The project could provide or contribute to public art, lighting or other improvements in coordination with the City.

### **Parking and Loading Access**

Parking and loading should be provided off of an existing or new alley or service drive. Given the size and industrial nature of this site, it may require multiple parking access points.

### **Privately-owned public open space (POPOS)**

Due to the site's size, there are multiple ways to meet the intent of the POPOS requirement. This could include pedestrianizing a large portion of the required mid-block connections. This could also include a large centralized public space on the site. Any such space should be oriented to maximize sunshine.

### **Ground Floor Activation**

Presuming the replacement wholesale flower market is at the ground floor, it will be important to ensure that the facility is designed to support activation at this level during the afternoon and evening hours when the wholesale flower market typically has no to low activity. The portion of the building fronting POPOS should be lined with active commercial and/or community uses that serve the local population into the evenings and weekends.

## SITE 5: “PARK BLOCK”

### Existing Conditions

The site includes a nearly 100,000 square foot parcel (Lot 045) fronting Brannan and 5th Streets that includes a two-story building of approximately 40,000 square feet that formerly was a San Francisco Chronicle printing plant (now partially used for animal care), as well as a large parking lot. The site includes three parcels fronting Brannan Street, including a 60,000 square foot “L” shaped parcel (Lot 052) currently owned by the San Francisco Public Utilities Commission (SFPUC) and used primarily for open air storage of light poles. The other two lots are each about 19,000 square feet and contain low-rise industrial structures; one (Lot 051) contains a one-story auto body shop and the other (Lot 050) is used for additional storage by the SFPUC.

### Development Potential

Based on the proposed height, bulk and zoning parameters, including requirements for mid-block alleys, there is potential for approximately one million one hundred thousand square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

As a large collection of parcels, the site has the potential to deliver one or more of the following as described further below: 1) a public park, 2) an affordable housing site, 3) affordable space for production, distribution, and repair.

#### Public Park

The Central SoMa Plan has identified this site as the preferred location for a new public park (as discussed in Implementation Measure 5.2.2.1). The potential

park on this site could be up to an acre in size (~43,000 square feet), with a minimum desirable size of approximately three-quarters of an acre (~32,000 square feet). If located on the interior to this typical large SoMa block, it would be protected from noise and traffic by its location and could be accessed by up to six public streets based on implementation of the design recommendations discussed below. Given the limited opportunities to identify a site for a park of this size, the creation of this park is a very high priority of the Plan.

#### Affordable Housing Site

This site contains the potential for development on a portion of the site (between 12,000 – 18,000 square feet) of a 100% affordable housing development while still including a large footprint for a substantial commercial development. Should this site yield an affordable housing site, the preferred location would include a significant frontage facing the proposed park, which would directly benefit the residents and help provide “eyes” on the park around the clock throughout the week, in addition to that provided by the new adjacent commercial buildings, as well as ensuring a diversity of uses fronting the park.

#### Production, Distribution, and Repair

Any proposed office building on this site would be required to provide PDR space (per Implementation Measure 3.3.3.1). While the City cannot require that this space be subsidized as part of the Plan, the project sponsor could provide affordable rents to through a development agreement or other mechanism.



## Potential Flexibility

### Height

If providing a public park and/or on-site affordable housing, the Plan could allow up to 25 feet of additional height on the buildings on the site (per Implementation Measure 8.5.1.2).

### Massing

The Plan's "skyplane" requirements mandate mass reduction from 50-80% along street-facing property lines (per Implementation Measure 8.3.3.1). Recognizing that the proposed park substantially reduces the site's development potential, the Plan could allow the "skyplane" requirements to be reduced on this site, as viewed from Brannan, 5th, Bryant, and Welsh Streets. This reduction would shift the building mass in a manner that increases sun access to the park by moving it towards the corner of 5th and Brannan, towards Welsh Street, and towards Bryant. The buildings would still need to establish a strong streetwall of 65 feet to 85 feet along the major streets, step back substantially above that height, and use architectural techniques to render the upper portion deferential to the lower portion.

## Design Guidelines

### Mid-Block Connections

The new mid-block connections required on this site should connect and extend the existing dead end alleys directly to the public open space, and increase the pedestrian permeability through the interior of this block, as follows:

1. *Connect the two ends of Welsh Street:* This alley would provide east-west pedestrian access through the block and remove two dead-end conditions.

Welsh Street will be connected through the newly created park.

2. *Connect Freelon Street to 5th Street:* This alley would provide east-west pedestrian access through the block and remove a dead-end condition.
3. *Connect Freelon Street to Brannan Street:* This connection should provide direct access to the proposed park (discussed above) from Brannan Street. The intersection of this mid-block connection with Brannan Street should be located as far to the east as possible, in order to effectively reduce the block length, provide most direct alignment to the park, and most closely align with both a proposed mid-block pedestrian crossing on Brannan Street and with a required mid-block connection on block 3786 ("88 Bluxome/Tennis Club" site).
4. *Connect Bryant Street to Welsh Street:* This connection should provide direct access to the proposed park from Bryant Street.

### Pedestrian Experience under I-80

Current pedestrian conditions along 5th Street under I-80 along could be improved in a number of ways to create a safer, more engaging environment. The project could contribute to this improvement in coordination with the City.

### Parking and Loading Access

Any parking and loading provided shall be designed to minimize conflicts with the use of and access to the public park.

**Privately-owned public open space (POPOS)**

As required by the Plan, the site will provide a significant amount of POPOS. This space should be located adjacent to the proposed public park to expand its size, and/or designed to enhance access to the park (via making the new mid-block connections pedestrian-only).

**Ground Floor Activation**

Activation of the park is critical. As required by the Plan, the park shall be lined with active uses, particularly retail, community uses (e.g., childcare), and PDR. To maximize activation, the ground floor uses should be diversified, in terms of users and time of use. Residential uses should be located facing to the park to provide additional eyes on it round the clock.

**Light and Wind in the Public Park**

The park and the development must be designed cooperatively to ensure that the project remains feasible and that the park does not reduce the site's development potential. That being said, the massing and design of the buildings should afford the park a substantial amount of sunshine and a minimum amount of wind to ensure its use and enjoyment.

