



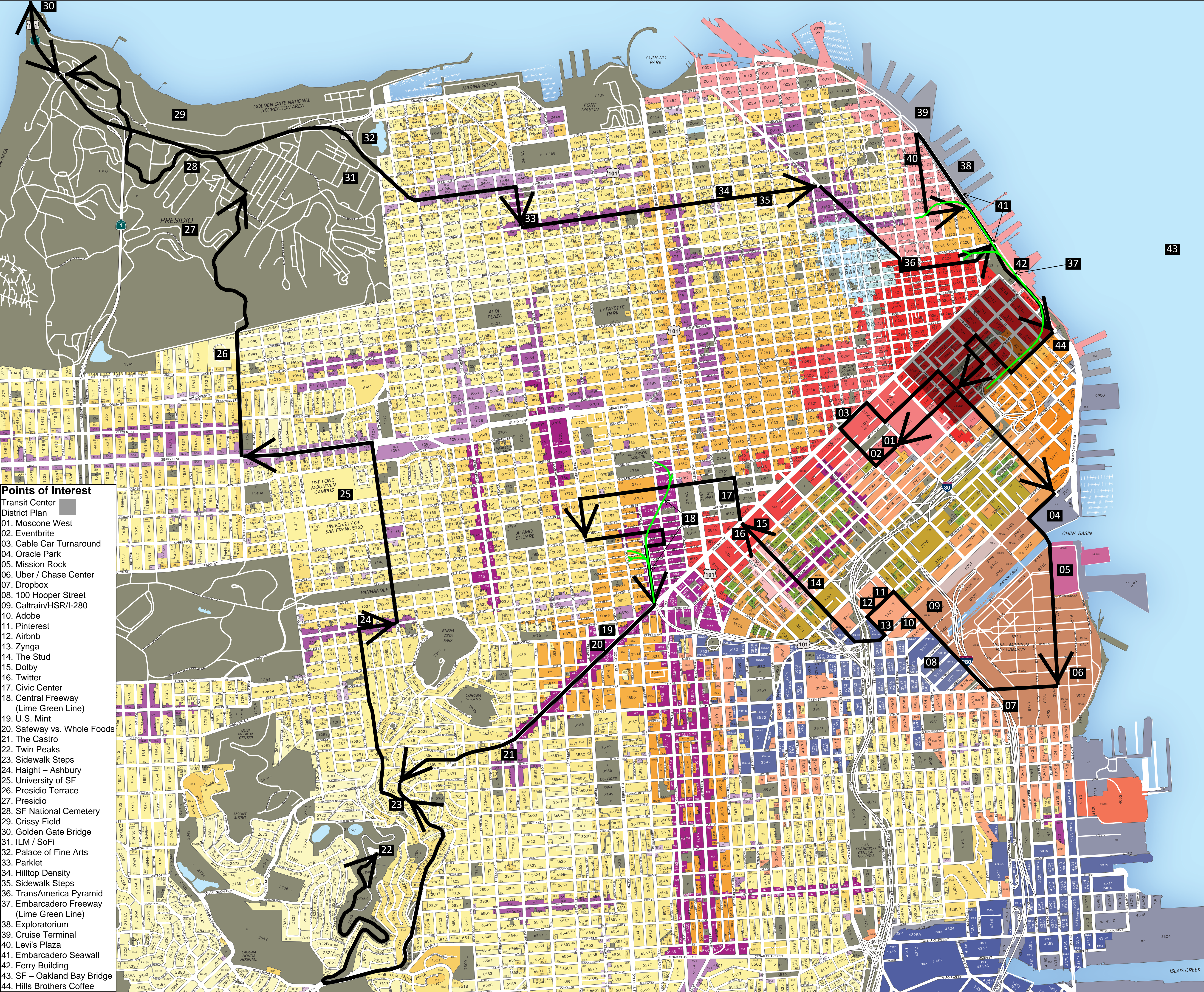
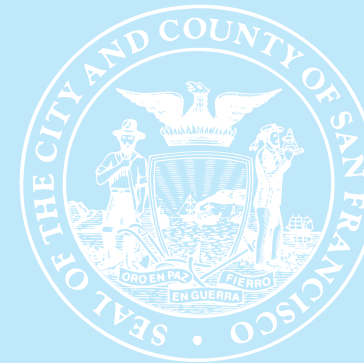
ORIENTATION TOUR GUIDE

NPC19



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ZONING USE DISTRICTS

Public	P Public	South of Market Mixed Use Districts	SPD South Park
Residential, House Character Districts	RH-1(D) One Unit Per Lot, Detached	RED Residential Enclave	RED-MX Residential Enclave Mixed Use
RH-1 One Unit Per Lot	RH-1(S) One Unit Per Lot, Minor Secondary Unit	RSD Residential/Service	SLR Service/Light Industrial/Residential
RH-2 Two Units Per Lot	RH-3 Three Units Per Lot	SLI Service/Light Industrial	SALI Service/Arts/Light Industrial
		SSO Service/Secondary Office	
Residential, Mixed (Houses & Apartments) Districts	RM-1 Low Density (1 Unit per 800 sf)		
RM-2 Moderate Density (1 Unit per 600 sf)	RM-3 Medium Density (1 Unit per 400 sf)		
RM-4 High Density (1 Unit per 200 sf)			
Residential-Commercial Combined Districts	RC-3 Medium Density (1 Unit per 400 sf)		
RC-4 High Density (1 Unit per 200 sf)			
Residential Transit Oriented Districts	RTO Residential Transit Oriented		
RTO-M Residential Transit Oriented, Mission			
Downtown Residential Districts	RH-DTR Rincon Hill		
SB-DTR South Beach	TB-DTR Transbay		
Neighborhood Commercial Districts	NC-1 Cluster (1 Commercial Story)		
NC-2 Small-Scale (2 Commercial Stories)	NC-3 Moderate-Scale (3+ Commercial Stories)		
NC-S Shopping Center (2 Commercial Stories)	NCD Individual (Named, Controls Vary)		
Neighborhood Commercial Transit Districts	NCT-1 Cluster		
NCT-2 Small Scale	NCT-3 Moderate Scale		
NCT Individual (Named, Controls Vary)			
Chinatown Mixed Use Districts	CRNC Residential/Neighborhood Commercial		
CVR Visitor Retail	CCB Community Business		
		Commercial Districts	RCD Regional Commercial
		C-2 Community Business	C-3-S Downtown Support
		C-3-R Downtown Retail	C-3-G Downtown General
		C-3-O Downtown Office	C-3-O(SD) Downtown Office (Special Development)
		Miscellaneous Districts	MB-OS Mission Bay, Open Space
		MB-O Mission Bay, Office	MB-RA See Mission Bay Redevelopment Plans
		HP-RA See Hunters Point Redevelopment Plans	MR-MU Mission Rock Mixed Use
		P70-MU Pier70 Mixed Use	
		Industrial Districts	M-1 Light Industrial
		M-2 Heavy Industrial	
		Production, Distribution & Repair Districts	PDR-1-B Buffer
		PDR-1-D Design	PDR-1-G General
		PDR-2 Core	

Points of Interest

- Transit Center District Plan
- 01. Moscone West
- 02. Eventbrite
- 03. Cable Car Turnaround
- 04. Oracle Park
- 05. Mission Rock
- 06. Uber / Chase Center
- 07. Dropbox
- 08. 100 Hooper Street
- 09. Caltrain/HSR/I-280
- 10. Adobe
- 11. Pinterest
- 12. Airbnb
- 13. Zynga
- 14. The Stud
- 15. Dolby
- 16. Twitter
- 17. Civic Center
- 18. Central Freeway (Lime Green Line)
- 19. U.S. Mint
- 20. Safeway vs. Whole Foods
- 21. The Castro
- 22. Twin Peaks
- 23. Sidewalk Steps
- 24. Haight - Ashbury
- 25. University of SF
- 26. Presidio Terrace
- 27. Presidio
- 28. SF National Cemetery
- 29. Crissy Field
- 30. Golden Gate Bridge
- 31. ILM / SoFi
- 32. Palace of Fine Arts
- 33. Parklet
- 34. Hilltop Density
- 35. Sidewalk Steps
- 36. TransAmerica Pyramid
- 37. Embarcadero Freeway (Lime Green Line)
- 38. Exploratorium
- 39. Cruise Terminal
- 40. Levi's Plaza
- 41. Embarcadero Seawall
- 42. Ferry Building
- 43. SF - Oakland Bay Bridge
- 44. Hills Brothers Coffee



Turn-by-Turn Directions

Orientation Tour(s)

Organizer: Bob Zimmerer

CODE	DATE	START	END
NPC191001	4-13-2019	10:30 am	02:00 pm
NPC191002	4-13-2019	11:00 am	02:30 pm
NPC191036	4-13-2019	12:30 pm	04:00 pm
NPC191003	4-13-2019	02:30 pm	06:00 pm
NPC191004	4-14-2019	08:00 am	11:30 am
NPC191005	4-14-2019	08:30 am	12:00 pm
NPC191006	4-14-2019	12:30 pm	04:00 pm
NPC191007	4-14-2019	02:30 pm	06:00 pm

SAN FRANCISCO

1. Depart from Moscone West Convention Center (800 Howard Street)
2. Start out going West on Howard Street
3. Turn Right onto 5th Street
4. Turn Right onto Market Street (This is a permitted movement for buses.)
5. Turn Right onto 4th Street
6. Turn Left onto Mission Street
7. Turn Right onto 2nd Street
8. Turn Right onto King Street
9. Turn Left onto 3rd Street
10. Turn Right onto 16th Street
11. Turn Right onto 7th Street
12. Turn Left onto Brannan Street
13. Turn Left onto 8th Street
14. Bear/Turn Right onto Division Street (Division Street is the first exit from traffic circle.)
15. Turn Right onto 9th Street
16. Bear Right onto Larkin Street (when crossing Market Street)
17. Turn Left onto McAllister Street
18. Turn Left onto Webster Street

19. Turn Left onto Hayes Street
20. Turn Right onto Gough Street
21. Turn Right onto Fell Street
22. Turn Left onto Octavia Boulevard
23. Turn Right onto Market Street
24. Continue straight onto Portola Drive
25. Turn Right onto Twin Peaks Boulevard
26. Continue straight onto Christmas Tree Point Road
27. Park on the right side of the parking lot (bus-parking area)
28. Depart the parking lot (bus-parking area)
29. Start out exiting the parking lot onto Christmas Tree Point Road
30. Continue straight onto Twin Peaks Boulevard
31. Turn Left onto Portola Drive
32. Continue straight onto Market Street
33. Turn Left onto Clayton Street
34. Turn Right onto Haight Street
35. Turn Left onto Masonic Avenue
36. Turn Left onto Geary Avenue (There is a short one-way ramp down to Geary Avenue.)
37. Turn Right onto Arguello Boulevard
38. Turn Left onto Sheridan Avenue
39. Continue straight onto Lincoln Boulevard
40. Turn Right into parking lot at Golden Gate Bridge Welcome Center
41. Turn Left onto U.S. 101 North Ramp
42. Continue across the Golden Gate Bridge

MARIN COUNTY

43. Exit U.S. 101 North at Vista Point
44. Park on the right (north) side of the parking lot (bus-parking area)
45. Depart the parking lot (bus-parking area)
46. Start out exiting the parking lot towards U.S. 101 North
47. Continue straight onto U.S. 101 North Ramp

48. Exit U.S. 101 North at Alexander Avenue
49. Turn Left onto Alexander Avenue
50. Continue straight onto U.S. 101 South Ramp
51. Continue across the Golden Gate Bridge

SAN FRANCISCO

52. Continue through (electronic) toll plaza
53. Continue straight onto Richardson Avenue
54. Bear/Turn Left onto Lombard Street
55. Turn Right onto Fillmore Street
56. Turn Left onto Union Street
57. Turn Right onto Columbus Avenue
58. Turn Right onto Montgomery Street
59. Turn Left onto Clay Street
60. Turn Left onto Drumm Street
61. Turn Right onto Washington Street
62. Turn Left onto The Embarcadero
63. Turn Left onto Battery Street
64. Turn Left onto Broadway
65. Turn Right onto The Embarcadero
66. Turn Right onto Folsom Street
67. Turn Right onto Fremont Street
68. Turn Left onto Mission Street
69. Turn Left onto 1st Street (This is a permitted movement for buses.)
70. Turn Right onto Howard Street
71. Park on the right (north) side of Howard Street at Moscone West Convention Center
72. End at Moscone West Convention Center (800 Howard Street)

SAN FRANCISCO ORIENTATION TOUR SCRIPT

Created: 2019-01-20 | Updated: 2019-04-10

Moscone Center – West
800 Howard Street
(Mobile Workshop Departure Area)

Welcome (BOTH SIDES)

Guides will welcome participants/riders to San Francisco! Guides will also introduce themselves.

The tour will last approximately 3½ hours and travel to various parts of the city. There will be two breaks with first one about ⅓ of the way through the tour and the second one about ⅔ of the way through. The first break is not a restroom break but the second one is.

Guides prepared this script so that participants could have pre-prepared notes to reference afterwards. However, each guide has a unique background and personality, so they will certainly add their own facts, perspectives, and stories.

There will be some time for questions at various places during the tour but not everywhere (i.e., near important points of interest). That said; guides will ask if there are any general or practical questions before starting.

Common Abbreviations Herein (BOTH SIDES)

SF = San Francisco or, officially, the City and County of San Francisco

Muni = San Francisco Municipal Transportation Agency

Depart from Moscone Center – West (BOTH SIDES)

We will start by heading west on Howard Street for a moment and then turning north on 5th Street, with our first points of interest being tech companies!

5th | Howard → Market

Eventbrite HQ (RIGHT) [02]

Yahoo! Offices (LEFT)

San Francisco Chronicle HQ (LEFT)

In 1924, the Chronicle commissioned a new headquarters here. Charles Peter Weeks and William Peyton Day designed it in the Gothic Revival architecture style, but most of the Gothic Revival detailing was removed in 1968 when the building was re-clad with stucco. This building remains the newspaper's headquarters today, although other tenants are located there as well.

Old San Francisco Mint (LEFT)

This was the official U.S. Mint from 1874 through 1937; we will see the "New Mint" later on the tour.

Cable Car Turnaround (LEFT) [03]

These lines opened in 1888. There used to be 23 lines; however, only three remain. Two of the three lines start/end here at Powell and Market Streets with both going to different parts of Fisherman's Wharf. Daily ridership of all three lines was 17,500 in 2017. Since 2014, ridership has decreased due to an increase in the fare to \$7. However, ridership numbers are not precise. In a December 2016 undercover audit by the SF Controller's Office, cable car operators did not bother to collect the \$7 cash fare from riders 37% of the time. That implies that ridership is 37% higher, at 23,975 in 2017.

Westfield San Francisco Centre (RIGHT)

We are near Union Square; one of the city's top tourist destinations and shopping districts; hence, the retail dominance. This was the former site of SF's Emporium, but it became a vertical shopping center in 1988. The facade and a glass dome were the only original building elements to survive a remodel in 1996. The center now contains 1,564,533 square feet of retail and 250,000 square feet of office.

Market Street (BOTH SIDES)

The city's most famous street and the go-to venue for festivities, including the annual Gay Pride Parade and victory parades for SF's sports teams. The street acts as the boundary of two street grids for its 3-mile length. Streets to the southeast align with Market Street, either parallel or perpendicular, but streets to the northwest follow the cardinal directions; however, not perfectly, as they are off by 9°.

Market Street is the primary transit and cycling artery for the city, with four levels. At the street level, Muni's buses, trolleybuses, and heritage streetcars share the street. A concourse level is immediately below street level where one can enter either Muni's subway or BART's commuter/rapid transit system. The Muni Metro subway is two levels below the street. BART is three levels below the street. BART is the Bay Area Rapid Transit system. There are four transit stations along Market Street in downtown that both Muni and BART serve, Embarcadero, Montgomery Street, Powell Street (here), and Civic Center / UN Plaza.

For the last decade, the city has been weaning private automobiles from using the street. In 2009, the city banned private automobiles from continuing on Market from 6th to Embarcadero. In 2015, the city banned private automobiles from entering Market between 8th and 3rd. The city is currently planning and designing a complete reconstruction of Market Street that will see private vehicles completely restricted from the street (Octavia to Embarcadero), with only taxis, buses, and commercial vehicles remaining. This street reconfiguration will allow for a reimagining of the sidewalk space as both a pedestrian promenade and as the home of a fully separated, sidewalk-level cycle track. The existing sidewalk has remained untouched since Lawrence Halperin's design from the 1970s; the remaining signature element is the red brick sidewalks. See the graphic in exhibits (page 1).

We will see other portions of Market Street later on the tour.

4th | Market → Mission

SF Marriott Marquis (LEFT)

Local newspaper columnist Herb Caen compared its shape to that of a jukebox. The hotel opened on the day of the city's last big earthquake (October 17, 1989). With better seismic standards than several nearby hotels, the 1,500-room building only lost a single window. This is the main conference hotel for this year's National Planning Conference as well as the previous conference in 2005.

Yerba Buena Gardens (RIGHT)

Yerba Buena was the name of the town in the Mexican territory of Alta California that became SF, after the U.S. claimed it in 1846. The park is part of the Yerba Buena Center Redevelopment Project along with the Moscone Center. In 1961, changes in container technology shifted port activity to Oakland and deprived the neighborhood of its livelihood. At the time, city planners began to see the South of Market (SoMa) area as a promising adjunct to the financial district. Urban renewal visions, however, ignored that approximately 4,000 people already lived in SoMa, mostly Filipinos. In 1967, to make room for Yerba Buena Center, 90 acres were cleared, including the Filipinos' homes. Various lawsuits challenged dislocation, financing, and environmental concerns, including the successful 1970-1973 Tenants & Owners in Opposition to Redevelopment (TOOR) suit over the relocation process. While the successful suits delayed implementation of the plan, the clearing already took place. In 2016, the city approved the SOMA Pilipinas Cultural District, which forms an almost-perfect rectangle from Market to Brannan and 2nd to 11th and includes the cleared area. The state recognized the district in 2017. We will discuss cultural districts later on the tour. In a few blocks and especially towards the end of the tour, we will see how big, master planned development happens in SF today as we explore the area around the Salesforce/Transbay Transit Center.

Four Seasons Private Residences (LEFT)

The new residences will occupy two neighboring buildings. A 45-story tower and a refurbished, 10-story Aronson Building, which dates back to 1903.