## SITE 6: “WELLS FARGO”

### Existing Conditions

The site includes a 6,000 square foot single-story building containing a Wells Fargo bank branch and a chain coffee shop, as well as a large parking lot.

### Development Potential

Based on the proposed height, bulk and zoning parameters, there is potential for approximately three- to four-hundred thousand square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

As a single, relatively modest sized parcel the site has the potential to deliver one or more of the following as described further below: 1) affordable space for production, distribution, and repair, 2) a public recreation center.

### Production, Distribution, and Repair

Any proposed office building on this site would be required to provide PDR space (per Implementation Measure 3.3.3.1). While the City cannot require that this space be subsidized as part of the Plan, the project sponsor could provide affordable rents to through a development agreement or other mechanism.

### Public Recreation Center

This site contains the potential to include the new public recreation center being sought by the City. Any proposed recreation center should coordinate the amenities and offerings with those available at the Gene Friend Recreation Center located at 6th and Folsom Streets.

### Potential Flexibility

#### Massing

Since the site is proposed to be zoned at 200 feet, it could choose to develop as a tower, subject to the rules discussed in Implementation Measure 8.3.3.4, and the exceptions discussed here would not be necessary. However, if the site chooses to develop subject to the controls of a mid-rise building, with a maximum height of 160 feet, it could provide significantly more light and air onto Freelon Alley than the tower scenario. To support this outcome, the Plan could allow 1) an alteration of the skyplane requirements so that there is still significantly more light and air on Freelon Street than under the tower scenario, though less than otherwise required by Implementation Measure 8.4.1.1, and 2) a minor reduction in apparent mass reduction on Brannan Street. Such a gesture could help emphasize the importance of the corner of 4th and Brannan Streets.

#### Privately-owned public open space (POPOS)

To maximize development potential on the site, and in return for the public benefits described above, the City could allow the POPOS not open to the sky, as long as it has a clearance of at least 25 feet and meets other standards for design and performance included in Implementation Measure 5.5.1.1.

### Design Guidelines

#### Mid-Block Connections

Per Planning Code Section 270.2, the site may be required to provide a new mid-block connection connecting 225-foot long lot frontages on Brannan and Freelon. However, given the existing permeability of the block (via such alleys as Freelon, Welsh, Zoe, and Ritch), such an alley is not necessary. If provided,

it should serve as a POPOS and be activated by uses within the development.

### **Pedestrian Experience under I-80**

Current pedestrian conditions along 4th Street under I-80 along could be improved in a number of ways to create a safer, more engaging environment. The project could provide or contribute to improvements in coordination with the City.

### **Parking and Loading Access**

Any parking and loading provided shall be accessed off of Freelon Street, rather than 4th Street or Brannan Street.

### **Privately-owned public open space (POPOS)**

Part of the POPOS requirement on this site can be met through the required five foot setback along 4th Street, which is necessary to provide adequate sidewalk widths (see Implementation Measure 4.1.1.2). As per the remaining POPOS requirement, notwithstanding the potential exception discussed above, a good location for this project's POPOS is off-site under the I-80 freeway, where it could serve to activate the street (in keeping with Implementation Measures 4.1.10.1 and 5.3.2.1). If such a POPOS is infeasible, the site should consider a pedestrianized mid-block connection on the eastern end of the property (as discussed above) or through a setback along Freelon Street. The POPOS should not be provided as a "carve out" along 4th or Brannan Streets that diminishes from the streetwall provided by the building (per Implementation Measure 8.1.3.1).

## **SITE 7: “88 BLUXOME/TENNIS CLUB”**

### **Existing Conditions**

The site is currently utilized as a private recreational facility, most prominently featuring the city’s only indoor tennis courts.

### **Development Potential**

Based on the proposed height, bulk and zoning parameters, including requirements for mid-block alleys, there is potential for approximately one million square feet of total development at this site across all uses, including any office, residential, recreational, retail, hotel, and PDR on the site.

### **Potential Public Benefits**

This large site has the potential to deliver one or more of the following as described further below: 1) an affordable housing site, 2) public recreation center, 3) Bluxome Linear Park.

#### **Affordable Housing Site**

This site contains the potential for dedicating a portion of the site (between 15,000 – 30,000 square feet) for a 100% affordable housing development while still including a large footprint for a substantial commercial development. Should this site yield an affordable housing site, the preferred location would be interior to the block.

#### **Public Recreation Center**

This site contains the potential to include the new public recreation center being sought by the City. For purposes of site efficiency, such a recreation center could be incorporated into the affordable housing site or a proposed office development. Any proposed recreation center should coordinate the amenities and offerings with those available at the Gene Friend Recreation Center located at 6th and Folsom Streets.

#### **Bluxome Linear Park**

The site contains the potential to create the new linear park along Bluxome Street between 4th and 5th Streets. While part of this requirement could meet the Plan’s POPOS requirements (per Implementation Measure 5.5.1.1), construction of the entire park would likely exceed the amount of required POPOS.

### **Potential Flexibility**

#### **Height**

If providing an on-site affordable housing and/or a public recreation center, the Plan could allow up to 25 feet of additional height on the buildings on the site (per Implementation Measure 8.5.1.2).

#### **Massing**

The Plan’s “skyplane” requirements mandate mass reduction from 50-80% along street-facing property lines (per Implementation Measure 8.3.3.1). In return for the public benefits discussed above, the City could allow a reduction of the “skyplane” requirements along some combination of Bluxome, Brannan, and 5th Streets. This reduction would be designed to shift the building mass in a manner that emphasizes the corner of 5th and Brannan Streets. For the potential tower on the western portion of the site, the design should explore ways to increase floorplates and dimensions in a fashion that is minimally visible from the street, given the depth of the development lot. For the potential mid-rise building in the eastern portion of the site, it may be necessary to add mass on the upper floors to account for development capacity lost in providing the additional public benefits. These potential exceptions should be mindful of potential shadow impacts on the proposed park on the north side of Brannan Street (see “Park Block” site).