Expanding Downtown (BOTH SIDES)

The city's downtown (and skyline) has been expanding south of Market Street away from the traditional center to the north since the late 1970s and early 1980s, when implementation of the Yerba Buena Center Redevelopment Project began. In the late 2000s and early 2010s, the Transit Center District Plan and Transbay Redevelopment Project paved the way for the accelerated expansion now underway and led by tech companies.

SPUR (LEFT)

A non-profit research, education, and advocacy organization focused on issues of planning and governance in San Francisco, San Jose, and Oakland. SPUR's history dates back to 1910, when a group of young city leaders came together to improve the quality of housing after the 1906 San Francisco earthquake and fire. The group has helped shape some of the most important planning decisions in the region, from the founding of the Bay Area Rapid Transit system (BART) to the preservation of the Golden Gate National Recreation Area. Like the urban planning profession, the 1960s and urban renewal was not our finest hour. As late as 1966, SPUR's rationale for urban core revitalization was the aspiration that San Francisco's population would move closer to "standard White Anglo-Saxon Protestant characteristics". The organization has more than 6,000 members today and has diversified its focus, analyzing subjects from sea-level rise and renewable energy to bicycle lanes and the ties between the Beat movement and the cultural understanding of urbanism. SPUR also provides annual analysis and selective endorsement of San Francisco ballot measures. In June 2009, SPUR moved into new headquarters here. This location houses the majority of SPUR's staff, as well as a gallery, a research

@ 3rd Street

library, and meeting space for SPUR's regular hosted talks.

2nd | Mission → King

@ Howard Street

@ Folsom Street

@ Park Street

@ Brannan Street

Transit Center District (BOTH SIDES)

We are now in the Transit Center District for which there is a plan of the same name. It is a sub-area update to the city's downtown plan from 1985. You may have noticed that many of the newer developments a couple of blocks ago were convention/visitor-oriented, like hotels and retail. This area is different, as the Transit Center District Plan seeks to create a new transit-focused neighborhood mostly of offices and residential that supports and complements use of the Salesforce/Transbay Transit Center. There have been some high profile office leases signed by tech companies in recent years. See the graphics in exhibits (pages 22-27).

LinkedIn Offices (RIGHT)

Privately Owned Public Open Spaces (POPOS) are publicly accessible spaces in forms of plazas, terraces, atriums, small parks, and even snippets that private developers provide and maintain. Since adoption of the city's downtown plan in 1985, new building construction in downtown and surrounding neighborhoods has to have some space set aside for the public. It can either be in the building itself, or at a nearby public area. There are now over 50 POPOS in SF.

This one includes a polished wood interior going the length of about half a block, a small café, restrooms, and plenty of table space.

The left side of the bus will be able to see another example later on the tour.

Office Development Annual Limit Program (BOTH SIDES)

This voter-mandate caps new office space at 850,000 square feet annually. For more detail, see the appendix (Page 1).

2nd Street Corridor (BOTH SIDES)

We are now leaving the Transit Center District, but we are traveling along the future alignment of the Downtown Rail Extension to bring commuter rail (Caltrain) and eventually high-speed rail into the unfinished six-track rail station underneath the Salesforce/Transbay Transit Center. The above-grade portion primarily serves as a bus terminal but also includes a 5½-acre rooftop park. The recently completed 2nd Street Streetscape Project added bicycle facilities through the neighborhood. We will return to the Transit Center District later on the tour.

South Park (RIGHT)

One of SF's original wealthy neighborhoods, before improvements like the cable car allowed the wealthy to move up the hills and take advantage of the views and cleaner air.

IGN Entertainment (LEFT)

IGN is a video game and entertainment media website available in over 25 languages.

King | 2nd → 3rd

Oracle Park (LEFT) [04]

When it opened on March 31, 2000, the ballpark was the first Major League Baseball ballpark built without public funds since the completion of Dodger Stadium in 1962. The lack of public funds was likely key to the passage of Proposition B (1996) by SF voters, which raised waterfront height limits in this location from 40 feet to 150 feet to build a waterfront ballpark. The Giants had lost four ballot initiatives in other parts of the Bay Area previously. The Giants did receive \$10 million in tax abatement from the city and \$80 million for upgrades to the local infrastructure (including a connection to the Muni Metro). However, the Giants have a 66-year lease on the 12½-acre ballpark site, paying \$1.2 million in rent annually to the SF Port, and team now has a higher level of transit ridership than the Yankees do. The park opened with a seating capacity of 40,800, but this has increased over time to 41,915.

3rd | King → 16th

@ Mission Bay Boulevard

Lyft HQ (RIGHT)

Port-Owned Property (BOTH SIDES)

Proposition B (2014) prohibits increasing the existing maximum building heights for parcels under the control of the San Francisco Port Commission, as well as any other property that the Port owns or controls as of January 1, 2014 or later acquires, unless explicitly approved by voters on a project-by-project basis. See the graphic in exhibits (page 2).

Mission Rock Development (LEFT) [05]

This development is on port-owned property. Proposition D (2015) passed 3-to-1 and increased building height from 40 feet to 190-240 feet for 10 of the 28 acres. The development includes 8 acres of new parks and open space, 1,500 new rental homes (40% of which will be affordable to low and middle income individuals and families), 1.5 million square feet of office (and retail) space, sea level rise resiliency and adaptation features, historic rehabilitation of Pier 48, and public waterfront access improvements along Blue Greenway Trail. See the graphic in exhibits (page 3).

Pop-Up Park (RIGHT)

Five 88 (RIGHT)

This affordable housing project includes 70 one-bedroom units at \$1,090 to \$1,320 per month and 128 two-bedroom units at \$1,299 to \$1,576 per month.

Uber HQ & Chase Center (LEFT) [06]

All four new office buildings on the east side of 3rd Street, north of the forthcoming Chase Center, are for Uber's new HQ. Uber will have 713,000 square feet of office in total for approximately 7,000 employees. The Chase Center will anchor a district of 11 acres of restaurants, cafés, offices, public plazas, and a new 5½-acre public waterfront park. The arena will have a seating capacity of 18,000 people as well as multiple layers and floors that will include a multi-purpose area with a theater. It will contain 580,000 square feet of office and lab space (½ of which Uber will take up), 100,000 square feet of retail space, and 35,000 square feet of public plaza/recreation area. There will also be a parking facility with 950 spaces.

University of California SF Medical Center, Mission Bay (LEFT)

Genentech Hall (RIGHT)

Dropbox Offices (LEFT) [07]

Dropbox has a lease for all four new buildings totaling 736,000 square feet. The projected total construction cost for the complex is \$570 million.

Mission Bay (BOTH SIDES)

In 1998, the city announced this area as a redevelopment project. Much of the land is subject to liquefaction, as it was previously a railyard. See the graphic in exhibits (page 4). Upon completion of the redevelopment plan, the railroad sold or sub-contracted several parcels to other developers. The city gave a sizeable amount of land to UCSF, as they were threatening to leave the city. The neighborhood has rapidly evolved into a wealthy neighborhood of luxury condominiums, hospitals, and biotechnology research and development.

When completed, the neighborhood will consist of 6,400 homes in all, approximately 30 percent of which (1,900) will be affordable in some capacity. The primary mechanism for building affordable housing in a redevelopment area like Mission Bay is through a tax increment levied within the area.

While the neighborhood has a biotechnology focus, one benefit of the arena and two medical centers going in lieu of more biotech is that biotech requires enormous amounts of lab space, with fewer workers overall and a higher ratio of parking – a recipe for a deadened urban fabric.

7th | 16th → Brannan

100 Hooper Street (LEFT) [08]

The intent of Production, Distribution, & Repair (PDR) Zoning is to ensure space for existing and new PDR businesses and activities. In order to protect PDR, residential is not a permitted use, while office, retail, and institutional uses (schools, hospitals, etc.) are limited. San Francisco has very limited land available and because current zoning permits almost any activity in an industrial zone, residential and office uses, which can afford to pay far more to buy land, have been gradually displacing PDR activities. Some (though certainly not all) PDR businesses use large trucks, stay open late, make noise, or emit odors. As residences and offices locate adjacent to these PDR businesses more frequently, conflicts arise, sometimes forcing the PDR businesses to curtail operations or even leave the city.

The development here includes two four-story buildings with 311,000 square feet of creative office space on the upper levels and 86,000 square feet of light industrial space on the ground floor of two of the buildings. A third building, in the back, contains 49,000 square feet of light industrial space on all four floors. In the front two buildings, Adobe Systems leases all the creative office space and Seven Stills Brewery & Distillery leases 18,000 square feet of the light industrial. PlaceMade, who is dedicated to helping manufacturers start, stay, and grow in SF, leases all of the third building. The ground floor of PlaceMade's building has 8,400 square feet, six roll-up doors, a ceiling height of 18 feet, and six person doors. The upper three floors each have 12,700 square feet, with 11-foot ceilings. The building has indoor bike parking, a truck-accessible breezeway, and 24-hour access. Tenants also have access to a two-bay loading dock adjacent to the building. Light industrial units ranging from 1,000 square feet to an entire floor (12,700 square feet) are available.

After 100 Hooper Street

Crescent Cove (RIGHT: Across Railroad Tracks)

This affordable housing includes 84 studio units, 87 one-bedroom units, and 63 two-bedroom units.

Caltrain / High-Speed Rail / I-280 (RIGHT) [09]

The Downtown Rail Extension (DTX) to bring commuter rail (Caltrain) and eventually high-speed rail into the unfinished six-track rail station underneath the Salesforce/Transbay Transit Center as well as the electrification of Caltrain will take place in the next decade. However, existing infrastructure was built in a time when these neighborhoods were primarily industrial, separating them from the rest of the city. The city recently completed the Rail Alignment & Benefits Study, which was a comprehensive analysis coordinating transportation and land use issues resulting from the DTX and electrification. The next steps include additional coordination of an array of projects, the first of which is the Caltrain Business Plan that will inform how Caltrain utilizes the railyard here and the future underground station nearby. Other projects include the design of the DTX, pre-environmental work, and a station study—the latter two will help refine the alignment, tunnel launch, and station location associated with the extension. See the graphic in exhibits (page 5).

Adobe Systems Offices (LEFT) [10]

The Baker & Hamilton Building is on the National Register of Historic Places. Built in 1905 and converted into office space in 2000 for Organic, Inc. During the dot-com downturn space went unused until 2005 when Macromedia moved. Adobe Systems moved in during 2007 after buying Macromedia.

@ Brannan Street

Pinterest Offices (RIGHT) [11]

Pinterest's HQ is down Brannan a couple of blocks, so this is a secondary office location. Typically, tech companies start small, on its founder's laptop for example, and then grow to the point that warrants employees and a physical office. However, due to the speed at which tech companies grow, they usually outgrow their initial office space in a handful of years, resulting in multiple small-to-medium-sized spaces. Eventually, tech companies seek to consolidate in one or a small number of larger office complexes, as we already saw with LinkedIn, Uber, and Dropbox.

855 Brannan Apartments (LEFT)

This development includes 434 units with 55 being affordable. The market rates for studios (as of April 2019) range from \$3,645 to \$3,950 per month. For one-bedrooms, market rates range from \$3,720 to \$4,175 per month; for two-bedrooms, market rates range from \$5,250 to \$6,150 per month. No three-bedroom units are available at present. When the Mayor's Office of Housing & Community Development offered the affordable units via a lottery in 2017, rates for studios were \$1,036 per month, one-bedrooms were \$1,185 per month, two-bedrooms were \$1,333 per month, and three-bedrooms were \$1,481 per month. That means lottery winners are paying \$2,609 to \$4,817 less per month than the market rate.

Airbnb HQ (RIGHT) [12]

SF has been at the forefront of short-term rental policies. The city now has an Office of Short-Term Rentals (OSTR) to ensure that short-term rentals do not negatively affect the city's housing supply or damage the character of neighborhoods. A short-term residential rental is a rental of all or a portion of a home for periods of less than 30 nights. Only a permanent resident of the unit may host short-term rentals. To be considered a permanent resident, one must spend at least 275 nights a year in the unit. If one owns/rents a multi-unit building, only the specific residential unit in which the permanent resident resides may host short-term rentals. The permanent resident must register with the city as a business and as a short-term rental as well as include both certificate/license numbers on all listings advertising the short-term rental. "Unhosted rentals" occur when a permanent resident is not present in the unit during a guest's stay. Registered hosts may only conduct unhosted short-term rentals for up to 90 nights per calendar year.

Platforms offering short-term rental bookings in SF must verify that any home offered for short-term rental is registered lawfully with OSTR before the platform may provide, or collect a fee for, booking services for that unit. In addition, platforms must submit a monthly affidavit to OSTR affirming that they have exercised reasonable care to verify that hosts utilizing their service are registered lawfully with OSTR and maintain business records for no less than the prior three years for each of their hosts and short-term rental transactions.

8th | Brannan → Division

Zynga HQ (LEFT) [13]

Founded in April 2007, Zynga is a social game developer running social video game services primarily focused on mobile and social networking platforms. The company's most popular game series are *CSR Racing*, *FarmVille*, *Words With Friends*, and *Zynga Poker*. At any given moment, people around the world are playing about 57 million "matches" on *Words With Friends*.

Design District (BOTH SIDES)

This is the north side of the city's design district, a mixed industrial-office-retail area with a concentration of showrooms and upscale shops, as well as the San Francisco campus of the California College of the Arts.

Division | 8th → 9th

Aerial Freeway (BOTH SIDES)

Note the character of this area under the freeway; this is what a later portion of the tour (Octavia Boulevard in Hayes Valley) used to look like pre-removal.

9th | Division → Market

Big Box Retail (RIGHT)

This is an example of the type of retail development the city no longer likes, as it is inward facing.

South of Market (SoMa) Comparison (BOTH SIDES)

Note the different character of this part of SoMa as compared to the parts near the convention center (Yerba Buena Center/Gardens) and the Transit Center. High traffic volumes (due to the proximity of freeways and the Bay Bridge), wide one-way streets, and other challenges make it difficult to deliver a safe environment for walking and cycling in pursuit of the city's Vision Zero goal. The city adopted Vision Zero in 2014 with the aspirational goal of zero traffic deaths by 2024. Progress has been slow but improvements are taking place.

@ Harrison Street

The Stud (RIGHT) [14]

One of the most successful gay establishments in town; it opened in 1966 catering to a wider clientele than the surrounding leather bars. The Stud was one of the first businesses in town to benefit from the city's Legacy Business Program.

A legacy business is any locally owned commercial outfit that has been open for at least 30 years, garners a nomination from the Mayor or Board of Supervisors, and gets final approval from the Small Business Commission. If a landlord agrees to give his or her resident legacy business a ten year lease with no rent hikes, the city will award grants to both landlord and business. Eligible businesses receive \$500 for every full-time employee and landlords receive \$4.50 per square foot. Voters approved the program via Proposition J (2015).

Cultural Districts (BOTH SIDES)

Since we are back in SoMa, that also means we are back in the SOMA Pilipinas Cultural District, which, again, forms an almost-perfect rectangle from Market to Brannan and 2nd to 11th and includes the area cleared of 4,000 homes around the convention center.

Cultural Districts are about much more than staking out geographic turf and putting up a bunch of signs and banners. Cultural districts can place tighter restrictions on new businesses, such as chain restaurants and stores. In addition, Proposition E (2018) reallocates 1½% of the 8% base hotel tax to arts and cultural services. Approximately 10% of the \$32 million reallocated goes to Cultural Districts.

@ Howard Street

1288–1298 Howard Street (RIGHT)

A former gas station with a Starbucks and a Burger King will become a five-story mixed-use development with 129 dwelling units, 17 of which will be affordable or below market rate. The project will also include 10,000 square feet of office and 3,000 square feet of retail along with a new public alley between the two buildings connecting Howard and Natoma Streets. See the graphic in exhibits (page 6) on the next page.

@ Mission Street

Mid-Market Plan (BOTH SIDES)

The sub-area plan covered the blocks between Market and Mission, from Van Ness to 5th. (The intersection of Market and 5th is where the Cable Car Turnaround is we saw at the beginning of the tour.) Noted columnist Herb Caen referred to the neighborhood as "le grand pissoir" because of the amount of public urination, defecation, and vagrancy due to a consolidation and expansion of homeless social services in the area, starting in the mid-1980s.

Past initiatives such as sponsored street murals had little effect in revitalizing the neighborhood and, in 2011, the city government turned to tax incentives to encourage businesses to move to the area. The largest and most noteworthy was Twitter, which moved into the old SF Furniture Mart building at Market and 9th in 2012. In October 2013, Square moved its headquarters to the area, followed by Uber and Dolby. Equally transformative, and often attributed to the new density of tech headquarters, has been the concurrent increase of residential buildings, most notably high-rise apartments and condominium towers. However, safety remains a serious concern. In December 2018, Spotify, an early recipient of the city's Mid-Market payroll tax break meant to draw tech companies to the area, moved out before its lease ended because employees said they felt unsafe in the area. According to the *SF Chronicle*, one Spotify worker said a homeless woman slapped her in the face near the building. The company has since relocated to the Financial District. Keep in mind that reuse of existing buildings does not count against the city's Office Development Annual Limit Program, as mentioned earlier and discussed in detail in the appendix (page 1).

Dolby HQ (RIGHT) [15]

Twitter HQ (LEFT) [16]

This is the building with a Walgreens on the ground floor. The city offered tax incentives to encourage businesses to move here to Mid-Market, as the area had been in decline over the last several decades. Twitter moved here from its previous location in the South Park neighborhood of SF.

9th / Larkin @ Market

Twin Peaks (LEFT: Far Down Cross Street) [22]

We will be going to the top of those hills later on the tour.

Ferry Building (RIGHT: Far Down Cross Street) [42]

We will pass right by this landmark later on the tour.

Bill Graham Civic Auditorium (LEFT)

Designed by John Galen Howard, Frederick Herman Meyer, and John W. Reid, Jr and built in 1915 as part of the Panama – Pacific International Exposition. The multi-purpose arena holds 8,500 people.

New San Francisco Main Library (RIGHT)

The 1989 Loma Prieta earthquake damaged the old main library; thus, this new main library was completed in 1995 and opened a year later on April 18, 1996. The library system has won several awards, such as Library Journal’s Library of the Year award in 2018. The library is well funded due to the city’s dedicated Library Preservation Fund, which voters established via a ballot measure in 1994 and subsequently renewed until 2022 by another ballot measure in 2007.