### **Production, Distribution, and Repair**

The Plan requires that any proposed office building on the site would be required to provide PDR space (per Implementation Measure 3.3.3.1). The City could allow this PDR requirement to be waived in return for providing more than one of the public benefits discussed above.

### **Design Guidelines**

#### **Mid-Block Connections**

Per Planning Code Section 270.2, the site will be required to provide a mid-block connection between Brannan and Bluxome Streets. The mid-block connection between Brannan and Bluxome Streets should be located in the middle-third of the block. While a new mid-block connection could be required east from 5th Street, it is unlikely that such a connection would benefit the circulation pattern in the area, and is therefore not a priority.

#### **Parking and Loading Access**

Any parking and loading provided shall be accessed off of Bluxome Street, rather than 5th Street or Brannan Street. To minimize disruption of the proposed linear park along Bluxome, this loading should occur as far east on the site as possible.

#### **Light and Wind in the Public Park**

The development on the site should consider its effects on shadows and wind on the proposed Bluxome Street linear park, balancing this issue against other massing considerations on the site.

## SITE 8: “4TH AND TOWNSEND”

### Existing Conditions

The site currently has several uses. On the triangular lot fronting 4th Street is a single-story building hosting two retail uses – a restaurant and a coffee shop. On the triangular lot fronting Townsend Street is a single story furniture store. In the northeast corner of the site are two residential condominiums and a commercial condominium. These are connected via a driveway to a curb cut at the intersection of 4th and Townsend.

### Development Potential

Based on the proposed height, bulk and zoning parameters, including requirements for mid-block alleys, there is potential for approximately one million square feet of total development at this site across all uses, including any office, residential, retail, hotel, and PDR on the site.

### Potential Public Benefits

As a large collection of parcels, the site has the potential to deliver one or more of the following as described further below: 1) an architectural identifier for the Plan Area, 2) pedestrian access to transit.

### Architecture

The corner of 4th and Townsend is the intersection of two rail lines – Caltrain and the Central Subway. The Plan seeks to emphasize the importance of this location by establishing the Plan Area’s highest height limits. Additionally, the Plan seeks to use distinctive architecture to demarcate the importance of this site and serve as an identifier of Central SoMa on the skyline.

### Pedestrian Access to Transit

The ongoing upgrades to Caltrain and the completion

of the Central Subway are both going to bring a lot of new people to the intersection of 4th and Townsend Streets. To facilitate the movement of these pedestrians across this busy intersection, this development sites should consider ways to facilitate pedestrian movement through this block, including a new connection to Lusk Street. It should also consider incorporation of underground pedestrian access to the Caltrain station.

### Potential Flexibility

#### Land Use

The Plan requires parcels larger than 40,000 square feet south of Harrison Street to be primarily non-residential (per Implementation Measure 3.1.1.1). The Plan could allow this site to be a primarily residential development, with potential for ground floor retail. This exception would be tied to the provision of non-residential development beyond otherwise required at an affiliated site (i.e., the Park Block site, currently proposed for development by the same sponsor).

#### Massing

The site has the potential for two towers designed in an architecturally superior way. Given this consideration, the City could allow exceptions to tower separation (per Implementation Measure 8.3.3.4), tower bulk (per Implementation Measure 8.3.4.2), and setback requirements (per Implementation Measure 8.3.4.2), as follows:

- A reduced tower separation between the two buildings, so that there is a perceived separation of approximately 50 feet on the lower half of the tower and 70 feet on upper third of the building;

- Allow the expression of the desired 50 foot height difference be within the massing of each tower, rather than between towers;
- An increase in the bulk such that the towers may have an individual floorplate of more than 12,000 square feet until the upper third of the towers, and the top 1/8 of the towers must have floorplates of no more than 8,000 square feet each;
- A waiver from the streetwall requirement to allow the setbacks below the podium to be gradual and to exceed five feet;
- An increase in the plan dimension and diagonals of the towers up to 270 feet;
- A reduced setback at 85 feet along Townsend Street, though this setback could be no less than 10 feet

## Design Guidelines

### Parking and Loading Access

To minimize impacts to transit vehicles traversing the intersection of 4th and Townsend Streets, all vehicle access to the site must be from Townsend Street at the eastern edge of the site. New curb cuts are not permitted along 4th Street.

### Public Plaza

The City requires residential projects to provide open space, and provides an incentive to make such open space publicly accessible. This site would be a good location for one or more such public open spaces, which could include a substantial, accessible, and inviting public plaza.



## **SITE 9: “505 BRANNAN”**

### **Existing Conditions**

The 25,000 square foot site currently contains a recently completed 130,000 square foot, six-story office building.

### **Development Potential**

Based on the proposed height, bulk and zoning parameters, there is potential to add up to 165,000 square feet of additional office development on top of the existing office building.

### **Potential Public Benefits**

#### **Bluxome Linear Park**

The site contains the potential to create the new linear park along Bluxome Street between 4th and 5th Streets.

### **Potential Flexibility**

#### **Massing**

The Plan requires tower separation of at least 115 feet (Implementation Measure 8.3.3.4) and for towers to be set back from all property lines by 15 feet (Implementation Measure 8.3.4.1). This addition to this building is expected to be entitled after entitlement of an adjacent tower at 646 4th Street. To facilitate the construction of the addition at 505 Brannan, the tower separation controls could be reduced, though the separation should be the maximum feasible. Strategies should be used to minimize the perceived separation, such as off-setting the buildings to the maximum degree possible. The building could also be allowed to have a reduced setback at its western boundaries, particularly around Block 3786 Lot 039 that has an irregular configuration with the 505 Brannan lot.

**EXHIBIT V.3E -  
DRAFT KEY  
STREETS GUIDANCE**

## CENTRAL SOMA KEY STREETS GUIDANCE

### PURPOSE

This Key Streets Guidance document will further the implementation of the Central SoMa Plan by providing street-specific guidance for the neighborhood’s major east-west and north-south streets: 2nd, 3rd, 4th, 5th, 6th, Howard, Folsom, Harrison, Bryant, Brannan, and Townsend. This additional guidance will benefit City agencies, the community, and major development project sponsors as the design of these “key streets” is considered and implemented over the 25-year Plan horizon.