City Hall (LEFT)

The building reopened in 1915 after the 1906 earthquake destroyed its original but larger counterpart. The structure’s dome is taller than that of the U.S. Capitol by 42 feet. Joe DiMaggio and Marilyn Monroe were married here in January 1954. Former Supervisor Dan White assassinated Mayor George Moscone and Supervisor Harvey Milk at City Hall in 1978. The Loma Prieta earthquake of 1989 damaged the structure and twisted the dome four inches on its base. City Hall reopened nearly ten years later after its seismic upgrade was complete. In February and March of 2004, recently elected Mayor Gavin Newsom, now Governor, and other city officials issued same-sex marriage licenses here.

Pioneer Monument (RIGHT)

A portion of the monument, Early Days, contained a missionary, a Native American, and a vaquero. The city removed this portion in the early morning hours of September 14, 2018, as it was dehumanizing to Native Americans. In 2017, former Mayor Ed Lee said, “We should not have the statue in Civic Center any more than we should have a statue of Robert E. Lee”.

Asian Art Museum / Old San Francisco Main Library (RIGHT)

The building houses one of the most comprehensive Asian art collections in the world, with more than 18,000 works of art in its permanent collection, some as much as 6,000 years old. Designed by George Kelham in 1917, it underwent substantial renovations before opening as the museum in 2003. Before then, the museum shared a space with the de Young Museum in Golden Gate Park.

McAllister | Larkin → Webster

Earl Warren Building (RIGHT)

Completed in 1922; it is the headquarters of the Supreme Court of California, which notably is here, not in Sacramento, the state's capital.

Civic Center Plaza (LEFT)

There is a parking garage here underneath the northern half.

Civic Center Public Realm Plan (BOTH SIDES) [17]

The planning process is underway to create a unified vision for medium and long-term improvements to Civic Center's plazas, streets, and other public spaces. The plan is an interagency effort managed by the Planning Department in partnership with multiple city agencies including Public Works, Municipal Transportation Agency, Recreation & Parks, Real Estate Division, Public Utilities Commission, Arts Commission, and the Office of Economic & Workforce Development. The Public Realm Plan is part of the city's larger Civic Center initiative to improve the area as both a neighborhood gathering space and a public commons for all San Franciscans. See the graphics in exhibits (pages 7-9).

@ Van Ness Avenue

Van Ness Avenue Bus Rapid Transit (BOTH SIDES)

The project will create dedicated bus lanes along two miles of Van Ness Avenue, from Lombard on the north end to Mission on the south end. The transit-only lanes will flank landscaped medians, physically separated from the two lanes of mixed flow traffic in each direction. All-door, low-floor boarding, elimination of most left turns, transit signal priority, and traffic signal optimization will help reduce transit travel time on the corridor up to 1/3. In addition, high-quality bus shelters, pedestrian improvements, signal upgrades, new streetlights, new landscaping, and roadway resurfacing will improve safety and aesthetics. The 47 (Van Ness) and 49 (Van Ness / Mission) buses as well as Golden Gate Transit buses, connecting SF with Marian and Sonoma Counties via the Golden Gate Bridge, will be the benefactors. There has been community backlash regarding traffic patterns changes and loss of parking along the corridor as well as for tree removal. However, there will now be more trees along the route.

Plans for this date back to 1989. The 1995 Four Corridor Plan by the SF County Transportation Authority (CTA) called for rail expansions along four priority corridors, including here on Van Ness, along Geary, which we will see later on the tour, and on Bayshore/3rd, which we saw earlier near Oracle Park, Uber HQ, and the Chase Center. The Van Ness and Geary corridors are BRT while the other two are light rail.

@ Gough Street

Western Addition Redevelopment (BOTH SIDES)

The redevelopment of the Western Addition was one of the largest urban renewal efforts in the West. The California Redevelopment Act of 1945 allowed cities and counties to create redevelopment areas to combat urban blight, which the act defined by economics, dilapidation of housing, and social conditions – including the size of the nonwhite population. The redevelopment agency declared this area, where a majority of the residents were African American, blighted in 1948. The first demolition project began in 1956, and the second phase began in 1964, which expanded the area to 60 square blocks. The redevelopment agency used eminent domain to purchase Victorian homes and buy out local businesses. The thriving black business community disappeared as owners of nightclubs, barbershops, banks, and

retail stores had to close up shop. In total, 883 businesses shuttered, 4,729 households relocated, and 2,500 Victorian homes came down. Though the redevelopment agency promised to move people back into the neighborhood after the project finished and help the business community recover, the area sat empty for years. Heads of households received a certificate that said they would be given preference in housing built in the future, but there was little housing built for a long time. The legacy of this project makes redevelopment tough to do in SF to this day, not only because of the intentional destruction of a community but also because, like many mid-20th-century redevelopment projects, it has an auto-oriented and placeless character.

Affordable Housing Lotteries (BOTH SIDES)

When the Mayor's Office of Housing & Community Development offers affordable units for rent in new projects, it uses a lottery system. Preference holders, including those who received a certificate in this area, receive the highest ranking in the lottery process. Each project and neighborhood is a bit different, but the project we passed earlier near Airbnb (855 Brannan Apartments) are indicative of the rankings. Second highest are tenants evicted through an Ellis Act Eviction (condominium conversion), an Owner Move In Eviction, or have been displaced by a fire. Third are households who live within the same supervisorial (i.e., city council) district or within ½-mile of the project. Fourth are households in which at least one member works (¾ of their working hours) or already lives in SF.

Webster | McAllister → Hayes
@ Fulton Street

Western Addition Redevelopment (BOTH SIDES)

Note the different neighborhood character on each side of the street. To the LEFT is the Western Addition Redevelopment Project whereas a block untouched by redevelopment is to the RIGHT.

Hayes Valley North (RIGHT)

This was one of the first redevelopments to address dilapidated public housing. The original development opened in 1962 and closed in August 1996. It contained 195 units with 449 bedrooms. The redevelopment opened in March 1998 containing 294 units with 463 bedrooms. 70% of residents moved back and the cost in the late 1990s was \$42.5 million, with a \$22 million federal HOPE VI grant.

Prior to the redevelopment, due to graffiti-covered walls, broken glass, and drugs that flowed across its courtyard, residents sued the owner, the San Francisco Housing Authority in 1990, saying it was responsible for muggings, shootings, and other crimes that took place near the development. They lost in appeals court.

@ Laguna Street

Laguna Hayes Condominiums (LEFT)

Completed last year (2018), this redevelopment site includes 15 one-bedroom, 12 two-bedroom, and two three-bedroom condos as well as 8,000 square feet of retail and 20 underground parking spaces. All 29 of the condominiums were market rate, as the developer elected to pay a fee to the city for the off-site construction of affordable housing. When sales started in July 2017, one-bedrooms began at \$950,000 and two-bedrooms at \$1,600,000.

Hayes Valley (BOTH SIDES)

This is the heart of the neighborhood revitalized by the removal of the Central Freeway. It is one of the trendier sections of town with an eclectic mix of boutiques, high-end restaurants, and hip stores. Due to gentrification, the neighborhood transitioned from one of low-income African Americans to wealthy whites.

Parklet (RIGHT)

A restaurant, Souvla, just added a parklet in the last couple of weeks.

San Francisco was the birthplace of parklets – both the legal and outlaw versions. The whole idea started as a September 2005 effort called Park(ing) Day, when two activists hogged a parking space all day at First and Mission streets, decorating it with AstroTurf and a bench, and feeding the parking meter for hours and hours. San Francisco turned this momentum into the nation’s first permanent parklet permit process in 2011, and there are now nearly 50 approved parklets in the city.

@ Octavia Street

Central Freeway Removal – #1 (BOTH SIDES) [18]

Patricia’s Green (RIGHT): The park is the direct result of Patricia Walkup and her supporters who fought for years, including three separate ballot initiatives, to turn the damaged Central Freeway into a surface level boulevard with adjacent park. The artwork in the middle, *Squared*, features 786 cubes in all, each composed of between 12 and 24 individual LEDs. It is a 50-foot-tall tree that, according to the artist, is “reimagined in a futuristic world post nature.” At night, the sculpture lights up in an array of colors and patterns.

PROXY (RIGHT): The pop-up businesses and walk-up outdoor theater are on former freeway land eventually slated for housing developments. These spaces are part of PROXY, a temporary two-block project seeking to mobilize a flexible environment of food, art, culture, and retail within renovated shipping containers. PROXY is both a response and solution to the ever-changing urban lifecycle, existing as a temporary placeholder and an instigator of evolving cultural curiosities in art, food, retail, and events. The design embraces the

vast diversity of a city and encourages the rotation of new ideas and businesses as well as innovative public art installations that come and go like new visitors at the site.

450 Hayes Condominiums (LEFT) [18]

Completed in 2016, this development is on former freeway right-of-way and includes 41 units ranging from one to three bedrooms; five of the units were below market rate. One-bedrooms started in the \$900,000s for 620 square feet.

Gough | Hayes → Fell

Unbuilt Freeways (BOTH SIDES)

Plans from Postwar Era called for ten freeways in SF, as shown on the graphic in exhibits (page 10). Public opposition to freeways began almost immediately, especially after the SF Chronicle published a map. In 1959, the San Francisco Board of Supervisors (i.e. city council) voted to cancel seven of the planned freeways, including an extension of the Central Freeway in this area.

Fell | Gough → Octavia

Central Freeway “Fight” (BOTH SIDES)

In 1989, the Loma Prieta earthquake damaged the northern part of the elevated roadway, and, in 1992, the California Department of Transportation (Caltrans) removed the freeway north of Fell Street and rerouted U.S. 101. That same year the city banned any new freeway construction north of Market Street and, in 1995, a city task force recommended its replacement with a surface boulevard. Caltrans closed the double-deck freeway north of Mission Street for rebuilding in late 1996. A “fight” then ensued between the primarily Chinese American residents of western San Francisco, who favored Caltrans’ plan for rebuilding as the freeway provided easy access for prospective customers to reach their businesses, and the primarily white and African American local residents of Hayes Valley, who regarded the freeway as urban blight and had the support of Mayor Willie Brown. Caltrans reopened the northbound (lower) deck to Fell Street in 1997 but several ballot initiatives then passed in subsequent years calling for its removal. The final compromise is what you will see shortly, a surface boulevard that favors access to and from the west via turning restrictions.

Central Freeway Removal – #2 (BOTH SIDES) [18]

Avalon Hayes Valley (RIGHT): Built in 2015, this development is on block previously used for freeway on/off-ramps and includes 182 rental units ranging from studios to two-bedrooms. As of April 2019, the market rates for the studios available are around \$3,500 per month for less than 500 square feet. For one-bedrooms, market rates range from \$4,000 to \$4,200 per month for about 640 square feet; two-bedrooms range from \$4,330 per month for 770 square feet to \$6,400 per month for a bit more than 1,000 square feet.

Excess Right-of-Way (LEFT): Small housing developments will be going on the small, unused lots on the east side of the boulevard. At Haight Street, 8 Octavia Condominiums opened in 2014 on former excess right-of-way. The building contains 47 units in total, ranging from one-bedrooms with 726 feet to three-bedroom penthouses with more than 1,700 square feet and their own private roof decks. The building’s main feature is its distinctive glass louvered façade that residents can operate to control light, privacy, and temperature in the units. The architect, Stanley Saitowitz, described his design as catering to “the San Francisco of the iPhone, not the Victorian”. When sales began in 2014, prices were over \$1,000 per square foot. In the last year, a two-bedroom unit that is 1,000 square feet in size sold for \$1,295,000 (i.e., \$1,295 per square foot). Monthly association dues are another \$800 per month. As of April 2019, an owner of a similar unit is renting it for \$4,795 per month.

Market & Octavia Plan (BOTH SIDES) [18]

Adopted by the city in 2008, the plan’s purpose was to guide infill development to strengthen the neighborhood, including the vitality of nearby retail. The plan enabled roughly 6,000 additional housing units, the vast majority of which are either complete or entitled at this point. The sale of former freeway parcels as well as development fees generated over \$30 million for public improvements in the neighborhood, ranging from on-street bike/pedestrian improvements to new public spaces, including gathering spaces, a public plaza, a skatepark, and a dog play area.

Freeway Touchdown (LEFT) [18]

How does one transition a freeway into a city street grid? Here, no traffic from Market Street can turn onto the freeway from either direction, but traffic from the freeway may turn right onto Market or continue straight onto Octavia Boulevard. The only way to enter the freeway is from Octavia Boulevard.

Market/Portola
Octavia → Twin Peaks

@ Duboce Avenue

San Francisco LGBT Community Center (RIGHT)

The center is a nonprofit organization serving the lesbian, gay, bisexual, and transgender population of SF and nearby communities. The center has five primary areas of focus in which it works; 1) economic empowerment, 2) health and wellness, 3) children, youth, and families, 4) community and police initiatives, and 5) arts and culture. The organization's annual budget is approximately \$2 million, supported by a combination of city government grants, rental and event income, and private donations.

New San Francisco Mint (RIGHT) [19]

Built in 1937, the current U.S. Mint is up on the hill; we saw the "Old Mint" earlier on the tour. The SF Mint does produce any coins for circulation, only clad and silver proof coin sets as well as commemorative coins as authorized by Congress.

Whole Foods (LEFT) vs. Safeway (RIGHT) [20]

The Whole Foods opened in 2014 as part of an eight-story mixed-use development that includes 81 apartments and underground parking. The Safeway opened in 1954, 60 years earlier as a typical auto-oriented, strip-mall-type development. Initial plans for the mixed-use development with Whole Foods called for less underground parking than exists today. The developer added more parking for the grocery use (Whole Foods) to allay neighbors' parking concerns, as they were accustomed to the auto-centric Safeway. As testament to the power of urban design, the vast majority of the underground parking for Whole Foods sits empty as most customers reach the store via bike or foot.

If the Whole Foods development came online a couple of years later than it did, then things would have been different due to the city's Transportation Demand Management (TDM) Program. In other words, the underground parking could have been even smaller than initially proposed and elected/appointed officials and staff would have had a law to point to in order to justify less parking. The TDM Program seeks to reduce the vehicle miles traveled (VMT) generated by new developments by requiring developers to choose from a menu of TDM measures that seek to shift more typical car-dependent travel practices. Some examples of measures include fewer parking spaces, more onsite amenities (including bicycle parking), car-share parking and membership, parcel delivery lockers, refrigerated lockers, storage lockers, on-site childcare, shuttle/vanpool services, and subsidized transit passes. The point target relates to the project's characteristics, which one can calculate via an online tool (<http://www.sftdmtool.org/>). Each applicable land use category for a project generates its own point target. See the graphic in exhibits (page 11) for the menu of options available.

Vacant Retail (BOTH SIDES)

Like other cities, location is the key factor for retail. Per Cushman & Wakefield, the entire process of shopping continues to shift thanks in large part to eCommerce, with traditional retailers enduring the most of the storm. This same trend is playing out in SF, but there are additional issues in SF as well. Rental rates for prime spots remain steep and attracting and retaining employees is ever more difficult with a need to pay higher wages and compete heavily in a market with record low unemployment and a surplus of job openings. However, due to its density as well as strong economic and visitor

base, some neighborhoods in SF still enjoy active retail leasing activities and retain tight availabilities. eCommerce retailers also continue to open brick-and-mortar locations to boost brand awareness and increase sales. Stag & Manor – an online modern home décor store – opened its first physical store at 2327 Market Street (LEFT: After 16th/Noe) in The Castro. Amazon Go opened two no-cashier convenience stores in the city as well. The overall vacancy rate in SF remains one of the lowest in the nation at 3.0% as of year-end 2018, down from 3.1% at the end of 2017.

Formula Retail Use (BOTH SIDES)

SF’s Zoning Ordinance has additional restrictions on chain stores. If a use qualifies as formula retail, then additional controls and regulations apply depending on the zoning district. In most cases, chain stores require conditional/special use permits, which can be easier or harder to obtain in a given area based on neighborhood sentiments. For more detail, see the appendix (page 2).

@ 16th Street / Noe Street

The Castro (BOTH SIDES)

The U.S. military discharged thousands of gay service members from the Pacific theatre in the city during World War II because of their sexuality. Many settled in SF rather than return to their hometowns and face ostracism. An established gay community had begun in numerous areas including Polk Street, which used to be the city’s gay center from the 1950s to the early 1980s. The 1950s saw large amounts of families moving out of the Castro to the suburbs (i.e., “white flight”), leaving open large amounts of attractive real estate for gay purchasers. By 1963, the Castro’s first gay bar opened called the “Missouri Mule”. The Castro’s age as a gay mecca began during the late 1960s with the Summer of Love in the neighboring Haight-Ashbury district/neighborhood in 1967.

@ 17th Street / Castro Street

Castro Street (LEFT: Down Cross Street) [21]

This is the heart of the Castro. The now infamous rainbow flag flies in Harvey Milk Plaza. Mr. Milk was the first openly gay elected official in the history of California, where the voters of this district elected him to the SF Board of Supervisors (i.e., city council). Milk served almost eleven months in office, during which he sponsored a bill banning discrimination in public accommodations, housing, and employment based on sexual orientation. The supervisors passed the bill by a vote of 11-1 and Mayor Moscone signed it into law. On November 27, 1978, former Supervisor Dan White assassinated Mayor Moscone and Milk.

Pink Triangle Park (RIGHT)

This is the first permanent, freestanding memorial in the U.S. dedicated to the thousands of persecuted homosexuals in Nazi Germany during the holocaust of World War II. Fifteen triangular granite “pylons”, or columns, are dedicated to the tens of thousands of homosexual men that were killed during Hitler’s Nazi regime and beyond. In the center of the park is a loose rock-filled triangle, which includes rose crystals. Visitors are encouraged to take a crystal as part of the memorial experience. The triangle theme recalls the Nazis forcing homosexual men to wear pink triangles sewn to their clothes as an identifier and badge of shame.

@ Argent Alley

Southeast SF (LEFT)

In the next two decades, 80% of the city's growth will take place on 20% of its land, but that 20% is not entirely in Northeast SF where our tour has been thus far. A good chunk of that 20% is in the southeastern portion of the city. The former shipyard at Hunters Point and the adjacent Candlestick Point will be completely new neighborhoods. On a clear day, the former shipyard is visible here.

The right side of the bus will be able to see this same view later on the tour.

Twin Peaks (RIGHT)

This is the neighborhood where Daniel Burnham drew up his 1906 master plan for the city, looking down at it. Working with local architect Willis Polk, Burnham painted with a broad brush, unconstrained by cost, feasibility, or politics, and imagined a city many times larger than its population of 350,000 at the time. The city never implemented his plan, as support thinned shortly after its release due to it calling for radial boulevards requiring clearance. Property owners demanded compensation for any land taken to build Burnham's boulevards and locals referred to it as "the cobweb plan". However, the 1906 earthquake was the final "nail in the coffin" for the plan as the city's focus turned to rebuilding.

@ Burnett Avenue

Mount Davidson (LEFT)

While partially blocked by trees here, the hill will become more visible shortly. It is the highest natural point in SF with an elevation of 928 feet. Mount Davidson's most notable feature, aside from its height, is the 103-foot concrete cross on its crest, which dates back to 1934 but shorter predecessors date to 1923. Because the cross is on parkland owned by the city, it has been the subject of much debate given its religious role and its status as an historic landmark. In 1991, the American Civil Liberties Union, the American Jewish Congress, and Americans United for Separation of Church & State sued the city over its ownership of the cross. After a long legal battle and loss at the U.S. Ninth Circuit Court of Appeals, the City auctioned a small parcel of land inclusive of the cross to the highest bidder in 1997. Two members of the group American Atheists challenged the decision to sell the land, but a federal appeals court ruled against them in 2002 and the U.S. Supreme Court declined to hear their case in 2003. The Council of Armenian American Organizations of Northern California purchased the land/cross for \$26,000. The cross is the site of a yearly prayer service, performed on Easter, when the cross is illuminated, and a yearly commemoration of the Armenian Genocide, held on April 24.

The right side of the bus will be able to see this shortly.

Geography/Topography (BOTH SIDES)

Water surrounds the city on three sides and San Bruno Mountain takes up a majority of its fourth side land border to the south. SF is a hilly city, with at least 50 hills located with its boundaries. With the land area only being seven-miles-by-seven-miles, terrain varies greatly from one neighborhood to another.

Twin Peaks
Portola → X-mas Tree Point

Microclimates/Weather (BOTH SIDES)

During summer days (May through August), rising hot air in California's interior valleys creates a low-pressure area that draws winds from the Pacific Ocean through the Golden Gate, which creates the city's characteristic cool winds and fog, known on Twitter as "Karl". Among major U.S. cities, San Francisco has the coolest daily mean, maximum, and minimum temperatures for June, July, and August. Neighborhoods bordering the Pacific Ocean tend to have cool, foggy weather. In contrast, the hills create microclimate-valleys that are somewhat sheltered from the fog and chilly ocean winds. For example, the microclimate in the Noe Valley neighborhood located east of Twin Peaks is warmer than other parts of the city due to the hills blocking fog and cold winds. For those who live on the eastern side of the city, it is sunnier. By nightfall in summer, the air temperature drops to or below the dew point, so the fog quickly envelopes the entire city after sunset. The next morning, the fog "burns off" after the sun warms the air temperature above the dew point, and then the process repeats.

During September and October, less daylight limits daytime heating in the interior valleys so the fog is less pronounced. The year's warmest month, on average, is September, and on average, October is warmer than July, especially in daytime. When a high-pressure system is over the Pacific Northwest or the Great Basin, then the wind pattern is opposite (i.e. offshore). This is less of an issue in spring after the winter/wet season when vegetation is moist but a major contributor to wildfires in late summer and early fall when vegetation is dry (i.e. serves as fire fuel).

Speaking of the winter/wet season, it is from November through March/April, with most of the 24-inches on average falling in December, January, and February with about 4½-inches each month. There is no fog during winter as the air temperatures are uniform. However, the hills result in a 20% variance in annual rainfall between different parts of the city.

After First (Right) Curve

Mount Davidson (RIGHT) [REPEAT]

While partially blocked by trees here, the hill will become more visible shortly. It is the highest natural point in SF with an elevation of 928 feet. Mount Davidson's most notable feature, aside from its height, is the 103-foot concrete cross on its crest, which dates back to 1934 but shorter predecessors date to 1923. Because the cross is on parkland owned by the city, it has been the subject of much debate given its religious role and its status as an historic landmark. In 1991, the American Civil Liberties Union, the American Jewish Congress, and Americans United for Separation of Church & State sued the city over its ownership of the cross. After a long legal battle and loss at the U.S. Ninth Circuit Court of Appeals, the City auctioned a small parcel of land inclusive of the cross to the highest bidder in 1997. Two members of the group American Atheists challenged the decision to sell the land, but a federal appeals court ruled against them in 2002 and the U.S. Supreme Court declined to hear their case in 2003. The Council of Armenian American Organizations of Northern California purchased the land/cross for \$26,000. The cross is the site of a yearly prayer service, performed on Easter, when the cross is illuminated, and a yearly commemoration of the Armenian Genocide, held on April 24. The left side of the bus saw this earlier on the tour.

<p>After Second (Left) Curve</p>	<p>Expanding Downtown (<u>RIGHT</u>) [REPEAT]</p> <p>The city’s downtown (and skyline) has been expanding south of Market Street away from the traditional center to the north since the late 1970s and early 1980s, when implementation of the Yerba Buena Center Redevelopment Project began. In the late 2000s and early 2010s, the Transit Center District Plan and Transbay Redevelopment Project paved the way for the accelerated expansion now underway and led by tech companies. On a clear day, the new development (especially the skyscrapers) is visible here to the right (south) of Market Street. See the photos in exhibits (page 12).</p> <p>The left side of the bus will be able to see this later on the tour as well as when we stop for a break shortly.</p>
<p>After Fourth (Right) Curve</p>	<p>Pacific Ocean (<u>LEFT</u>)</p> <p>On a clear day, the ocean is visible here.</p> <p>The right side of the bus will be able to see this later on the tour.</p> <p>Sutro Tower (<u>LEFT</u>)</p> <p>The tower was the tallest structure in SF from the time of its completion until 2017, when the Salesforce Tower surpassed it. The tower is 977 feet tall, but its base elevation is 834 feet. Thus, the top of the tower is 1,811 feet above sea level. 13 television stations and 3 radio stations transmit from the tower.</p> <p>The right side of the bus will be able to see this later on the tour.</p>

@ Christmas Tree Point

Christmas Tree Point (BREAK) [22]

This will be our first break that will we keep to five or so minutes. We came up here because, given that this is an *orientation* tour, there is no better place to *orientate* visitors to SF given the panoramic vistas of the city (and region) on a clear day.

This is not a restroom break, as there are a very limited number available; however, the toilet in the back of the bus is available for emergency purposes. We will be stopping again in 45 minutes or so for a restroom break.

<p>Portola/Market Twin Peaks → Clayton</p>	<p><i>A Moment for Questions</i> (<u>BOTH SIDES</u>)</p> <p>There may be a few minutes for questions as the bus starts down Portola Avenue. Alternately, the guides may discuss a general topic, such as those in the appendix.</p>
<p>After Burnett Avenue</p>	<p>Southeast SF (<u>RIGHT</u>) [REPEAT]</p> <p>In the next two decades, 80% of the city’s growth will take place on 20% of its land, but that 20% is not entirely in Northeast SF. A good chunk of that 20% is in the southeastern portion of the city. The former shipyard at Hunters Point and the adjacent Candlestick Point will be completely new neighborhoods. On a clear day, the former shipyard is visible here.</p> <p>The left side of the bus saw this earlier on the tour.</p>

Clayton | Market → Haight

@ 17th Street

Iron Alley (LEFT) [23]

Staircases as sidewalks are a quintessential SF feature. Given the city's topography, a street is not practical.

Pemberton Place Steps (LEFT)

This is another example of a public right-of-way with a staircase sidewalk.

The right side of the bus will be able to see another example later on the tour.

A Moment for Questions (BOTH SIDES)

There may be a few minutes for questions as the bus winds its way up Clayton Street. Alternately, the guides may discuss a general topic, such as those in the appendix.

Housing/Residential Development (BOTH SIDES)

The vast majority of the city's land use is single-family residential, as you may have noticed ever since we left the Castro and made our way up into the hills.

One of the key ways the city is addressing housing affordability in these areas is via accessory dwelling units. The city is considering going a step further by allowing accessory dwelling units by right in all single-family zoning districts, which would effectively eliminate "single-family" zoning in the entire city.

The 33 (Ashbury/18th) bus uses Clayton Street in this area. This is notable because the state legislature is considering a bill that would require cities in California to permit residential buildings of up to 45 to 55 feet near bus stops. The bill would also eliminate minimum requirements for parking and prohibit local design requirements that lower the amount of space in a new development. The bill affects 96% of land in SF. For more detail, see the appendix (pages 3-5).

Overhead Contact System (BOTH SIDES)

Speaking of bus routes, you may notice the overhead contact system above us. Muni uses trolleybuses instead of buses not just because it is cleaner/greener but also because electric engines can deliver much more and quicker torque/acceleration, which is necessary given all of SF's hills. In other words, more typical engine types (e.g. diesel, natural gas, or hybrid) are not appropriate for the job Muni requires of them. However, Muni does use buses with more typical engine types on routes with less steep grades.

Haight | Clayton → Masonic

Haight – Ashbury (BOTH SIDES) [24]

One of SF's best-known and most interesting neighborhoods, Haight – Ashbury is famous around the world for its freewheeling "Summer of Love" in 1967.

In the 1950s and early 1960s, The Beat poetry movement, centered in a neighborhood we will see later on the tour (North Beach), made its way to this more affordable neighborhood. They joined students from then-nearby San Francisco State University transforming the dilapidated Victorians, Queen Anne's, and Edwardians and forging a youth culture that led to flower power and the evolution of its notorious bohemian culture – characterized by an embrace of Eastern religion and philosophy, an antiestablishment political stance and experimentation with numerous drugs, especially psychedelics. By the mid to late 1960s it had become the most famous counter-culture neighborhood in the history of the U.S., drawing a surge of hippies from high schools and colleges across the country in search of love and peace. In 1966 and 1967 Janis Joplin, the Grateful Dead, and Jefferson Airplane all lived in the neighborhood, which centered on the corner of Haight and Ashbury. The scene also had its own radio station and fostered Pop Art, light shows and Bill Graham's psychedelic-music scene towards national recognition.

Unfortunately, middle-class/mainstream types began to raid the free food and other neighborhood services, disillusionment spurred heavier drug use, and eventually bad seeds like Charles Manson and organized crime ruined the party completely. By the end of the 1960s and into the early 1970s most of the shops on Haight Street were boarded up. Slowly, in the late 1970s a rebirth began with second-hand and antique shops and by the 1980s the mystique of years past became a selling point for homebuyers.

Eventually, the neighborhood transformed itself into what we see today: a thriving mixed-use main street with an eclectic assembly of funky cafes, stores, and restaurants. Some vestiges of the counter culture days remain, as this area is still somewhat of a tourist attraction. Residents of this idiosyncratic district have been fiercely protective of its unique character: national franchise stores did not colonize this famous shopping street. That said; Ben & Jerry's Ice Cream has been at the namesake corner since the 1980s.

Masonic | Haight → Geary

Edwardians/Victorians (BOTH SIDES)

These lots are typically 25 feet wide by 100-120 feet deep, and these were designed with bays or air wells that allow in light and air while protecting privacy. This allows flexibility in that they can be subdivided for more residents when housing is scarce (e.g., during/after World War II and now).

The Panhandle (BOTH SIDES)

As mentioned earlier on the tour, plans from Postwar Era called for ten freeways in SF, as shown on the graphic in exhibits (page 10). In 1959, the San Francisco Board of Supervisors (i.e. city council) voted to cancel seven of the planned freeways, including the Western Freeway in this area, which would have run through the park area.

The Panhandle, named for its shape, was not part of the original Golden Gate Park design, but conceived by the same designer after the Park Commission re-hired him in 1870 by to survey the “outside lands.” His findings also led to the eventual planting of 155,000 trees over 1,000 acres within Golden Gate Park and the Panhandle. Some arborists may lament the introduction of some 60,000 blue gum eucalyptus trees, alien to northern California, but for now San Francisco is keeping them, unlike many other recreation areas throughout the area.

@ Fell Street

Vision Zero (BOTH SIDES)

As mentioned earlier on the tour, the city adopted Vision Zero in 2014 with the aspirational goal of zero traffic deaths by 2024. Progress has been slow but improvements are taking place. This is a good example of the improvements.

Previously, Masonic had no median, no bike lane, and three lanes in each direction with on-street parking in the right lane on both sides on nights and weekends. This meant that, during commute hours, vehicular traffic ran right up against the sidewalk. Masonic is the flattest north-south route through this part of the city, so it is an ideal cycling route but for the previously dangerous and hostile configuration. Today, you see a reconfigured right-of-way meant to accommodate all users safely and efficiently: there is a raised bike lane, a planted median, a wider sidewalk, and only two travel lanes in each direction at all times.

During design and construction, the city decided that the partially raised bike lane design you see here is not ideal based on a pilot on Market Street. Double-parked vehicles (e.g., Uber/Lyft) and delivery trucks did not see the small curb as a buffer and would drive right over. The city kept the partially raised design here due to the residential nature of the neighborhood, which limits the need for double-parking and deliveries. However, the pilot on Market Street and this experience are part of reason the complete reconstruction of Market Street we discussed at the beginning of the tour will include a fully separated, sidewalk-level cycle track.

@ Turk Boulevard

Former Cemeteries (BOTH SIDES) [25]

Four huge cemeteries – Laurel Hill, Calvary, the Independent Order of Odd Fellows, and the Masonic Cemetery – were on land on both sides of Masonic in this area. In the Gold Rush days, cemeteries were built in the western part of the city, where, at that time, nobody thought anyone would ever want to live. As SF’s population rapidly grew in subsequent decades, homes were built on all sides of the cemetery complex. Streetcars had to navigate around these islands of the dead to transport residents to work and back. This became very

valuable land and people turned against the cemeteries. In 1901, the city banned any new burials within its limits. In the 1920s and 1930s, 130,000 bodies were disinterred from these four huge cemeteries and moved to Colma (in northern San Mateo County). Most were reburied in mass graves, with a single monument to mark their presence. Unfortunately, a good number of bodies were missed, as bodies and body parts are still found to this day when any type of excavation takes place around here, most commonly for new buildings at the University of San Francisco, which sits on portions of two of the former cemeteries. There are only three cemeteries in San Francisco today. A small one is at Mission San Francisco de Asis (also known as Mission Dolores), the city's birthplace. The other two are on federal land in the Presidio, which we will see later on the tour, but one of them is a pet cemetery. See the graphic in exhibits (page 13).

@ Anza / O'Farrell Street

City Center SF (RIGHT)

This was the site of a former Sears. As mentioned earlier on the tour, SF's Zoning Ordinance has additional restrictions on chain stores. If a use qualifies as formula retail, then additional controls and regulations apply depending on the zoning district. Given that this development involved the reuse of existing retail, the additional formula retail restrictions did not apply. For more detail on formula retail, see the appendix (page 2).

@ Geary Boulevard

2670 Geary Boulevard (LEFT)

Despite having reached a consensus plan with neighbors on a six-story building, SF Planning asked the developer to submit new plans aimed at qualifying for the Home-SF incentive that allows builders to add two stories if 30 percent of the onsite units are below market rate. As approved by the Planning Commission in November 2017, the project would be eight-stories with 95 residential rental units – 64 studios, 29 two-bedrooms, and two three-bedrooms – and 16 parking spaces. 22 units would be available to a range of income levels. See the graphic in exhibits (page 14).

The right side of the bus will be able to see this after we turn.

2670 Geary Boulevard (RIGHT) [REPEAT]

Despite having reached a consensus plan with neighbors on a six-story building, SF Planning asked the developer to submit new plans aimed at qualifying for the Home-SF incentive that allows builders to add two stories if 30% of the onsite units are below market rate. As then later approved by the Planning Commission, the project would be eight-stories with 95 residential rental units – 64 studios, 29 two-bedrooms, and two three-bedrooms – and 16 parking spaces. 22 units would be available to a range of income levels. See the graphic in exhibits (page 14).

The left side of the bus saw this before we turned.

Geary Avenue Bus Rapid Transit (BOTH SIDES)

The two major routes that operate on the corridor, the 38 (Geary) and 38-R (Geary Rapid), travel 6½ miles in the east-west direction along the Geary corridor. They have an average speed of only 8 miles per hour, taking over 50 minutes to travel from the Richmond District to the Salesforce/Transbay Transit Center when operating on schedule. The 38 and 38-R are among SF's busiest lines. The corridor averages 54,000 daily boardings, making it the second busiest transit corridor west of the Mississippi River after the LA Metro Wilshire transit corridor. There are 33 buses per hour per direction in peak periods. The project includes dedicated bus lanes, new boarding platforms, and traffic signal adjustments. Upon completion, the project will reduce travel times for both the 38 and the 38-R by 20-25% or 10-12 minutes from the Richmond District to the Salesforce/Transbay Transit Center.

Plans for this date back to 1989. The 1995 Four Corridor Plan by the SF County Transportation Authority (CTA) called for rail expansions along four priority corridors, including on Van Ness, which we saw earlier on the tour near City Hall, along Geary here, and on Bayshore/3rd, which we saw earlier near Oracle Park, Uber HQ, and the Chase Center. The Van Ness and Geary corridors are BRT while the other two are light rail.

One Stanyan Apartments (LEFT)

Completed in the last year, this development is on a former gas station and includes 13 units. This four-story building follows the maximum building height of 45 feet, as its approvals predated the incentive mentioned earlier.

Institute on Aging (LEFT)

Opened in 2011, this building is 100% affordable senior housing for independent living, with 53 of the 150 total units reserved for frail seniors or seniors with special needs. This six-story project follows the maximum building height here, which is a bit higher than other blocks along Geary where only four-stories are possible. However, given the incentive of two additional floors when 30% of units are below market rate, this building demonstrates the zoning capacity (in terms of height/bulk) along much of Geary Boulevard.

“In San Francisco, it's generally true that people support housing except when it comes to your own block.” This is a quote from Kristy Wang, Community Planning Policy Director at SPUR, from TheFrisc.com. To the point, the same article from TheFrisc.com in which that quote appears indicates that neighbors call this building “colossal”. This type of parochialism/NIMBYism increases development costs via lengthier approvals/entitlements; this, coupled with construction costs, which average about \$800,000 per unit in SF, make it hard for smaller projects to “pencil out”. However, given the high level of transit

service available, this corridor is an obvious one for planners to encourage more density along.
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Arguello | Geary → Sheridan

@ Lake Street

After Emanu-El SF

@ Vista Point Parking Lot

Former Cemeteries (RIGHT)

As mentioned earlier on the tour, we are still not out of the area where the four huge cemeteries – Laurel Hill, Calvary, the Independent Order of Odd Fellows, and the Masonic Cemetery – existed. See the graphic in exhibits (page 13).