Although the Central SoMa Plan area only includes four to five blocks of each key street, the visions and benefits described in this guidance could inform planning for the entire length of each roadway corridor. For ease of use, this document is organized by street, which is how most of these improvements will be implemented. As with much of the Plan, an underlying goal is to thoughtfully leverage each future investment to maximize quality of life for everyone living, working, and playing in Central SoMa. In the neighborhood, streets and sidewalks occupy over 70% acres - nearly one-third of the land area. As such, our investments in these streets should emphasize creating healthy, vibrant, and green places for people to walk, gather, recreate, and experience nature.



### RELEVANT PLAN GOALS, OBJECTIVES, AND POLICIES

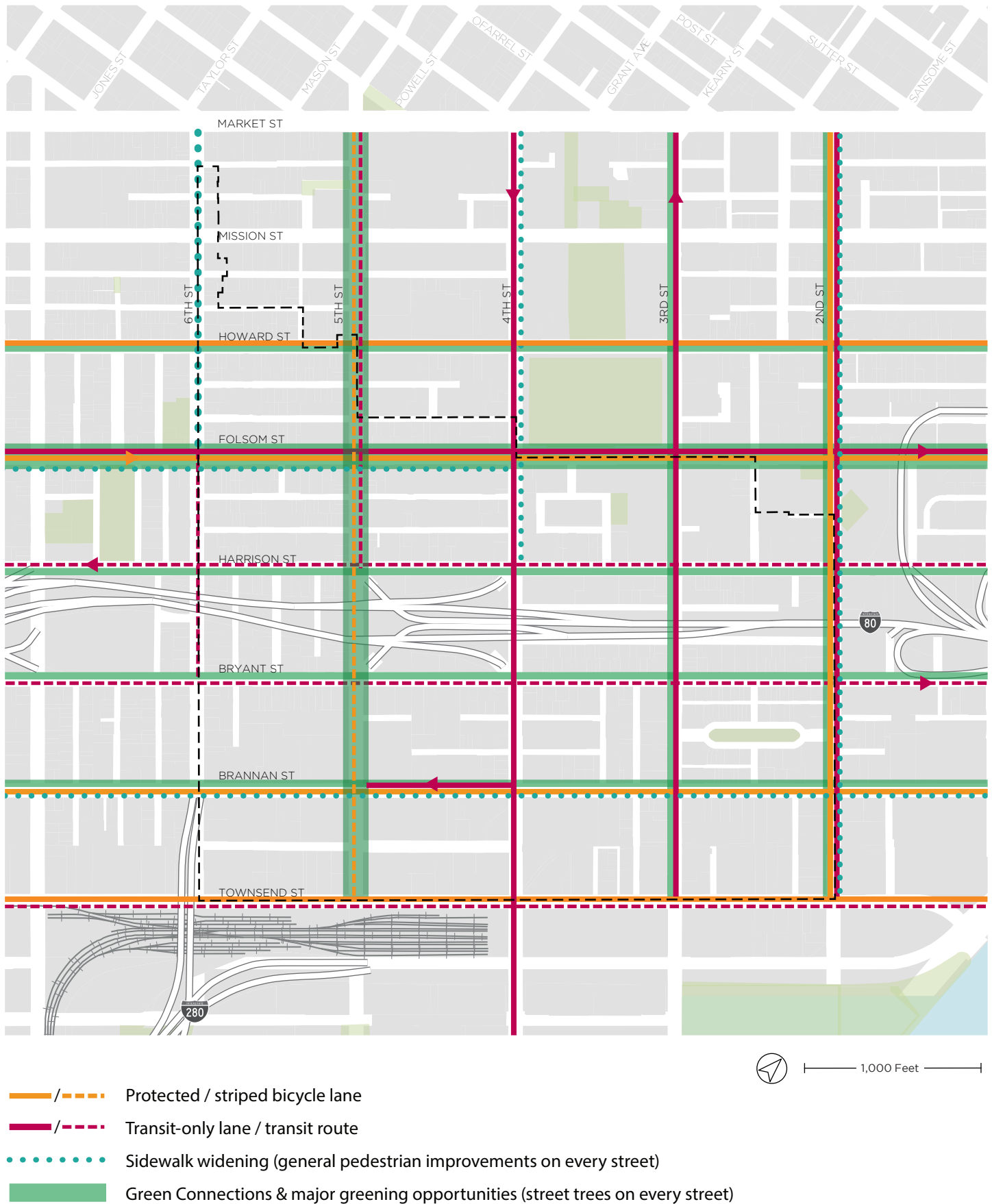
Goal 4 of the Central SoMa Plan (contained in Chapter 4) is to “Provide Safe and Convenient Transportation that Prioritizes Walking, Bicycling, and Transit.” Chapter 4’s comprehensive suite of Objectives and Policies seeks to improve mobility and reduce traffic congestion through street and sidewalk improvements that support and prioritize sustainable transportation modes (walking, biking, and transit). In addition, Goal 6, “Create and Environmentally Sustainable and Resilient Neighborhood,” recognizes complete streets and sidewalks as critical opportunities to amplify environmental sustainability and resilience (air quality, stormwater management, urban flooding, greening/ biodiversity, and energy use). Together, the Objectives and Policies of this chapter also support the City’s larger climate mitigation (greenhouse-gas reduction) goals.



<sup>1</sup> SFMTA, SFDPPW, SF Planning, SFPUC, and SF Environment (as needed)

Figure 1

# NEIGHBORHOOD MOBILITY AND PROPOSED IMPROVEMENTS SUMMARY



## UNIVERSAL ELEMENTS AND DESCRIPTIONS

Pedestrian comfort, greening, resiliency, and resource efficiency are concepts applicable to all of Central SoMa's streets. This section describes these concepts in more detail.

- **Pedestrian comfort** includes amenities along sidewalks and medians that contribute to safe, convenient, and attractive walking environments. Such improvements help fulfill the City's pedestrian safety policies (especially Vision Zero) and sustainability policies (such as having 80% of all trips be by sustainable means by 2030). Elements include wider sidewalks to accommodate increased populations, signalized crosswalks and bulb outs to improve crossings, street trees and landscaping for experience of nature and more, furnishings and other public amenities for respite and gathering, and improved lighting and public art.
- **Greening** refers to a mix of street trees for shade and beauty, landscaped medians and sidewalks for pollinator habitat, green infrastructure incorporated as urban design and place making elements, and living walls on adjacent building facades. These elements may be incorporated throughout streets, sidewalks, medians and bike lane buffers, and adjacent open spaces. Local air quality, mental health, biodiversity, stormwater management, micro-climate comfort, and environmental justice issues are all enhanced through a robust integration of nature into the built environment. In Central SoMa, special attention is needed on the identified Green Connections (2nd Street and Folsom Street) and around/under the elevated freeway. The Plan directs all landscaping throughout the neighborhood to use climate appropriate and habitat supportive plants, which prioritize native or non-native/non-invasive species (see [www.sfplantfinder.org](http://www.sfplantfinder.org) for an easy-to-use tool for plant selections that support this biodiversity vision).

- **Resilience and resource-efficiency** tools include those that reduce greenhouse gas emissions and energy use include well-designed and appointed streets that encourage walking/biking/transit (sustainable mobility), publicly accessible electric vehicle charging, and LED streetlights. Well-designed green infrastructure helps reduce urban flooding impacts by detaining and slowing precipitation that falls on streets and sidewalks. This is especially helpful in already built urban centers like Central SoMa where raising site elevations on a project-by-project basis is challenging. Advanced stormwater management also provides downstream benefits to the City's wastewater system by reducing water volumes in the combined sewer system. Finally, stormwater is a non-potable water source that if captured, detained, and treated properly may be used for local park irrigation and street cleaning.

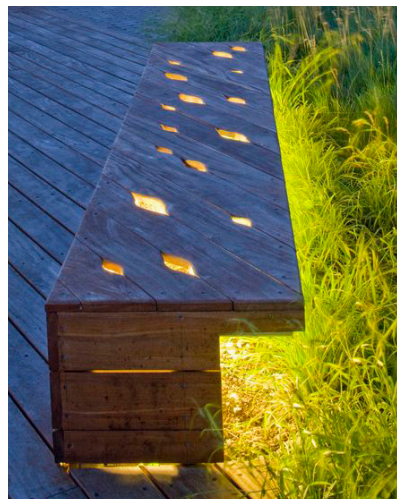











Figure 2

## PROPOSED AMENITY SUMMARY

This table summarizes the information contained in the following pages.

										
STREET										
2nd	X	X	X			X	X			
3rd		X	X	X			X	X		
4th		X	X	X			X			
5th		X			X		X	X		
6th	X	X			X		X			
Howard		X				X	X	X		
Folsom	X	X	X	X		X	X	X		
Harrison	X	X					X		X	
Bryant							X		X	
Brannan	X	X		X		X	X	X		
Townsend		X	X			X	X			
	SIDEWALK WIDENING		PEDESTRIAN IMPROVEMENTS		TRANSIT IMPROVEMENTS		TRANSIT-ONLY LANES		CONVENTIONAL BIKE LANES	
	PROTECTED BIKE LANES		CURB SPACE DEMAND MGMT		GREEN INFRASTRUCTURE		ENHANCED STREET TREES		SF GREEN CONNECTION	
	LED STREETLIGHTS (SFPUC)		LED STREETLIGHTS (CSP)		EV-CHARGING STATIONS					



## HOWARD STREET

### Vision

Howard Street is the westbound companion to eastbound Folsom Streets to its south. It is envisioned as a one-way roadway with two travel lanes and a two-way protected bicycle lane. Identified in the SFMTA's Fiscal Year 2017-2021 Capital Improvements Program from 3rd to 11th streets, Howard Street is a key piece of the neighborhood's pedestrian and bicycle network, as well as a major conduit for people biking from downtown through SoMa to areas further south and west.

### Key Features & Co-Benefits

- Pleasant and safe pedestrian realm with sufficient sidewalks, shorter and more frequent crossings, greening, furnishings/gathering spaces, and art.
- Safe cycling with a two-way protected bike lane on the south side of the street, in between the existing sidewalk and new median strip.
- A new median is envisioned to protect the bicycle lane users and for a mix of loading, greening, and other public amenities.
- Landscape areas should be included in medians, bulb-outs, and sidewalks as feasible. As complementary to local stormwater management, landscape areas should also be considered for functional green infrastructure, such as rain gardens and bioswales. Especially on the blocks between 4th and 6th streets, these systems may also provide downstream system benefits and help minimize urban flooding on 5th Street.

<sup>2</sup> Per SFMTA's SoMa Improvement Strategy, near-term projects include those where construction is expected by 2022. Long-term projects are expected to start after 2022.

## FOLSOM STREET

### Vision

Functionally, Folsom Street is the eastbound companion to westbound Howard Street. In the City's General Plan, Eastern Neighborhoods Plan, and Central SoMa Plan, it is envisioned as a civic boulevard linking multiple existing and emerging neighborhoods in the SoMa area and beyond. Folsom Street is also identified in San Francisco's Green Connection Plan as SoMa's main traverse. Thus, designs should foster linkages between inland open spaces and the Bay, and provide verdant habitat for native plants and wildlife. Identified in the SFMTA's Fiscal Year 2017-2021 Capital Improvements Program from the Embarcadero to 11th Street, Folsom Street is a key piece of the neighborhood's transit and bicycle network, as well as a major conduit for people that bike downtown from adjacent neighborhoods to the south and west. As part of a robust planning process, Folsom Street is intended to maintain one-way travel on two to three lanes and include the amenities outlined.