Congregation Emanu-El San Francisco (LEFT)

Established in 1850 during the Gold Rush Era, this is the oldest congregation west of the Mississippi River. Dedicated in April 1926, the magnificent building at Lake Street and Arguello Boulevard is the third site of this congregation. Designed primarily by Arthur Brown, Jr. (designer of the War Memorial Opera House and, with two others, the San Francisco – Oakland Bay Bridge), the Hagia Sophia in Istanbul was a key source of inspiration. The 1989 Loma Prieta earthquake damaged the building considerably.

Presidio Terrace Private Street Sale (LEFT) [26]

For at least 17 years, the city’s treasurer and tax-collection office mailed tax forms for a parcel, which includes the neighborhood’s private street, common area, and shrubbery lining the cul-de-sac, to the address of a now deceased bookkeeper who worked for the homeowners’ association before retiring in the 1980s. (The city taxes the parcel separate from the homes.) Over the years, the \$14 annual property tax went unpaid by the association and racked up hundreds of dollars in penalties and interest. In 2015, the city listed the parcel, along with 389 parcels elsewhere in the city, on the auction block. A couple from San Jose bought it for \$90,100, without the knowledge of the wealthy homeowners who live there until May 2017, when a title-search company working on behalf of new owners contacted the homeowners’ association to see whether it was interested in buying back the land. Residents then began a full-blown effort to reclaim the parcel. They hired attorneys, sued the city and the couple, and requested a hearing before the Board of Supervisors overturned the sale in November 2017.

In 2017, the couple became a proxy for “the little guy”, as the private nature of the street as well as the enhanced security and isolated location of the neighborhood has attracted some of the wealthiest and most powerful politicians in California over the years, including U.S. Senator Dianne Feinstein and Speaker of the House Nancy Pelosi. British Consul General Andrew Whittaker lives here as well and showed up at the hearing before the Board of Supervisors to complain that he and his neighbors did not receive any notice of the street’s sale.

Alcatraz Island + Angel Island (RIGHT)

On a clear day, both islands are visible here.

Spire (LEFT)

Andy Goldsworthy’s towering sculpture from 2008 consists of the trunks of 37 Monterey cypress trees felled as part of the Presidio’s reforestation effort. Inspired by the form of church bell towers but rooted in the earth, the artwork evokes the layering of natural and human history in the Presidio’s forest, which the U.S. military planted in the late 19th and early 20th centuries. In an interview for an article in the New York Times, Mr. Goldsworthy noted that he could see another type of spire from the artwork’s site, the top of the Transamerica Pyramid. Today, the top of the Salesforce Tower is clearly visible, as those on the right side of the bus can attest to – assuming it is clear.

The Presidio (BOTH SIDES) [27]

The Presidio was long Ohlone land, containing a sacred spring said to grant fertility to women who drank from it. Its period of historic significance began in 1776 as a Spanish garrison and lasted through 1958, after the Korean War. Long the Army's premier west coast installation, the Presidio's strategic significance began to decline in the late 20th century. In 1972, legislation creating the new Golden Gate National Recreation Area in Northern California indicated that the Presidio would join that park should the Army choose to depart the post. In 1989, as the Cold War ended, the Base Realignment & Closure Commission deemed the Presidio excess to the military's needs. The U.S. Army left in 1994 and, as anticipated, the National Park Service assumed responsibility for the Presidio. As its closure, it was the longest occupied military base – thanks to several years after California became a state when the U.S. paid the last remaining Mexican soldier to stand guard. Now, West Point is the longest continually occupied military base.

The costs and management challenges of converting a military post to public use were significant. In 1996, the U.S. Congress, in a demonstration of innovative thinking and bipartisan collaboration, created the Presidio Trust and transferred jurisdiction of $\frac{4}{5}$ (80%) of the Presidio or 1,191 acres to this new federal agency. The National Park Service manages the remaining $\frac{1}{5}$ (20%) or 300 acres. The Trust had a mandate to preserve the areas of the Presidio under its jurisdiction and attract non-federal resources to the park to ensure that it would sustain itself without direct annual taxpayer support. As such, the Trust received a declining amount of federal funding for a 15-year transition period (from 1997 to 2012). If the Trust failed to achieve this mandate, the Presidio would be sold as excess federal property. In 2005, the Trust achieved the mandate eight years early. However, given that the Trust continued receiving federal support until 2012; officially, the Trust became financially self-sufficient in 2013.

Today, the Presidio Trust and the National Park Service work in close collaboration with the Golden Gate National Parks Conservancy, a non-profit organization that provides indispensable philanthropic and programmatic support. Funds earned through leasing homes and workspaces and operating hotels, a golf course, and venues pay for park management and upkeep. The Presidio is not only an urban national park but also home to a large community of residents and tenants, and offers unique recreation, hospitality, and educational opportunities to people throughout the San Francisco Bay Area and the world. Among the Presidio's residents is The Bay School of San Francisco, a private coeducational college preparatory school located in the central Main Post area. Others include the Walt Disney Family Museum (a museum in the memory of Walt Disney), Sports Basement (a sporting goods store), House of Air (an indoor trampoline gym), Planet Granite (an indoor rock climbing gym), and the Letterman Digital Arts Center. Both the House of Air and Planet Granite are in former airplane hangars. The original and primary tenant of the Letterman Digital Arts Center is George Lucas' companies, including Industrial Light & Magic (ILM), LucasArts, and Lucasfilm. However, the Walt Disney Company has been weaning those companies' office space needs here after it purchased Lucas' companies for over \$4 billion in 2012. We will pass near the center later on the tour.

Sheridan/Lincoln
Arguello → U.S. 101

@ Lincoln Boulevard

After U.S. 101 Underpass

Main Post Lawn (RIGHT)

Every Sunday, from 11:00 am until 4:00 pm, Presidio Picnic takes place here. In addition to more than 30 international mobile food creators, Presidio Picnic features cultural dance performances, music, free yoga from CorePower, and bike lessons for kids from the Presidio Y. The food truck coordinator, Off the Grid, collaborates with Rye on the Road to offer a full bar for guests 21+, serving wine, beer, and picnic-friendly cocktails.

San Francisco National Cemetery (LEFT) [28]

Created in 1884 by the U.S. War Department (now the U.S. Department of Defense), this was the first national cemetery on the west coast of the U.S. It is the only human cemetery in SF, other than the small one at Mission San Francisco de Asis (also known as Mission Dolores). However, the U.S. Department of Veterans Affairs runs this cemetery and it no longer allows new interments, other than for veterans or eligible family members in an existing gravesite.

Tunnel Tops Park (RIGHT)

This project involves the construction of a 14-acre park on top of the tunneled portions of Presidio Parkway (U.S. 101). The park would contain several meadows and walking trails, along with viewpoints for major landmarks such as the Golden Gate Bridge. The park would also reconnect Crissy Field with the rest of the Presidio. Negotiations between Caltrans, the San Francisco County Transportation Authority, and the Presidio Trust to finalize the land transfer for the park lasted from 2015 to 2018. Complexities regarding the transfer of risk and the installation of national park-caliber landscaping over an operating highway in addition to the complex public-private partnership delivery method contributed to this long process. The budget for the park is \$100 million, funded with public funds from the Presidio Trust along with private contributions.

A Moment for Questions (BOTH SIDES)

There may be a few minutes for questions as the bus winds its way on Lincoln Boulevard. Alternately, the guides may discuss a general topic, such as those in the appendix, or discuss more detail about the Presidio.

Crissy Field (RIGHT) [29]

On a clear day, the following is visible here (from left to right): Angel Island, Alcatraz Island, and Berkeley, the east span of the Bay Bridge, the Palace of Fine Arts, and the city's skyline.

The Army accepted the facility as an airfield on June 24, 1921. Originally, the Army considered Crissy Field ideal for air operations. However, wind and fog often made for poor flying conditions, construction of the Golden Gate Bridge threatened to make local flights more difficult, and the 3,000-foot runway was too short for more heavily loaded aircraft. The Army also considered it vulnerable to possible enemy ship attacks due to its location on the water's edge of the San Francisco Bay. In 1936, air activities moved to nearby airfields and Crissy Field ceased to be a first-line air base. However, air operations continued until 1974 when the Army closed Crissy Field to airplanes at the end of the Vietnam War. When the National Park Service took over the Presidio from the Army in 1994, the service declared the field a "derelict concrete wasteland". Due to environmental concerns about the former airfield, the park service and the Environmental Protection Agency used funds to monitor

@ Long Avenue

the area's chemical, biological, and physical variables. The service eventually worked with the Golden Gate National Parks Conservancy to revitalize the area via private fundraising. Some 2,400 people made donations towards the \$34.4 million raised for Crissy Field, of which 2,200 were \$100 or less. Since it reopened as a park in 2001, one private fund granted an additional \$1.5 million in 2007 and \$2.5 million in 2015.

The left side of the bus will be able to see this later on the tour.

Pilots' Row (LEFT)

As mentioned earlier, one of the ways the Presidio Trust pays for park management and upkeep is via funds earned through leases. None of the homes here are available as of April 2019. Built in 1921 for the families of the pilots stationed at Crissy Field, these contain either 1,900 square feet for three bedrooms with two-plus bathrooms or 1,450 square feet for four bedrooms with two bathrooms. Specific rates are not available, but rates for comparably sized homes elsewhere in the Presidio range from \$6,000 to \$7,000 per month. In order to get on the waiting list, a household has to prove it has sufficient annual income equal to at least 2½ times the annual rent. In addition, the Presidio Trust prioritizes applicants. Fulltime Presidio-based public safety employees receive first priority. Fulltime employees who work at the Letterman Digital Arts Center receive second priority. Fulltime Presidio-based employees of non-residential tenant organizations receive third priority. Everyone else then receives fourth/lowest priority.

Opened in 1937; the bridge will be 82 years old very soon. Constructed ended on April 19 and traffic began using it on May 27, so we are days away from its birthday. The top of the bridge's towers are at 746 feet and the road deck we are driving on is 220 feet above the surface of the water. The span between the towers is 4,200 feet, but the total length of the bridge is 8,981 feet or 1.7 miles. It is a state and city designated historical landmark but not a federal one. Installation of the moveable barrier finished in 2015; you may notice the "zipper trucks" on either end. From 1968 to 2015, small plastic pylons separated opposing traffic. During that time, there were 16 fatalities resulting from 128 head-on collisions. Are tolls are electronic and in the southbound direction (towards SF); there is no manual toll collection. Tolls are \$8.00 for pay-by-plate (i.e., pay by mail for infrequent users), \$7.00 with a transponder (known as FasTrak for frequent users) and \$5.00 for carpools, which requires a special transponder. On average, the bridge carries 112,000 vehicles per day as well as numerous walkers and cyclists. The east/right side of the bridge is for pedestrians and the west/left side of the bridge is for cyclists. Notably, U.S. 101 and State Route 1 both end at the north abutment of the bridge and 1,000 feet south of the toll plaza, making the bridge itself not officially part of U.S. 101 or State Route 1. The bridge is therefore not considered part of the State Highway System (and thereby not under the jurisdiction of the California Highway Patrol), but it is considered part of the National Highway System.

Golden Gate Bridge, Highway, & Transportation District (**BOTH SIDES**)

Originally created to design, construct, and finance the bridge, in 1969, it obtained responsibility for transit service, both bus and ferry, between SF and Marin and Sonoma Counties in the North Bay. Thus, the southbound tolls fund much more than bridge maintenance.

Marin Headlands (**LEFT**)

The U.S. military purchased the land making up the Marin Headlands in 1851, shortly after California became a state, for the installation of coastal defense guns. Other than building Forts Barry, Baker, and Cronkhite, and planting trees and vegetation to camouflage the forts from attack, the headlands remained in their native form. Its unique topography helped serve its purpose for the Army. By the 1950s, the military installations were becoming obsolete and the government started to consider its options for the land. In the 1960s, the government sold over 2,000 acres of land here to a private developer who planned to build a city named Marincello. The development would have housed 30,000 people amongst 50 apartment towers, vast tracts of single-family homes, and a hotel along the headlands' pristine shoreline and hills. By 1966, the budget for Marincello started to balloon, which delayed the project and allowed a lawsuit claiming illegal zoning, as the public only had six days to review the zoning instead of the legal-required ten days. Normally, this would be an insignificant technicality for such a huge project; however, the lawsuit led to discovery of many additional inaccuracies including a hastily laid-out plan for an industrial zone within the community that the County of Marin had approved in 1965. In 1970, the court ruled that the developer would have to throw out their plans and submit brand new ones from scratch. The day after the court ruling, the County's Board of Supervisors announced that they would no longer support the project. In 1972, the developer sold the 2,000 acres to the Nature Conservancy for \$6.5 million, which the conservancy then

transferred to the newly formed Golden Gate National Recreation Area (GGNRA). Today, the GGNRA is a national park and part of National Park Service. Somewhat uniquely, Muni's 76-X (Marin Headlands Express) provides service between the national park and the city on weekends.

The right side of the bus will be able to see this later on the tour.

Angel Island (RIGHT)

Known as the "Ellis Island of the West Coast", from 1910 to 1940, the island served as an immigration station processing immigrants from 84 different countries, approximately one million being Chinese immigrants. The purpose of the immigration station was to investigate Chinese denied entry due to the Chinese Exclusion Act of 1882. Immigrants had to prove that they had husbands or fathers who were U.S. citizens in order not to be deported. However, the immigration station at Angel Island inspected, disinfected, and detained Japanese and other Asian immigrants in addition to Chinese who had sailed across the Pacific Ocean. In the late 1950s and early 1960s, the island became a state park, which it remains today; it is still only accessible via private boat or ferry.

The left side of the bus will be able to see this later on the tour.

Alcatraz Island (RIGHT)

Known for its tenure as a federal penitentiary, the island initially was a Spanish fort, which the U.S. assumed control of after the Mexican – American War. However, the fort started housing soldiers who were guilty of crimes as early as 1859, which began its tenure as a prison, a military one at first. The U.S. Department of Justice acquired the disciplinary barracks in 1933 and transformed it into a federal prison by August 1934 specifically for prisoners who continuously caused trouble at other federal prisons. Because the penitentiary cost much more to operate than other prisons (nearly \$10 per prisoner per day, as opposed to \$3 per prisoner per day at Atlanta), and half a century of salt water saturation had severely eroded the buildings, then Attorney General Robert F. Kennedy ordered the penitentiary closed in March 1963. The island's rocky cliff-like shoreline is manmade, due to its tenure as a fort then as a prison. Previously, the island's coastline was similar to nearby Angel Island.

The left side of the bus will be able to see this later on the tour.

Palace of Fine Arts + SF Skyline (RIGHT)

On a clear day, both are visible from the bridge.

The left side of the bus will be able to see this later on the tour.

@ Golden Gate Vista Point

Golden Gate Vista Point (BREAK)

This will be our second and final break that will we keep to ten or so minutes. This is intended as a restroom break; however, also take a moment to enjoy the panoramic views of the bay (and region), assuming it is a clear day.

Golden Gate Bridge (South)

Golden Gate Bridge (BOTH SIDES) [REPEAT] [30]

Opened in 1937; the bridge will be 82 years old very soon. Constructed ended on April 19 and traffic began using it on May 27, so we are days away from its birthday. The top of the bridge's towers are at 746 feet and the road deck we are driving on is 220 feet above the surface of the water. The span between the towers is 4,200 feet, but the total length of the bridge is 8,981 feet or 1.7 miles. It is a state and city designated historical landmark but not a federal one. Installation of the moveable barrier finished in 2015; you may notice the "zipper trucks" on either end. From 1968 to 2015, small plastic pylons separated opposing traffic. During that time, there were 16 fatalities resulting from 128 head-on collisions. Are tolls are electronic and in the southbound direction (towards SF); there is no manual toll collection. Tolls are \$8.00 for pay-by-plate (i.e., pay by mail for infrequent users), \$7.00 with a transponder (known as FasTrak for frequent users) and \$5.00 for carpools, which requires a special transponder. On average, the bridge carries 112,000 vehicles per day as well as numerous walkers and cyclists. The east/left side of the bridge is for pedestrians and the west/right side of the bridge is for cyclists. Notably, U.S. 101 and State Route 1 both end at the north abutment of the bridge and 1,000 feet south of the toll plaza, making the bridge itself not officially part of U.S. 101 or State Route 1. The bridge is therefore not considered part of the State Highway System (and thereby not under the jurisdiction of the California Highway Patrol), but it is considered part of the National Highway System.

Golden Gate Bridge, Highway, & Transportation District (BOTH SIDES) [REPEAT]

Originally created to design, construct, and finance the bridge, in 1969, it obtained responsibility for transit service, both bus and ferry, between SF and Marin and Sonoma Counties in the North Bay. Thus, the southbound tolls fund much more than bridge maintenance.

Marin Headlands (RIGHT) [REPEAT]

The U.S. military purchased the land making up the Marin Headlands in 1851, shortly after California became a state, for the installation of coastal defense guns. Other than building Forts Barry, Baker, and Cronkhite, and planting trees and vegetation to camouflage the forts from attack, the headlands remained in their native form. Its unique topography helped serve its purpose for the Army. By the 1950s, the military installations were becoming obsolete and the government started to consider its options for the land. In the 1960s, the government sold over 2,000 acres of land here to a private developer who planned to build a city named Marincello. The development would have housed 30,000 people amongst 50 apartment towers, vast tracts of single-family homes, and a hotel along the headlands' pristine shoreline and hills. By 1966, the budget for Marincello started to balloon, which delayed the project and allowed a lawsuit claiming illegal zoning, as the public only had six days to review the zoning instead of the legal-required ten days. Normally, this would be an insignificant technicality for such a huge project; however, the lawsuit led to discovery of many additional inaccuracies including a hastily laid-out plan for an industrial zone within the community that the County of Marin had approved in 1965. In 1970, the court ruled that the developer would have to throw out their plans and submit brand new ones from scratch. The day after the court ruling, the County's Board of Supervisors announced that they would no longer support the project. In 1972, the developer sold the 2,000 acres to the Nature Conservancy for \$6.5 million, which the conservancy then

transferred to the newly formed Golden Gate National Recreation Area (GGNRA). Today, the GGNRA is a national park and part of National Park Service. Somewhat uniquely, Muni's 76-X (Marin Headlands Express) provides service between the national park and the city on weekends.

The left side of the bus saw this earlier on the tour.

Angel Island (LEFT) [REPEAT]

Known as the "Ellis Island of the West Coast", from 1910 to 1940, the island served as an immigration station processing immigrants from 84 different countries, approximately one million being Chinese immigrants. The purpose of the immigration station was to investigate Chinese denied entry due to the Chinese Exclusion Act of 1882. Immigrants had to prove that they had husbands or fathers who were U.S. citizens in order not to be deported. However, the immigration station at Angel Island inspected, disinfected, and detained Japanese and other Asian immigrants in addition to Chinese who had sailed across the Pacific Ocean. In the late 1950s and early 1960s, the island became a state park, which it remains today; it is still only accessible via private boat or ferry.

The right side of the bus saw this earlier on the tour.

Alcatraz Island (LEFT) [REPEAT]

Known for its tenure as a federal penitentiary, the island initially was a Spanish fort, which the U.S. assumed control of after the Mexican – American War. However, the fort started housing soldiers who were guilty of crimes as early as 1859, which began its tenure as a prison, a military one at first. The U.S. Department of Justice acquired the disciplinary barracks in 1933 and transformed it into a federal prison by August 1934 specifically for prisoners who continuously caused trouble at other federal prisons. Because the penitentiary cost much more to operate than other prisons (nearly \$10 per prisoner per day, as opposed to \$3 per prisoner per day at Atlanta), and half a century of salt water saturation had severely eroded the buildings, then Attorney General Robert F. Kennedy ordered the penitentiary closed in March 1963. The island's rocky cliff-like shoreline is manmade, due to its tenure as a fort then as a prison. Previously, the island's coastline was similar to nearby Angel Island.

The right side of the bus saw this earlier on the tour.

Palace of Fine Arts + SF Skyline (LEFT) [REPEAT]

On a clear day, both are visible from the bridge.

The right side of the bus saw this earlier on the tour.

U.S. 101
Bridge Toll Plaza → Fillmore

@ First Tunnel

Crissy Field (LEFT) [REPEAT] [29]

The Army accepted the facility as an airfield on June 24, 1921. Originally, the Army considered Crissy Field ideal for air operations. However, wind and fog often made for poor flying conditions, construction of the Golden Gate Bridge threatened to make local flights more difficult, and the 3,000-foot runway was too short for more heavily loaded aircraft. The Army also considered it vulnerable to possible enemy ship attacks due to its location on the water's edge of the San Francisco Bay. In 1936, air activities moved to nearby airfields and Crissy Field ceased to be a first-line air base. However, air operations continued until 1974 when the Army closed Crissy Field to airplanes at the end of the Vietnam War. When the National Park Service took over the Presidio from the Army in 1994, the service declared the field a "derelict concrete wasteland". Due to environmental concerns about the former airfield, the park service and the Environmental Protection Agency used funds to monitor the area's chemical, biological, and physical variables. The service eventually worked with the Golden Gate National Parks Conservancy to revitalize the area via private fundraising. Some 2,400 people made donations towards the \$34.4 million raised for Crissy Field, of which 2,200 were \$100 or less. Since it reopened as a park in 2001, one private fund granted an additional \$1.5 million in 2007 and \$2.5 million in 2015.

The right side of the bus saw this earlier on the tour.

Tunnel Tops Park (RIGHT)

This project involves the construction of a 14-acre park on top of the tunneled portions of Presidio Parkway (U.S. 101). The park would contain several meadows and walking trails, along with viewpoints for major landmarks such as the Golden Gate Bridge. The park would also reconnect Crissy Field with the rest of the Presidio. Negotiations between Caltrans, the San Francisco County Transportation Authority, and the Presidio Trust to finalize the land transfer for the park lasted from 2015 to 2018. Complexities regarding the transfer of risk and the installation of national park-caliber landscaping over an operating highway in addition to the complex public-private partnership delivery method contributed to this long process. The budget for the park is \$100 million, funded with public funds from the Presidio Trust along with private contributions.

Presidio Parkway Reconstruction (BOTH SIDES)

Originally built in 1936 as one of the New Deal projects and formerly known as Doyle Drive, it had reached the end of its useful life after over 75 years of use. To ensure the replacement project reflected community needs, the same agencies working on the Tunnel Tops Park, Caltrans, the SF County Transportation Authority, and the Presidio Trust conducted a comprehensive public involvement and agency coordination program. After years of intensive regional coordination, environmental review, and interagency planning, consensus came about in 2009. The consensus design improves resiliency, as the infrastructure can withstand the maximum credible earthquake for the region, traffic safety, and access to the Presidio and Golden Gate National Recreation Area. The access improvements are not just vehicular, as mentioned earlier with the Tunnel Tops Park. The new Doyle Drive, now known as Presidio Parkway, opened July 12, 2015.

The jet fans in the tunnels automatically active in response to elevated carbon monoxide levels and smoke in the tunnels. In most instances, the jet fans

@ Girard Road Overpass

remain off, as traffic movement and wind keep air flowing in the tunnels.

Letterman Digital Arts Center (RIGHT) [31]

As mentioned earlier, the original and primary tenant of the center is George Lucas' companies, including Industrial Light & Magic (ILM), LucasArts, and Lucasfilm. However, the Walt Disney Company has been weaning those companies' office space needs here after it purchased Lucas' companies for over \$4 billion in 2012. One of the newer tenants is SoFi, considered a tech company, as it is an online personal finance company, providing student loan refinancing, mortgages, and personal loans. The former Chief Operating Office of Twitter (Anthony Noto) became SoFi's CEO last year.

Palace of Fine Arts (LEFT) [32]

This neoclassical landmark is one of only two buildings from the 1915 Panama–Pacific International Exposition to escape demolition and remain in its original location. Rebuilt in 1965, renovation of the lagoon, walkways, and a seismic retrofit finished in 2009. In addition to hosting art exhibitions, it remains a popular attraction for tourists and locals and is a favorite location for weddings and wedding party photographs for couples. It is such an icon that Disney built a miniature replica of it in its *California Adventure* theme park in Anaheim. The palace appears in several films, and in *Star Wars: Episode I – The Phantom Menace*, the architecture of the capital city of Naboo looks strikingly similar to the Palace of Fine Arts. This is not too surprising considering that George Lucas' companies are across the street!

@ Lyon Street

The Marina (LEFT)

During reconstruction of the city after the 1906 earthquake, the city chose this area as the site of the 1915 Panama–Pacific International Exposition. After the exposition, the city sold the land to private developers, who tore down nearly all of the fair's attractions and developed the area into a residential neighborhood. Today, this neighborhood is one of the wealthiest in the city; it also has one of the highest non-Hispanic white resident populations of any neighborhood. Much of the Marina is on former landfill, and is susceptible to soil liquefaction during strong earthquakes. This phenomenon caused extensive damage to the entire neighborhood during the 1989 Loma Prieta earthquake. See the graphic in exhibits (page 4).

Formula Retail Use (BOTH SIDES) [REPEAT]

As mentioned earlier on the tour, SF's Zoning Ordinance has additional restrictions on chain stores. If a use qualifies as formula retail, then additional controls and regulations apply depending on the zoning district. In most cases, chain stores require conditional/special use permits, which can be easier or harder to obtain in a given area based on neighborhood sentiments. The Marina is one of the neighborhoods where it is easier to obtain approval for a chain store. For more detail, see the appendix (page 2).

@ Broderick Street

Marina Motels (BOTH SIDES)

With the completion of the nearby Golden Gate Bridge in 1937, the city widened Lombard Street (now U.S. 101), which soon developed into a strip of roadside motels, some of which remain today.

Vision Zero (BOTH SIDES)

As mentioned earlier on the tour, the city adopted Vision Zero in 2014 with the aspirational goal of zero traffic deaths by 2024. Progress has been slow but improvements are taking place. The Lombard Street Vision Zero Project is just

	<p>getting underway. Due to the need for replace and upgrade/rehabilitate water and sewer mains, the reconstructed street will include pedestrian safety enhancements, such as bulb-outs, tightened corner radii, and pedestrian islands as well as traffic/pedestrian signal modifications and new concrete bus pads.</p>
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<p>Fillmore Lombard → Union</p> <p>@ Greenwich Street</p> <p>@ Filbert Street</p>	<p>Cow Hollow (<u>BOTH SIDES</u>)</p> <p>As its name implies, this area used to be for cow grazing. It also was a settlement for anglers, as the coastline was much closer to this area than it is today, given the landfill the Marina sits on. It is an affluent section of town popular with young professionals. Union Street, the main drag, is crawling with chic fashion boutiques, pilates studios, juice shops, and beauty salons. Restaurants range from French fine dining to Italian bistros to brunch cafes, and there are sports bars and wine lounges as well.</p> <p>PlumpJack Wines & Spirits (<u>RIGHT</u>)</p> <p>Started and owned by the PlumpJack Group, the hospitality group founded by Governor Gavin Newsom and now run by his sister Hillary Newsom and Jeremy Scherer.</p> <p>Balboa Café (<u>RIGHT</u>)</p> <p>Opened in 1913 as a butcher shop and grill and known for its Bloody Mary, called Balboa Mary. Ingredients include Absolut Elyx vodka, lemon, tomato juice, horseradish, Pickapeppa, Worcestershire, Tabasco, and a celery salt rim.</p> <p>Parklet (<u>LEFT</u>) [33]</p> <p>This is one of the city’s most unique ones.</p> <p>San Francisco was the birthplace of parklets – both the legal and outlaw versions. The whole idea started as a September 2005 effort called Park(ing) Day, when two activists hogged a parking space all day at First and Mission streets, decorating it with Astroturf and a bench, and feeding the parking meter for hours and hours. San Francisco turned this momentum into the nation’s first permanent parklet permit process in 2011, and there are now nearly 50 approved parklets in the city.</p>
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<p>Union Fillmore → Columbus</p>	<p>Formula Retail Use (<u>BOTH SIDES</u>) [REPEAT]</p> <p>SF's Zoning Ordinance has additional restrictions on chain stores. If a use qualifies as formula retail, then additional controls and regulations apply depending on the zoning district. In most cases, chain stores require conditional/special use permits, which can be easier or harder to obtain in a given area based on neighborhood sentiments. For more detail, see the appendix (page 2).</p>
<p>After Webster Street</p>	<p>Equinox Union Street (<u>RIGHT</u>)</p> <p>This upscale fitness/gym business is in a former theater.</p>
<p>@ Buchanan Street</p>	<p>Vacant Retail (<u>BOTH SIDES</u>) [REPEAT]</p> <p>Like other cities, location is the key factor for retail. Per Cushman & Wakefield, the entire process of shopping continues to shift thanks in large part to eCommerce, with traditional retailers enduring the most of the storm. This same trend is playing out in SF, but there are additional issues in SF as well. Rental rates for prime spots remain steep and attracting and retaining employees is ever more difficult with a need to pay higher wages and compete heavily in a market with record low unemployment and a surplus of job openings. However, due to its density as well as strong economic and visitor base, some neighborhoods in SF still enjoy active retail leasing activities and retain tight availabilities. Union Street here in Cow Hollow is one of those stronger neighborhoods.</p>
<p>@ Laguna Street</p>	<p>The Bus Stop (<u>RIGHT</u>)</p> <p>Yes, this is the name of the bar.</p>
<p>After Franklin Street</p>	<p>Black Horse London Pub (<u>LEFT</u>)</p> <p>This is the smallest bar in SF, with only six seats.</p>
<p>@ Van Ness Avenue</p>	<p>2465 Van Ness Avenue (<u>RIGHT</u>)</p> <p>This is another redevelopment of a former gas station. The project will include a seven-story building with 41 market-rate condominiums over 2,800 square feet of retail space and a basement garage for 31 cars and 41 bikes. There will be 10 one-bedroom units, 24 two-bedroom units, and seven three-bedroom units. The developer has yet to release any pricing information.</p>
<p>@ Van Ness Avenue</p>	<p>Van Ness Avenue Bus Rapid Transit (<u>BOTH SIDES</u>) [REPEAT]</p> <p>The project will create dedicated bus lanes along two miles of Van Ness Avenue, from Lombard on the north end to Mission on the south end. The transit-only lanes will flank landscaped medians, physically separated from the two lanes of mixed flow traffic in each direction. All-door, low-floor boarding, elimination of most left turns, transit signal priority, and traffic signal optimization will help reduce transit travel time on the corridor up to 1/3. In addition, high-quality bus shelters, pedestrian improvements, signal upgrades, new streetlights, new landscaping, and roadway resurfacing will improve safety and aesthetics. The 47 (Van Ness) and 49 (Van Ness / Mission) buses as well as Golden Gate Transit buses, connecting SF with Marian and Sonoma Counties via the Golden Gate Bridge, will be the benefactors. There has been community backlash regarding traffic patterns changes and loss of parking along the corridor as well as for tree removal. However, there will now be more trees along the route.</p> <p>Plans for this date back to 1989. The 1995 Four Corridor Plan by the SF County Transportation Authority (CTA) called for rail expansions along four priority</p>

<p>@ Hyde Street</p>	<p>corridors, including here on Van Ness, along Geary, which we saw earlier before the Presidio, and on Bayshore/3rd, which we saw earlier near Oracle Park, Uber HQ, and the Chase Center. The Van Ness and Geary corridors are BRT while the other two are light rail.</p> <p>Russian Hill (<u>BOTH SIDES</u>)</p> <p>This is a quaint, upscale residential neighborhood known for the famously crooked Lombard Street, a major tourist destination. The iconic San Francisco cable cars crest the neighborhood’s hills, which provide views of a number of city landmarks. Commercial stretches along Polk and Hyde Streets offer an assortment of trendy and old school restaurants, bars, and shops.</p> <p>Swenson’s (<u>RIGHT</u>)</p> <p>This is one of San Franciscans’ favorite places for ice cream.</p> <p>Cable Car Line (<u>BOTH SIDES</u>: Down/Up Cross Street)</p> <p>There used to be 23 lines; however, this is one of only three remaining. Daily ridership of all three lines was 17,500 in 2017. Since 2014, ridership has decreased due to an increase in the fare to \$7. However, ridership numbers are not precise. In a December 2016 undercover audit by the SF Controller’s Office, cable car operators did not bother to collect the \$7 cash fare from riders 37% of the time. That implies that ridership is 37% higher, at 23,975 in 2017.</p>
<p>After Hyde Street</p>	<p>Tall Hilltop Buildings (<u>LEFT</u>) [34]</p> <p>In the past, the city had a policy of encouraging taller buildings at the top of hills so as not to block views and to accentuate the natural terrain. This is no longer the case due to parochialism/NIMBYism of the now long-standing residents of taller hilltop buildings as well as resistance to the “Manhattanization” of SF starting in the 1980s. From a transportation perspective, the hilltop density requires more trips to/from harder-to-access areas.</p>
<p>@ Leavenworth Street</p>	<p>Tall Hilltop Buildings (<u>RIGHT</u>: Up Cross Street) [REPEAT] [34]</p> <p>In the past, the city had a policy of encouraging taller buildings at the top of hills so as not to block views and to accentuate the natural terrain. This is no longer the case due to parochialism/NIMBYism of the now long-standing residents of taller hilltop buildings as well as resistance to the “Manhattanization” of SF starting in the 1980s. From a transportation perspective, the hilltop density requires more trips to/from harder-to-access areas.</p>
<p>@ Jones Street</p>	<p>Sidewalk Steps (<u>RIGHT</u>: Up Cross Street) [35]</p> <p>Staircases as sidewalks are a quintessential SF feature. Given the city’s topography, a sidewalk without steps is not practical – it would just be a very steep ramp.</p> <p>The left side of the bus saw another example earlier on the tour.</p> <p>Perpendicular Hill Parking (<u>BOTH SIDES</u>: Down/Up Cross Street)</p> <p>Parallel parking on steep grades would be unsafe. If a vehicle’s breaks or gears were to fail, then the results could be disastrous.</p>
<p>@ Taylor Street</p>	<p>Perpendicular Hill Parking (<u>RIGHT</u>: Up Cross Street) [REPEAT]</p> <p>This is another example. Parallel parking on steep grades would be unsafe. If a vehicle’s breaks or gears were to fail, then the results could be disastrous.</p>

@ Mason Street

Cable Car Line (BOTH SIDES: Down/Up Cross Street) [REPEAT]

There used to be 23 lines; however, this is one of only three remaining. Daily ridership of all three lines was 17,500 in 2017. Since 2014, ridership has decreased due to an increase in the fare to \$7. However, ridership numbers are not precise. In a December 2016 undercover audit by the SF Controller's Office, cable car operators did not bother to collect the \$7 cash fare from riders 37% of the time. That implies that ridership is 37% higher, at 23,975 in 2017.

Columbus
Union → Montgomery

North Beach (BOTH SIDES)

This neighborhood used to be an actual beach, filled in with landfill around the late 19th century. See the graphic in exhibits (page 15). When it was an actual beach, it was home to fishing wharves and boat docks that drew in Italian American immigrants at the turn of the twentieth century, which led to its nickname of Little Italy. The neighborhood retains this feel today with restaurants, cafes, and gelato shops that are reminders of Italian towns.

Designated as a Great Neighborhood in the inaugural year of 2007 by APA, the city has managed to preserve its essential character with the help of planning and zoning tools: a mix of tolerance and tradition in both its built and social environments. As mentioned earlier on the tour, SF's Zoning Ordinance has additional restrictions on chain stores. If a use qualifies as formula retail, then additional controls and regulations apply depending on the zoning district. One reason formula retail came about in SF was to promote homegrown businesses and discourage chains and franchises here in North Beach. In addition, the North Beach Neighborhood Commercial District regulates commercial uses even further, prohibiting chain stores outright. Another appeal of the neighborhood stems from restrictions on building heights and billboards prompted by neighborhood associations and implemented in the 1980s. Historic landmarks such as Coit Tower remain visible to this day, with no skyscrapers blocking the view. Washington Square, the neighborhood's central open space, is a place for morning Tai Chi classes, dog walking, sky gazing, and several annual festivals. Affordability – both residential and commercial – remains an issue in North Beach as in all of SF. About ⅔ (60%) of the housing stock in the neighborhood is subject to rent control. For more detail about rent controls, see the appendix (pages 3-5) under "Housing/Residential Development".

@ Grant Avenue

Chinatown (RIGHT: Down Cross Street)

Designated as a Great Neighborhood in 2013 by APA, the unique sense of place found within this ethnic enclave comes from not only the architecture and compact street grid but also a cultural identity that has persevered since its establishment in the 1850s. Despite its reputation as a tourist attraction – it is SF's third most-popular visitor destination – Chinatown is an immigrant gateway and cultural capital, a touchstone for Chinese throughout America as well as the 150,000-plus San Franciscans of Chinese heritage. Today, 14,500 people, ¾ (75%) of them foreign born, call Chinatown home. It remains the oldest Chinatown in North America and one of the largest Chinese enclaves outside Asia as well as the oldest and largest of the four Chinatowns within SF itself.