### Key Features & Co-Benefits

- Dedicated transit-only lane to increase bus speeds and reliability, along with new and enhanced boarding areas and bus shelters with real-time schedules to enhance user experience.
- Safe cycling with a one-way protected bike lane situated in between the existing sidewalk and protective new median strip, which will accommodate a mix of passenger and commercial loading, greening (street trees and green infrastructure), and other public amenities.
- Pleasant pedestrian realm comprised of enhanced existing sidewalks, wider sidewalks on the north side of the street between 4th and 8th Streets, shorter and more frequent crossings, landscaping, sidewalk furnishings, and art. In addition to buffering cyclists from vehicle traffic, the new median will also expand the usable space for public respite and stormwater management to reduce urban flooding, especially on the bike lane.
- Landscape areas should be included in medians, bulb-outs, and sidewalks as feasible. As complimentary to local stormwater management, landscape areas should also be considered for functional green infrastructure, such as rain gardens and bioswales. Especially on the blocks between 4th and 6th Streets, these systems may also provide downstream system benefits and help minimize urban flooding on 5th Street.



## HARRISON & BRYANT

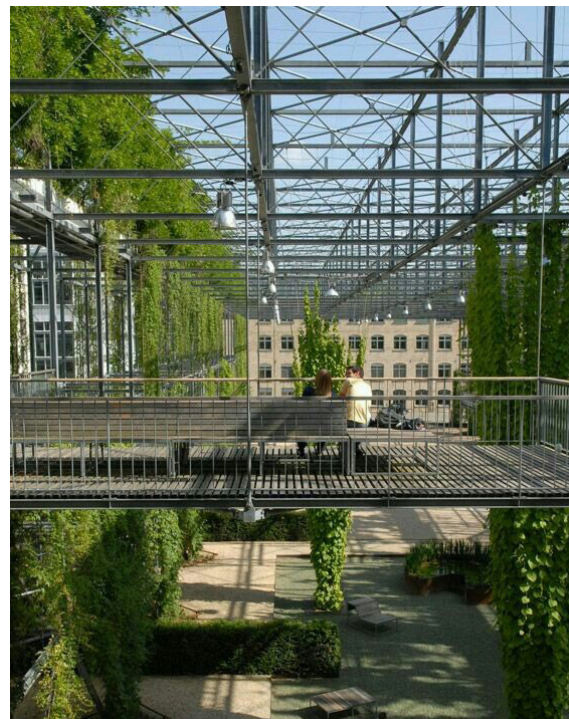
### Vision

Harrison and Bryant streets are a couplet recognized as major regional freeway access corridors for vehicles entering or exiting the San Francisco Bay Bridge. Both roadways are also identified as important local transit corridors. Therefore, neither are seen as appropriate roadways for people that bike. As pedestrian safety and comfort is a priority throughout SoMa, sidewalk and street crossing improvements are important, especially in around freeway on and off ramps. SFMTA's SoMa improvement strategy does not include Bryant or most of Harrison in its list of capital projects priorities. Therefore, it is understood that four of the existing five general traffic lanes on each street could be retained, with the fifth lane converted to transit-only during daytime/peak hours. Off-peak, both curb lanes would be used for on-street parking. Similarly, on-street parking would be limited to off-peak hours, but curbside loading pockets would be provided where needed.

In general, the Central SoMa Plan prioritizes healthy air quality improvements for all local residents and workers. Since a bulk of today's impacts center around emissions from vehicles traversing the neighborhood on the elevated I-80 freeway impacts, as well as queuing and idling at on and off ramps, parallel and adjacent Harrison and Bryant streets (and the areas beneath the freeway) provide key opportunities to add protective and filtering layers of urban greening, such as significant tree canopies, living walls, and the neighborhoods larger green infrastructure investments.

### Key Features & Co-Benefits

- Pedestrian safety and comfort improvements will be made along with major development projects, recognizing that the current sidewalks (typically 8' wide) are insufficient and below the City's Better Streets standards. Additionally, the 5th Street project will include pedestrian improvements to the 5th/Harrison and 5th/Bryant freeway ramps.
- Significant greening and tree planting is to be implemented along the freeway corridor to help mitigate current air quality impacts, which depends on the streetscapes of Harrison and Bryant streets to support these aims.



## BRANNAN STREET

### Vision

Brannan Street is the east-west spine of the southern half of the Plan area where substantial employment and residential growth is expected. Currently it is a two-way street with narrow sidewalks and no provisions for safe bicycle travel. The street is envisioned to retain two-way operations but re-balance Brannan Street to function as a neighborhood hub. For the stretch of Brannan between the Embarcadero and 8th Street, the SFMTA Fiscal Year 2017-2021 Capital Improvements Program identifies sidewalk improvements and protected bicycle lane in both directions, and reduced vehicle lanes. As with 5th Street, required streetscape improvements associated with major development projects will be coordinated to contribute maximum benefits to an enhanced roadway condition for people that walk, bike, and take transit.

### Key Features & Co-Benefits

- Protected bike lanes in both directions.
- Sidewalk improvements, such as enhanced crossings, street trees, and landscaping; note, sidewalk widening may occur along blocks with major new developments.
- Opportunities for green infrastructure rain gardens and bioswales, especially on the blocks between 4th and 6th streets, to help manage local stormwater and minimize local urban flooding on downstream 5th street, as well as contribute to the streets overall greening goals.

## TOWNSEND STREET

### Vision

Townsend Street is important due to the density of residents, bicycle use, and proximity to Caltrain. Currently conditions vary greatly - east of 4th Street, Townsend functions like other SoMa streets. West of 4th Street it lacks some of the basic amenities, such as sidewalks. Townsend Street between 8th and 4th is also part of the Vision Zero High Injury Network. Envisioned improvements support better walking, biking, and transit service. Long-term, these efforts will be tied into improvements related to changes to the Caltrain station and yard, which are tied to the proposed High Speed Rail project.

### Key Features & Co-Benefits

- New and/or improved transit boarding areas.
- Protected bike lanes in both directions.

## 2ND STREET

### Vision

Incorporating community input, the SFMTA SoMa Improvement Strategy describes 2nd Street as a primary bike, transit, and pedestrian thoroughfare, as well as a ‘green connector’ for the neighborhood. Second Street is a major, near-term capital project delivered by SFMTA and SFDPW, which includes a repaved street curb-to-curb with protected bicycle lanes, wider sidewalks and additional signalized crosswalks, and transit amenities. Landscape features are included, although not designed to function as green infrastructure. Construction is underway and is estimated to conclude in Fall 2019.