Chinatown grew organically through the late 1960s when the International Hotel, home to low-income Chinese and Filipino immigrants, was targeted for demolition as part of urban renewal given the neighborhood's proximity to the financial district and downtown. This laid the groundwork for heightened community involvement in neighborhood development, especially affordable housing. About ⅔ (40%) of housing is single-room occupancy, which contributes to the neighborhood's sustainable character, as does the low level of household car ownership of less than ⅕ (20%). The high level of pedestrian activity has been an important part of the neighborhood's alleyway and streetscape improvement plans created since the mid-1970s. The city's 1986 Chinatown Rezoning Plan downzoned large portions of the neighborhood to

Montgomery
Columbus/Washington → Clay

Downtown (BOTH SIDES)

We are now in the Financial District, one of the sub-areas covered by the city's downtown plan from 1985.

Transamerica Pyramid (LEFT) [36]

One of the iconic symbols of the city, the building no longer houses its namesake business, which moved its U.S. headquarters to Baltimore; however, it is still associated with the company and depicted in the company's logo. Completed in 1972, at 853 feet, it is now the city's second tallest building after the Salesforce Tower. The building contains 702,000 square feet of office space, 48 floors, and 18 elevators. Crushed quartz covers the building's façade, giving it its light color. It has 3,678 windows, but the majority of the windows can pivot 360 degrees so washing can occur from the inside. The original proposal in the late 1960s called for a height of 1,150 feet, but SF's Planning Commission rejected the proposal saying it would interfere with views of San Francisco Bay from Nob Hill.

The right side of the bus will be able to see this later on the tour.

Clay | Montgomery → Drumm

Transamerica Redwood Park (LEFT)

Privately Owned Public Open Spaces (POPOS) are publicly accessible spaces in forms of plazas, terraces, atriums, small parks, and even snippets that private developers provide and maintain. Since adoption of the city’s downtown plan in 1985, new building construction in downtown and surrounding neighborhoods has to have some space set aside for the public. It can either be in the building itself, or at a nearby public area. There are now over 50 POPOS in SF.

This one includes 50 mature redwood trees, boulders, shrubs, and bermed planting beds filled with ferns and flowering plants. It is paved with exposed-aggregate concrete rectangular pavers that create a rough-edged, Cubist-inspired border. The space also features a sunken asymmetrical pool and fountain, an outdoor stage, and benches. A bronze sculpture of running children was added in 1989 and a jumping frog and lily pad sculptures were added to the fountain in 1996.

The right side of the bus saw another example earlier on the tour.

@ Sansome Street

Embarcadero Center (RIGHT)

This is a commercial complex of five office towers and two hotels built from 1971 to 1989. The lower floors of four of the office towers include a shopping center with more than 100 stores, bars, and restaurants, as well as two movie theaters and a fitness center on three levels. In total, the complex includes 4.8 million square feet. The first building that we will pass on the tour is the Le Méridien San Francisco. While laudable for its mixed-uses, the development mostly faces inward with its “skyways”, a relic of the former Embarcadero Freeway abutting the site on the north and east sides.

The left side of the bus will be able to see this later on the tour.

@ Battery Street

Embarcadero Freeway Removal – #1 (BOTH SIDES) [37]

Clay Street, which we are on, used to feed into an onramp for the Embarcadero Freeway. The onramp began at Davis Street. Consequently, much of the development along this stretch is auto-oriented, inward facing, and/or on parking pedestals. In addition to the Embarcadero Center (RIGHT) facing inward, One Maritime Plaza (LEFT) is very auto-oriented.

Drumm | Clay → Washington

Embarcadero Freeway Removal – #2 (BOTH SIDES) [37]

The parks on both sides of Drumm Street are on the former right-of-way of the ramps to/from the freeway. The freeway itself was a double-decker, making it more unsightly and an even bigger visual barrier. Southbound traffic was on the top deck, northbound traffic on the middle/lower deck, and street/pedestrian traffic at ground level. See the graphic in exhibits (page 16).

Washington
Drumm → Embarcadero

8 Washington Street (LEFT)

As mentioned earlier, Proposition B (2014) prohibits increasing the existing maximum building heights for parcels under the control of the San Francisco Port Commission, as well as any other property that the Port owns or controls as of January 1, 2014 or later acquires, unless explicitly approved by voters on a project-by-project basis.

The two parcels of land here were the impetus for this ballot initiative. The first is where the tennis courts are at and the second is the parking lot at the corner. Together these two parcels made up the 8 Washington Street project. In 2013, two ballot measures related to this project failed 2-to-1, one would have allowed the development to go forward even though the project exceeded the neighborhood's current maximum building height and the other one would have affirmed a decision by the Board of Supervisors (i.e., city council) to increase the height limit for the project. Opponents, mostly neighborhood residents and environmental groups organized under the banner "no wall on the waterfront" and spent about \$600,000. In response to their success, the next year, some of these same opponents put what became Proposition B (2014) on the ballot.

The right side of the bus will be able to see this later on the tour.

Ferry Building (RIGHT) [42]

Designated as a Great Public Space in 2010 by APA, the restored Beaux Arts-style Ferry Building, once described as "a famous city's most famous landmark," is the quintessential picture of elegance with a 660-foot-long skylit nave and 245-foot-tall clock tower inspired by the 12th century bell tower in Spain's Seville Cathedral. During the 1930s, at the height of its use, 50,000 people entered the depot each weekday, making it the world's second busiest terminal, trailing only Charing Cross Station in London. With the opening of the Bay Bridge in 1936 and the Golden Gate Bridge in 1937, ferry ridership declined precipitously as workers and visitors from the east and north began driving into the city. Another change pushing the building towards obsolescence was construction of the double-decker Embarcadero Freeway in 1957 that left only the clock tower of the building visible. Offices filled in the large open hall, and its beautiful mosaic floor was covered up. The 1989 Loma Prieta earthquake damaged the Embarcadero Freeway, which came down in 1991, opening a new chapter for the depot. In March 2003, the landmark reopened to the public after an extensive four-year restoration. Inside, the building's great hall has been completely restored and includes restaurants, historic galleries, and places to sit and enjoy the waterfront. To attract visitors, the ground floor was styled as a European market place, incorporating ideas from public markets in Paris, Harrods in London, Peck in Milan, and Pike Place Market in Seattle. Panoramic views of the bay, Treasure Island, and the Bay Bridge are available from a new wharf. A large, sunny plaza outside the building's southern end accommodates a year-round Farmer's Market. Since its reopening, more than 10,000 commuters a day use the Ferry Building. Until recently, there were four ferry berths/gates for publically operated ferry service to Vallejo (in Solano County), to Larkspur, Sausalito, and Tiburon (in Marin County), and to Oakland and Alameda (in Alameda County) as well as to Richmond (in Contra Costa County). Privately operated ferry service to Berkeley (in Alameda County) docks nearby.

The Downtown San Francisco Ferry Terminal Expansion Project involves the

construction of up to three new berths/gates that will support new ferry services from San Francisco to Richmond (now in service) and Treasure Island (planned), as well other potential locations currently under study. The project will also improve landside conditions at the Ferry Terminal by providing new amenities such as weather-protected canopies, the construction of a new plaza area south of the Ferry Building, the extension of pedestrian promenade areas, and other public access improvements. The new gates and amenities will significantly improve waiting and queuing conditions for existing riders and expand the space available for public ferry operators to stage emergency water transit services in the event of a regional transportation disruption or disaster. A groundbreaking ceremony for the \$79 million project took place on May 11, 2017. The first new berth/gate opened in December 2018, followed by another this February, allowing one of the four existing berths/gates to close for reconstruction. The project should be complete in early 2020.

For more detail, see APA's description of this Great Public Place at

<https://www.planning.org/greatplaces/spaces/2010/ferrybuilding.htm>

The left side of the bus will be able to see this later on the tour.

Embarcadero
Washington → Battery

Embarcadero Center (LEFT) [REPEAT]

This is a commercial complex of five office towers and two hotels built from 1971 to 1989. The lower floors of four of the office towers include a shopping center with more than 100 stores, bars, and restaurants, as well as two movie theaters and a fitness center on three levels. In total, the complex includes 4.8 million square feet. The first building that we will pass on the tour is the Le Méridien San Francisco. While laudable for its mixed-uses, the development mostly faces inward with its “skyways”, a relic of the former Embarcadero Freeway abutting the site on the north and east sides.

The right side of the bus saw this earlier on the tour.

Waterfront Redevelopment/Reuse (BOTH SIDES)

In the 1920s, the emergence of Los Angeles as the West Coast’s largest city – and in particular, as its major industrial center – relegated the Port of San Francisco to a secondary role. For the next few decades, the port steadily but inexorably lost market share to the twin ports of Los Angeles and Long Beach, as well as its to cross-bay rival, the Port of Oakland. The advent of containerization in the 1960s effectively sounded the death knell for the Port of San Francisco as a major marine terminal, as it had no room to expand to build a large new container handling facility like the Port of Oakland did. However, it was not until the removal of the Embarcadero Freeway in the 1990s that redevelopment/reuse accelerated.

RIGHT: Piers 1, 3, 5, 7, and 9 are offices and/or restaurants, but Pier 3 also includes a television studio for Bloomberg and Pier 7 is strictly recreational. Pier 15 [38] is a museum, the Exploratorium, which has created over 1,000 participatory exhibits that mix science and art, all of which the museum makes onsite. Some consider it the prototype for participatory museums around the world. The museum opened to the public at Pier 15 on April 17, 2013. Pier 17 is offices, including the Consulate General of Switzerland. Pier 19/23 is indoor parking. Pier 27 [39] is the new James R. Herman Cruise Terminal, opened in 2014. It hosts over 80 cruise ship calls and 300,000 passengers annually; itineraries include round trip cruises from SF to Alaska, Hawaii, and Mexico, as well as repositioning calls and coastal voyages in the spring and fall.

The left side of the bus will be able to see much of this later on the tour.

LEFT: The parking lots are on former railyards of short-line railroads serving the port; however, some of the parking near Broadway and Embarcadero is on the former freeway right-of-way. The television studios for two local broadcasters KGO and KRON are here too.

Coit Tower (LEFT)

Built between 1932 and 1933 using Lillie Hitchcock Coit’s bequest to beautify the city, the 210-foot tower in the city’s Pioneer Park within the Telegraph Hill neighborhood joined the National Register of Historic Places in 2008. Designed by architects Arthur Brown, Jr. and Henry Howard, the art deco tower, was dedicated to the volunteer firefighters who had died in SF’s major fires. Although an apocryphal story claims that the tower purposely resembles a fire hose nozzle due to Coit’s affinity with the firefighters of the day, the resemblance is coincidental per the city’s Recreation & Parks Department. Arthur Brown, Jr. also designed the Congregation Emanu-El San Francisco that we saw earlier on the tour near the Presidio.

The right side of the bus will be able to see this later on the tour.

Historic Streetcars (LEFT)

After demolition of the Embarcadero Freeway, which ran up to Broadway, The Embarcadero became the boulevard it is today. Muni operates the F Market & Wharves line as a heritage streetcar service, using exclusively historic equipment both from SF's retired fleet as well as from cities around the world. Service to Fisherman's Wharf began in 2000 in the median of the new boulevard.

The right side of the bus will be able to see this later on the tour.

Battery
Embarcadero → Broadway

Waterfront Redevelopment/Reuse (LEFT) [REPEAT]

In the 1920s, the emergence of Los Angeles as the West Coast’s largest city – and in particular, as its major industrial center – relegated the Port of San Francisco to a secondary role. For the next few decades, the port steadily but inexorably lost market share to the twin ports of Los Angeles and Long Beach, as well as its to cross-bay rival, the Port of Oakland. The advent of containerization in the 1960s effectively sounded the death knell for the Port of San Francisco as a major marine terminal, as it had no room to expand to build a large new container handling facility like the Port of Oakland did. However, it was not until the removal of the Embarcadero Freeway in the 1990s that redevelopment/reuse accelerated.

LEFT: Pier 27 [39] is the new James R. Herman Cruise Terminal, opened in 2014. It hosts over 80 cruise ship calls and 300,000 passengers annually; itineraries include round trip cruises from SF to Alaska, Hawaii, and Mexico, as well as repositioning calls and coastal voyages in the spring and fall.

The right side of the bus saw this earlier on the tour.

After Greenwich Street

Levi’s Plaza (BOTH SIDES) [40]

RIGHT: Levi Strauss & Co. first moved to the complex in 1981. After downsizing in the late 1990s, Levi’s renovated the facility and leased out portions. The building was designed to respect the residents of Telegraph Hill, which provides a backdrop to the plaza. Bill Valentine, a designer at HOK, said, “Someone at Levi’s said they wanted it to feel like a well-worn pair of blue jeans. And that’s what we tried to do – it’s off the cuff, never symmetrical, it’s easy-going and relaxed.”

LEFT: Lawrence Halperin designed the open space component. He also designed the red brick sidewalks along Market Street that we saw earlier on the tour (at the beginning).

@ Levi’s Plaza

Coit Tower (RIGHT) [REPEAT]

Built between 1932 and 1933 using Lillie Hitchcock Coit’s bequest to beautify the city, the 210-foot tower in the city’s Pioneer Park within the Telegraph Hill neighborhood joined the National Register of Historic Places in 2008. Designed by architects Arthur Brown, Jr. and Henry Howard, the art deco tower, was dedicated to the volunteer firefighters who had died in SF’s major fires. Although an apocryphal story claims that the tower purposely resembles a fire hose nozzle due to Coit’s affinity with the firefighters of the day, the resemblance is coincidental per the city’s Recreation & Parks Department. Arthur Brown, Jr. also designed the Congregation Emanu-El San Francisco that we saw earlier on the tour near the Presidio.

The left side of the bus saw this earlier on the tour.

Embarcadero Seawall (BOTH SIDES) [41]

Constructed between 1879 and 1916, the Embarcadero Seawall was built by dredging a trench through the mud, filling that trench with rock and rubble, covering the filled land with a timber pile bulkhead wall and wharf, and then filling the tidal marshland area behind the seawall. The seawall acts as a retaining wall for the filled land behind it. More than 500 acres of land were filled behind the seawall, extending the footprint of the city. Unfortunately, the seawall is subject to failure in the future from earthquakes as well as sea-level rise. Moreover, much of the land behind the seawall is subject to liquefaction, given that it is on landfill and used to be marshland. See the

	<p>graphic in exhibits (page 17) concerning the seawall. See the graphic in exhibits (page 15) for more detail on the original shoreline here. See the graphic in exhibits (page 4) for more detail on liquefaction.</p>
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An educational session, *Flooding on Dock of the Bay* (NPC198057), on Monday (April 15) from 10:15 am to 11:30 am will cover this topic in depth.

Embarcadero
Broadway → Folsom

Waterfront Redevelopment/Reuse (LEFT) [REPEAT]

In the 1920s, the emergence of Los Angeles as the West Coast’s largest city – and in particular, as its major industrial center – relegated the Port of San Francisco to a secondary role. For the next few decades, the port steadily but inexorably lost market share to the twin ports of Los Angeles and Long Beach, as well as its to cross-bay rival, the Port of Oakland. The advent of containerization in the 1960s effectively sounded the death knell for the Port of San Francisco as a major marine terminal, as it had no room to expand to build a large new container handling facility like the Port of Oakland did. However, it was not until the removal of the Embarcadero Freeway in the 1990s that redevelopment/reuse accelerated.

LEFT: Piers 1, 3, 5, 7, and 9 are offices and/or restaurants, but Pier 3 also includes a television studio for Bloomberg and Pier 7 is strictly recreational.

The right side of the bus saw this earlier on the tour.

Transamerica Pyramid (RIGHT) [REPEAT] [36]

One of the iconic symbols of the city, the building no longer houses its namesake business, which moved its U.S. headquarters to Baltimore; however, it is still associated with the company and depicted in the company’s logo. Completed in 1972, at 853 feet, it is now the city’s second tallest building after the Salesforce Tower. The building contains 702,000 square feet of office space, 48 floors, and 18 elevators. Crushed quartz covers the building’s façade, giving it its light color. It has 3,678 windows, but the majority of the windows can pivot 360 degrees so washing can occur from the inside. The original proposal in the late 1960s called for a height of 1,150 feet, but SF’s Planning Commission rejected the proposal saying it would interfere with views of San Francisco Bay from Nob Hill.

The left side of the bus saw this earlier on the tour.

8 Washington Street (RIGHT) [REPEAT]

As mentioned earlier, Proposition B (2014) prohibits increasing the existing maximum building heights for parcels under the control of the San Francisco Port Commission, as well as any other property that the Port owns or controls as of January 1, 2014 or later acquires, unless explicitly approved by voters on a project-by-project basis.

The two parcels of land here were the impetus for this ballot initiative. The first is where the tennis courts are at and the second is the parking lot at the corner. Together these two parcels made up the 8 Washington Street project. In 2013, two ballot measures related to this project failed 2-to-1, one would have allowed the development to go forward even though the project exceeded the neighborhood’s current maximum building height and the other one would have affirmed a decision by the Board of Supervisors (i.e., city council) to increase the height limit for the project. Opponents, mostly neighborhood residents and environmental groups organized under the banner “no wall on the waterfront” and spent about \$600,000. In response to their success, the next year, some of these same opponents put what became Proposition B (2014) on the ballot.

The left side of the bus saw this earlier on the tour.

Ferry Building (LEFT) [REPEAT] [42]

Designated as a Great Public Space in 2010 by APA, the restored Beaux Arts-style Ferry Building, once described as “a famous city’s most famous landmark,” is the quintessential picture of elegance with a 660-foot-long skylit nave and 245-foot-tall clock tower inspired by the 12th century bell tower in Spain’s Seville Cathedral. During the 1930s, at the height of its use, 50,000 people entered the depot each weekday, making it the world’s second busiest terminal, trailing only Charing Cross Station in London. With the opening of the Bay Bridge in 1936 and the Golden Gate Bridge in 1937, ferry ridership declined precipitously as workers and visitors from the east and north began driving into the city. Another change pushing the building towards obsolescence was construction of the double-decker Embarcadero Freeway in 1957 that left only the clock tower of the building visible. Offices filled in the large open hall, and its beautiful mosaic floor was covered up. The 1989 Loma Prieta earthquake damaged the Embarcadero Freeway, which came down in 1991, opening a new chapter for the depot. In March 2003, the landmark reopened to the public after an extensive four-year restoration. Inside, the building’s great hall has been completely restored and includes restaurants, historic galleries, and places to sit and enjoy the waterfront. To attract visitors, the ground floor was styled as a European market place, incorporating ideas from public markets in Paris, Harrods in London, Peck in Milan, and Pike Place Market in Seattle. Panoramic views of the bay, Treasure Island, and the Bay Bridge are available from a new wharf. A large, sunny plaza outside the building’s southern end accommodates a year-round Farmer’s Market. Since its reopening, more than 10,000 commuters a day use the Ferry Building. Until recently, there were four ferry berths/gates for publically operated ferry service to Vallejo (in Solano County), to Larkspur, Sausalito, and Tiburon (in Marin County), and to Oakland and Alameda (in Alameda County) as well as to Richmond (in Contra Costa County). Privately operated ferry service to Berkeley (in Alameda County) docks nearby.