### Key Features & Co-Benefits

- Protected one-way bicycle lane facilities in both directions to enhance safety and provide a major piece of the City’s bike network.
- Transit boarding islands in both directions to improve service speeds and user experience.
- Landscaped bulb-outs to improve pedestrian (ADA) safety at crossings and connect people to nature.
- Road diet to accommodate the above removes one vehicle travel lane in each direction.

## 3RD AND 4TH STREETS

### Vision

Third and Fourth Streets connect the City’s downtown commercial center, Moscone convention center, major cultural institutions, Caltrain station (4th and King), and Mission Bay (hospital, university, office, and residential clusters with interconnected parks system). Currently they are auto-centric one-way couplets with multiple traffic lanes, narrow sidewalks, and no facilities for safe bicycle travel. A priority transit lane was added to northbound Third Street and the Central Subway is under construction. The portion of 4th Street south of the freeway will soon include a center-running, above-ground light rail, while the northern balance will be tunnelized below ground; in SoMa, new transit stations are planned at Folsom and between Bryant/Brannan.

SFMTA identifies both streets for longer-term capital projects such as pedestrian improvements, transit

lanes and facilities, and curb management. On 3rd Street, these projects span the entire length through SoMa, while on 4th Street, they focus on the portion north of Harrison to coordinate with the Central Subway. The Central SoMa Plan prioritizes the rebalancing of both streets to better support these sustainable transportation upgrades, as well as their important civic role to support higher-density pedestrian activity.

### Key Features & Co-Benefits

- Major transit improvements, including the City’s new underground subway.
- Pedestrian improvements, such as enhanced crossings, street trees, and other amenities to support the anticipated activity levels along these major civic linkages.
- Calmed vehicle traffic, more appropriate to a denser urban environment.

## 5TH STREET

### Vision

The City's Bicycle Plan identifies 5th Street as an important north-south bicycle corridor and suggests improvements. The SFMTA Fiscal Year 2017-2021 Capital Improvements Program has identified 5th Street as a smaller near-term capital project from Market to Townsend streets, focusing on more minor yet potentially impactful upgrades. For example, envisioned improvements include restriping the street to add conventional (non-protected/buffered) bike lanes in both directions, and adding sidewalk bulb outs at intersections to facilitate safer pedestrian crossings. The portion between Market and Harrison streets also serves as a local transit corridor. Timing of any improvements may be impacted by the Central Subway construction schedule on 4th Street, during which transit has been being diverted to 5th Street.

Per the Central SoMa Plan, any north-south street traversing under the freeway should enhance pedestrian and bike comfort under the elevated infrastructure using sufficient and aesthetically pleasing lighting (including illuminated art installations), widened and beautified sidewalks, and safe bicycle lanes. 5th Street, especially south of the freeway, will also host some of the plan area's largest development projects, and associated mobility needs of an expanded daytime employee population. This quadrant will also include the new Central SoMa public park and Bluxome Alley linear park, both of which have critical linkages to and from 5th Street.

Finally, 5th Street and its surrounds comprise some of the lower-lying topography of the neighborhood; in fact, portions of 5th Street around and under the freeway sit on top of the historic Hayes Marsh

and thus serve as key points in its watershed.

The complete length of 5th Street is an important linkage in the neighborhood's stormwater and urban flood management network—by integrating green infrastructure into new landscape areas along its length, the corridor can also provide important neighborhood greening benefits.

### Key Features & Co-Benefits

- Pedestrian safety and comfort improvements, such as bulb outs at key crossings, street trees, and furnishings. Sidewalk widening may be possible adjacent to major development projects, recognizing that the current sidewalks do not meet the City's Better Streets standards.
- Tree planting and landscaped bulb outs are envisioned to add habitat-supportive greening along the length of 5th Street.





## 5TH STREET, CONTINUED

- Localized air quality improvements, not only through transportation demand management strategies, but also through 5th Street's opportunity to help mitigate air quality impacts through functional greening.
- Urban flood management (and associated co-benefits) through integration of cost efficient and most effective green infrastructure investments; typically, on 5th Street this would take the form of bioswales and rain gardens, which slow, filter, and help redirect peak flows.



## 6TH STREET

### Vision

The 6th Street corridor is a Vision Zero priority due to its high concentrations of pedestrian collisions, injuries, and fatalities. The SFMTA Fiscal Year 2017-2021 Capital Improvements Program includes 6th Street as a near-term capital project; planning and environmental review is underway and construction is estimated to begin in Winter 2019. The proposed project includes safety improvements for all modes. From Market to Folsom, vehicle travel lanes are to be removed to accommodate wider sidewalks and conventional bike lanes in both directions. South of Folsom, 6th Street is identified as a regional freeway access and transit corridor, but will also include pedestrian safety improvements such as bulb-outs, new signals and crosswalks, and enhanced lighting.

### Key Features & Co-Benefits

- Road diet reducing four lanes to two; one lane in each direction from Market Street to Folsom Street.
- Wider sidewalks, corner bulb-outs, new traffic signals, and new crosswalks at targeted intersections to encourage slow, calm, and predictable movement.
- Streetscape improvements such as distinct paving, street furniture, and pedestrian-scale lighting.

**EXHIBIT V.4 -  
PROPOSED CHANGES TO THE  
IMPLEMENTATION PROGRAM  
SINCE INTRODUCTION**



# SAN FRANCISCO PLANNING DEPARTMENT

## Proposed Changes to the Implementation Program since February 15, 2018

HEARING DATE: MAY 10, 2018

*Project Name:* Central SoMa Plan Implementation Program  
*Date:* May 10, 2018  
*Record Number:* **2011.1356EMTZU**  
*Staff Contact:* Steve Wertheim, Principal Planner, Citywide Planning  
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This document includes a summary of proposed changes to the Implementation Program that occurred between the version that was in the February 15, 2018 Planning Commission packet and the version included in the May 3, 2018 Planning Commission packet.

Document	Change	Rationale
Implementation Matrix	Deleted Implementation Measure (IM) 1.1.2.2 that described which parcels were to be rezoned WMUO.	Reflects changes to the zoning proposal on Block 3777 Lots 047-049 and Block 3778 Lots 001, 001C, 001D, 001E, 001F, 016-019, 022-023, 025-026, 032, 046A, 046B, 046C, 046D, 046E, 046F, 046G, 046H, 051-087 anticipated to be made as part of an expected April 10 <sup>th</sup> substitute draft Planning Code and Administrative Code Draft Ordinance.
Implementation Matrix	Added IM 2.6.1.2 to state the Plan should help fund supplemental services at Bessie Carmichael School.	As discussed below, this IM represents the allocation of the previously un-allocated funding.
Implementation Matrix	Amended IM 3.1.1.1 to increase the size of sites required to be commercially-oriented from 30,000 square feet to 40,000 square feet.	Reflects changes to Sections 249.78(c)(6)(A) anticipated to be made as part of an expected April 10 <sup>th</sup> substitute draft Planning Code and Administrative Code Draft Ordinance
Implementation Matrix	Added measures to implement new Policy 3.1.3, including IM 3.1.3.1 to continue existing programs and strategies (e.g., First Source and Local Hire) and IM 3.1.3.2 to seek new strategies (via implementation of AB73).	Addition of this Policy is discussed in "Proposed Changes to the Central SoMa Plan Amendments Draft Ordinance since Initiation." Addition of these implementation measures reflects support for known strategies that support living wage jobs and advocates for the City to continue to seek new strategies.
Implementation Matrix	Revised IM 3.3.4.1 such that only PDR uses will have a required ground floor height of 17'.	Reflects changes to Sections 145.1(c)(4)(A), 249.78(d)(8) anticipated to be made as part of an expected April 10 <sup>th</sup> substitute draft Planning Code and Administrative Code Draft Ordinance.

<b>Document</b>	<b>Change</b>	<b>Rationale</b>
Implementation Matrix	Revised IMs 5.2.1.1, 5.2.2.1, 5.3.1.2, and 5.3.3.2 to convey that the Plan may help maintain these new parks and recreational amenities.	As discussed below, these IMs represent the allocation of the previously un-allocated funding.
Implementation Matrix	Added IM 6.8.3.3 to state the Plan should help fund neighborhood cleaning services.	As discussed below, this IM represents the allocation of the previously un-allocated funding.
Implementation Matrix	Revised IM 7.2.1.2 and added IM 7.2.2.3 to reflect allocation of funding for social and cultural programming that can be utilized by the Filipino and LGBTQ communities, respectively.	As discussed below, these IMs represent the allocation of the previously un-allocated funding.
Implementation Matrix	Deleted IM 8.5.2.2 that limited building length to 300 feet	Upon further consideration, this strategy is better fulfilled through the existing requirements for mid-block alleys contained in Section 270.2
Implementation Matrix	Deleted IM 8.6.5.3 that asked buildings vary their roofs if they have long facades	Design strategies such as these are now contained in the City's Urban Design Guidelines
Implementation Matrix	Amended IM 8.6.5.4 so that large sites with multiple buildings are "encouraged" but not "required to have multiple architects"	Upon further consideration other design review processes can ensure large sites have the varied, non-campus feel that is being sought
Public Benefits Program	In Table 1 and throughout the document, included funding strategy for \$70M previously identified as "To Be Determined." This includes: <ul style="list-style-type: none"> <li>• \$25 million for social and cultural programming</li> <li>• \$15 million for park and greenery maintenance and activation</li> <li>• \$15 million for capital for cultural amenities</li> <li>• \$9 million for neighborhood cleaning</li> <li>• \$6 million for Bessie Carmichael supportive services</li> </ul>	These benefits were identified by decision-makers and stakeholders as priorities for allocation of the previously un-allocated funding, particularly as they address needs otherwise not addressed by the Plan.
Public Benefits Program	Merged "Cultural Preservation" and "Community Services" categories into "Cultural Preservation and Community Services."	With the addition of the benefits described above the distinction between these two categories became blurry and not useful.



<b>Document</b>	<b>Change</b>	<b>Rationale</b>
Public Benefits Program	Add a potential park at 1133 Mission Street as a candidate for recreation and open space funding should other identified projects not need their full funding amount.	1133 Mission is a site 1.5 blocks west of the Plan Area that was identified as a potential park site by the D6 Open Space Task Force, and whose development as a park would benefit the residents of the northwestern part of the Plan Area.
Public Benefits Program	Reduced the Plan's amount of contribution to Complete Streets by \$20M, from \$130M to \$110M.	As discussed below, the Plan's public benefits package is expected to be reduced by \$20M. The Central SoMa Plan had proposed to fully fund complete streets improvements. Given the availability of other capital funds within the City for complete streets, the proposal is to reduce the amount in this category from the Plan by \$20M. The Plan would still fund the vast majority of complete streets improvements and the expectation is that all proposed complete streets improvements would occur within the Plan Area.
Public Benefits Program	Removed participation in the proposed Mello-Roos Community Facilities District (CFD) for rental housing.	Since development of the Plan's public benefits program in 2015-2016, the cost of construction has gone up considerably. While the revenues associated with building office and for-sale housing have gone up in a largely commensurate way, revenues associated with rental housing have remained largely flat. As such, rental housing including the CFD is unlikely to be economically feasible. Given the social benefits of rental housing and the desire to maximize housing development in the Plan Area, the Plan's sponsors advocated removal of the proposed participation of rental housing in a Mello-Roos Community Facilities District. This change facilities increased feasibility for rental housing projects.
Key Development Site Guidelines	Replaced tower separation standard with guidance for Key Site #8 (4 <sup>th</sup> and Townsend)	These guidelines should not contain specific requirements, but should serve as guidance.
Key Development Site Guidelines	Added an additional Key Site at 505 Brannan Street.	This site has the potential to provide the Bluxome Linear Park and the proposed project would require exceptions for tower separation and upper story setbacks.