The Downtown San Francisco Ferry Terminal Expansion Project involves the construction of up to three new berths/gates that will support new ferry services from San Francisco to Richmond (now in service) and Treasure Island (planned), as well other potential locations currently under study. The project will also improve landside conditions at the Ferry Terminal by providing new amenities such as weather-protected canopies, the construction of a new plaza area south of the Ferry Building, the extension of pedestrian promenade areas, and other public access improvements. The new gates and amenities will significantly improve waiting and queuing conditions for existing riders and expand the space available for public ferry operators to stage emergency water transit services in the event of a regional transportation disruption or disaster. A groundbreaking ceremony for the \$79 million project took place on May 11, 2017. The first new berth/gate opened in December 2018, followed by another this February, allowing one of the four existing berths/gates to close for reconstruction. The project should be complete in early 2020.

For more detail, see APA’s description of this Great Public Place at <https://www.planning.org/greatplaces/spaces/2010/ferrybuilding.htm>

The right side of the bus saw this earlier on the tour.

@ Ferry Building

Twin Peaks (RIGHT: Far Down Cross Street) [22]

We were at top of those hills earlier on the tour.

@ Howard Street

San Francisco – Oakland Bay Bridge (LEFT) [43]

Opened in 1936; the bridge is 82 years old currently. The top of the bridge's towers are at 526 feet and the road deck is 220 feet above the surface of the water. The span between each pair of towers is 2,310 feet, but the total length of the western span of the bridge is 10,304 feet or 1.95 miles. The total length of bridge is 4.46 miles, as there is a tunnel in the middle as well as an eastern span, both of which are not visible here. It is not a state or city designated historical landmark but it is a federal one. Are tolls are in the eastbound direction (towards SF). Tolls are \$7.00 on weekdays during rush hours, \$5.00 on weekdays during non-rush hours, \$2.50 for carpools (only on weekdays during rush hours), which requires a special transponder, and \$6.00 on weekends. On average, the bridge carries 260,000 vehicles per day. Pedestrians and cyclists cannot use the western span.

Treasure Island / Yerba Buena Island (LEFT)

These islands in the middle of the bay, accessible only via the Bay Bridge at present, are a massive construction site. Formerly owned by the U.S. Navy, the ongoing construction is part of a remediation and redevelopment project to build a new SF neighborhood that is completely sustainable. See the graphics in exhibits (pages 18-21).

An educational session, Treasure Island: A Forward-Looking Community (NPC198197), on Tuesday (April 16) from 10:15 am to 11:30 am will cover this topic in depth.

Muni Light Rail (LEFT)

Service began from this point south in 1998, initially connecting the new ballpark. Light rail now extends further south along Bayshore/3rd, which we saw earlier near Oracle Park, Uber HQ, and the Chase Center.

Gap HQ (RIGHT)

This is where the former Embarcadero Freeway began turning west (away from the waterfront) to connect with ramps to/from the Bay Bridge. Thus, Gap's HQ is on former freeway right-of-way. This is also the headquarters of Gap's subsidiaries, including Banana Republic, Old Navy, Intermix, and Athleta. However, Gap is in the process of making Old Navy its own standalone company, which will have its headquarters near Uber and the Chase Center.

<p>Folsom Embarcadero → Fremont</p>	<p>Hills Brothers Plaza (<u>LEFT</u>) [44]</p> <p>The former headquarters of its namesake coffee, this building now contains the SF offices for some familiar names, including Google, Mozilla (Firefox), and the Wharton San Francisco. One can get an Ivy League Executive MBA without going back east. In addition, students in the University of Pennsylvania’s “regular” MBA program back east can choose study a semester here, focusing on entrepreneurship, technology, and recruiting in the Bay Area.</p>
<p>@ Spear Street</p>	<p>Transit Center District (<u>BOTH SIDES</u>) [REPEAT]</p> <p>We are now in the Transit Center District again for which there is a plan of the same name. It is a sub-area update to the city’s downtown plan from 1985. The plan seeks to create a new transit-focused neighborhood mostly of offices and residential that supports and complements use of the Salesforce/Transbay Transit Center. Another impetus for the sub-area plan was to develop a vision for the redevelopment of right-of-way formerly taken up by the transit center’s predecessor (the Transbay Terminal) and ramps between the Embarcadero Freeway and the Bay Bridge. See the graphics in exhibits (pages 22-27).</p>
<p>@ Main Street</p>	<p>Mira (<u>RIGHT</u>)</p> <p>Designed by Jeanne Gang, this building will include 237 market rate apartments and 156 below market rate apartments ranging from 80% to 120% of the area median income. The city increased the maximum building height when the developer offered to increase the number of below market rates. See the graphics in exhibits (pages 26-27).</p> <p>Temporary Transbay Terminal (<u>RIGHT</u>)</p> <p>As its name suggests, this serves as the temporary transit center while the Salesforce/Transbay Transit Center is under construction.</p>
<p>Behind Temporary Terminal</p>	<p>Park Tower at Transbay (<u>RIGHT</u>)</p> <p>Facebook has a lease for all of this brand new office building consisting of 700,000 square feet of office. See the graphics in exhibits (pages 26-27).</p>
<p>After Main Street</p>	<p>Rincon Hill (<u>LEFT</u>)</p> <p>While the city has long recognized its potential for housing development due to its proximity to downtown, blight prevented its effective redevelopment. In 1985, the city adopted an area plan for Rincon Hill in the city’s General Plan, zoning this area adjacent to downtown for high-density residential development. However, due to the presence of the former Embarcadero Freeway surrounding the neighborhood, development in the area was slow in coming and lacked the pedestrian-oriented streets and open spaces emblematic of SF’s cherished neighborhoods. After the physical and psychological barrier of the Embarcadero Freeway came down in the early 1990s, the area within walking distance of downtown gained new attractiveness. In August 2005, the city adopted a new area plan, based more on Vancouverism than the 1985 Plan, emphasizing tall, slender, and widely spaced towers, interspaced with mid-rise podiums and walk-up townhouses. It aimed to accentuate the natural topography of the city by locating the tallest skyscrapers at the top of Rincon Hill, similar to what we saw earlier on Russian Hill. In tandem with the Transit Center District Plan to the north, it designates Folsom Street as the commercial heart of the neighborhood. The plan calls for improving the pedestrian experience by narrowing the streets to provide additional open space and by providing more midblock passages. Whereas the</p>

@ Beale Street

1985 plan capped buildings heights at 250 feet, the 2005 plan raised a number of height limits near the peak of Rincon Hill to 400 and 550 feet. Although the city approved a number of new residential developments taking advantage of the changes, only two came online before the 2008 financial crisis halted projects throughout the city. As economic and financial conditions improved, additional buildings came online after 2012.

Solaire (RIGHT)

This project includes 402 market rate apartments and 70 below market rate units at 50% of the area median income. As of April 2019, the market rate for a studio unit of 441 square feet on the 30th floor is \$3,633 per month. The same studio on the 16th floor is \$3,393 per month. A one-bedroom unit of 511 square feet on the 30th floor is \$3,723 per month. The same one-bedroom on the 17th floor is \$3,587 per month. See the graphics in exhibits (pages 26-27).

<p>Fremont Folsom → Mission</p> <p>@ Howard Street</p>	<p>The Avery (<u>LEFT</u>)</p> <p>This project will include 118 luxury condominiums, 280 luxury apartments, and 150 below market rate apartments at 50% of the area median income. Initially, the project included a higher number of dwelling units, but the developer decreased the total number of units (but not the total square footage) in 2015 to respond to market demand for larger units. See the graphics in exhibits (pages 26-27).</p> <p>Natalie Gubb Commons (<u>RIGHT</u>)</p> <p>This building includes 120 below market rate apartments ranging from 40% to 50% of the area median income. See the graphics in exhibits (pages 26-27).</p> <p>181 Fremont Street (<u>RIGHT</u>)</p> <p>This mixed-use building is the city’s third tallest building after the Salesforce Tower and the Transamerica Pyramid. It includes 67 condominiums on the top 16 floors and 432,000 square feet of office. Facebook and its Instagram division lease all of the office space. See the graphic in exhibits (page 27).</p> <p>Salesforce/Transbay Transit Center (<u>BOTH SIDES</u>)</p> <p>Sometimes called the “Grand Central Station of the West”, the above-grade portion primarily serves as a bus terminal but also includes a 5½-acre rooftop park. The below-grade portion includes an unfinished six-track rail station underneath that will eventually serve commuter rail (Caltrain) and high-speed rail. The Transbay Joint Powers Authority closed the center as a precautionary measure until repairs to address the way its structural steel was designed versus installed are agreed upon, vetted, and made. See the graphic in exhibits (page 28).</p>
<p>@ Mission Street</p>	<p>350 Mission Street (<u>RIGHT</u>)</p> <p>Salesforce leases all of this office building consisting of 450,000 square feet of office. Even though the maximum building height is 700 feet, the building is only 415 feet. The developer claimed that it was not economical to go higher due to the amount of space the elevator bank would take up. See the graphic in exhibits (page 27).</p>

Mission | Fremont → 1st

Salesforce Tower (LEFT)

Opened last year (2018), this is SF's tallest building at 1,070 feet. The building contains 1.4 million square feet of office, of which its namesake company leases 714,000 square feet. Even though the developer (Hines) started construction on spec, it was 97% leased upon its opening. Its address is 415 Mission Street, which is SF's area code (4-1-5). The original proposal called for it to be 1,200 feet in height, which would have made it the tallest building west of the Mississippi River, as the Wilshire Grand Center in LA is at 1,100 feet.

The footprint of the building rests on landfill near SF's original waterfront, an area prone to soil liquefaction during earthquakes. To account for this seismic risk, the tower uses a design that is modeled to withstand the strongest earthquakes expected in the region. In addition, its foundation includes 42 piles driven down nearly 300 feet to bedrock and a 14-foot thick foundation mat.

The crown of the tower features a nine-story electronic sculpture, *Day for Night*. It is the tallest public art piece in the world. Created by artist Jim Campbell, the artwork features low resolution, abstract videos of SF filmed each day and includes 100 aluminum panels, 11,000 LEDs, and a 100-foot-tall circular screen. SF has a 1%-for-art program. This installation cost just less than 2%, at \$5.5-\$6.0 million. The piece did appear before the SF Planning Commission but only as a courtesy (as the project involved no public funding); thus, actual/final numbers are unknown.

See the graphics in exhibits (pages 26-27)..

@ 1st Street

Oceanside Center (RIGHT)

This project surrounding the older buildings at the corner involves two mixed-use buildings. The one along 1st Street will be the city's second tallest building at 905 feet after the Salesforce Tower, surpassing the Transamerica Pyramid. It will include 119 residences on the top 19 floors and 1,010,000 square feet of office. The one along Mission Street will "only" be 625 feet in height and will include 154 residences on the top 33 floors as well as a hotel (Waldorf Astoria SF) with 169 rooms. See the graphic in exhibits (page 27).

1st | Mission → Howard

Salesforce/Transbay Transit Center (BOTH SIDES) [REPEAT]

Sometimes called the “Grand Central Station of the West”, the above-grade portion primarily serves as a bus terminal but also includes a 5½-acre rooftop park. The below-grade portion includes an unfinished six-track rail station underneath that will eventually serve commuter rail (Caltrain) and high-speed rail. The Transbay Joint Powers Authority closed the center as a precautionary measure until repairs to address the way its structural steel was designed versus installed are agreed upon, vetted, and made. See the graphic in exhibits (page 28).

@ Howard Street

505 Howard Street Innovation Hub (RIGHT)

The Nasdaq Entrepreneurial Center serves entrepreneurs from around the world through events, education, and mentorship. This includes supporting the “whole entrepreneur” by helping individuals uncover solutions based on their vision for success over the long-term, offering free workshops, training, and events led by innovators in their fields, and conducting original, actionable research on entrepreneurship. The center strives to redefine perceptions of entrepreneurship in the public imagination and aims to foster long-lasting connections between entrepreneurs and their peers, industry leaders, and mentors.

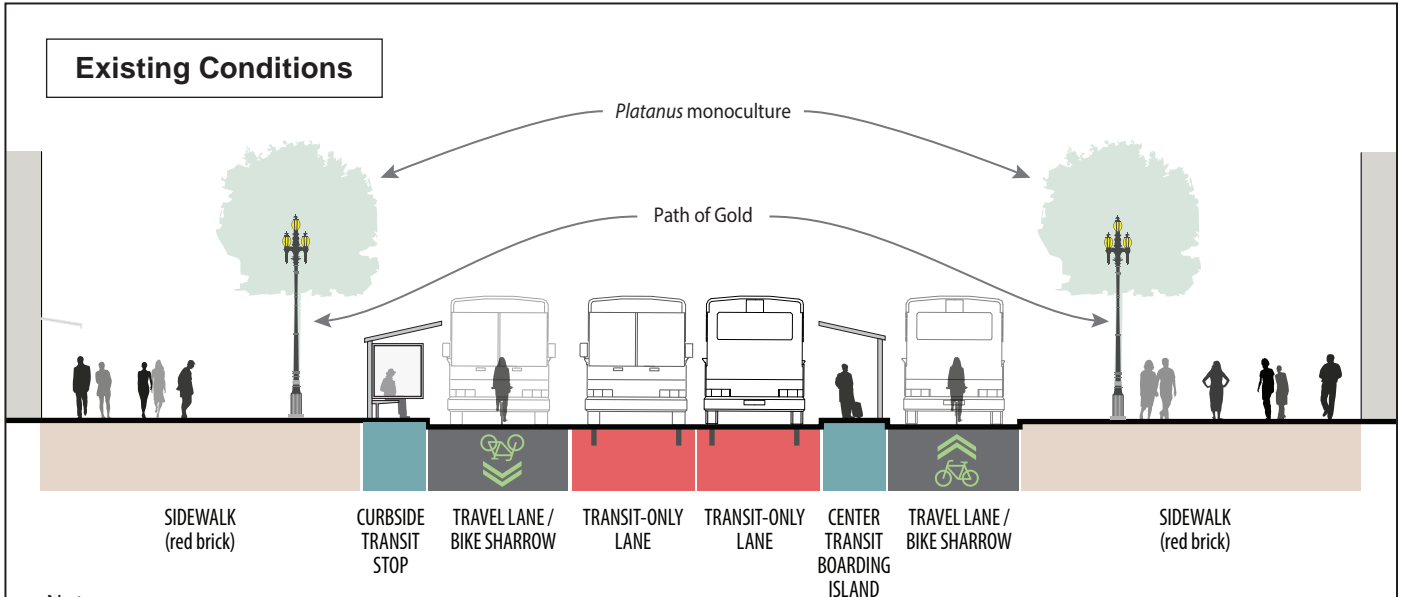
The Silicon Foundry connects select corporations with top startups and emerging technologies in order to advance their members’ innovation objectives and unlock actionable business opportunities, ranging from strategic customer relationships and partnerships, to investments, spinouts, and acquisitions. They do not limit themselves to any single portfolio, network, or region, but instead effectively serve as a ‘meta search engine’ across all of the major global technology ecosystems.

The left side of the bus will be able to see this after we turn.

<p>Howard 1st → 4th</p>	<p>505 Howard Street Innovation Hub (<u>LEFT</u>) [REPEAT]</p> <p>The Nasdaq Entrepreneurial Center serves entrepreneurs from around the world through events, education, and mentorship. This includes supporting the “whole entrepreneur” by helping individuals uncover solutions based on their vision for success over the long-term, offering free workshops, training, and events led by innovators in their fields, and conducting original, actionable research on entrepreneurship. The center strives to redefine perceptions of entrepreneurship in the public imagination and aims to foster long-lasting connections between entrepreneurs and their peers, industry leaders, and mentors.</p> <p>The Silicon Foundry connects select corporations with top startups and emerging technologies in order to advance their members’ innovation objectives and unlock actionable business opportunities, ranging from strategic customer relationships and partnerships, to investments, spinouts, and acquisitions. They do not limit themselves to any single portfolio, network, or region, but instead effectively serve as a ‘meta search engine’ across all of the major global technology ecosystems.</p> <p>The right side of the bus saw this before we turned.</p>
<p>@ Cable-Stayed Bridge</p>	<p>Cable-Stayed Bridge (<u>BOTH SIDES</u>)</p> <p>This bridge allows buses going to/from the Bay Bridge direct access to the Salesforce/Transbay Transit Center.</p> <p>Unnamed Parcel F (<u>RIGHT</u>)</p> <p>This mixed-use building will be similar in height as 181 Fremont Street and will include 170 residences, 210 hotel rooms, and 251,000 square feet of office. This is the last of two parcels available for development resulting from the removal of the transit center’s predecessor (the Transbay Terminal) and associated infrastructure. (The other parcel is where the Salesforce Tower now stands.) See the graphics in exhibits (pages 26-27).</p>
<p>@ 2nd Street</p>	<p>LinkedIn Offices (<u>LEFT</u>) [REPEAT]</p> <p>Privately Owned Public Open Spaces (POPOS) are publicly accessible spaces in forms of plazas, terraces, atriums, small parks, and even snippets that private developers provide and maintain. Since adoption of the city’s downtown plan in 1985, new building construction in downtown and surrounding neighborhoods has to have some space set aside for the public. It can either be in the building itself, or at a nearby public area. There are now over 50 POPOS in SF.</p> <p>This one includes a polished wood interior going the length of about half a block, a small café, restrooms, and plenty of table space.</p> <p>The right side of the bus saw this earlier on the tour.</p>
<p>@ Hawthorne Street</p>	<p>Return to Moscone Center – West (<u>BOTH SIDES</u>)</p> <p>We are now leaving the Transit Center District and entering the Yerba Buena Center Redevelopment area as mentioned earlier.</p> <p><i>A Moment for Questions (<u>BOTH SIDES</u>)</i></p> <p>There may be a few minutes for questions as the bus makes its way back to the convention center on Howard Street. Alternately, the guides may discuss a general topic, such as those in the appendix.</p>

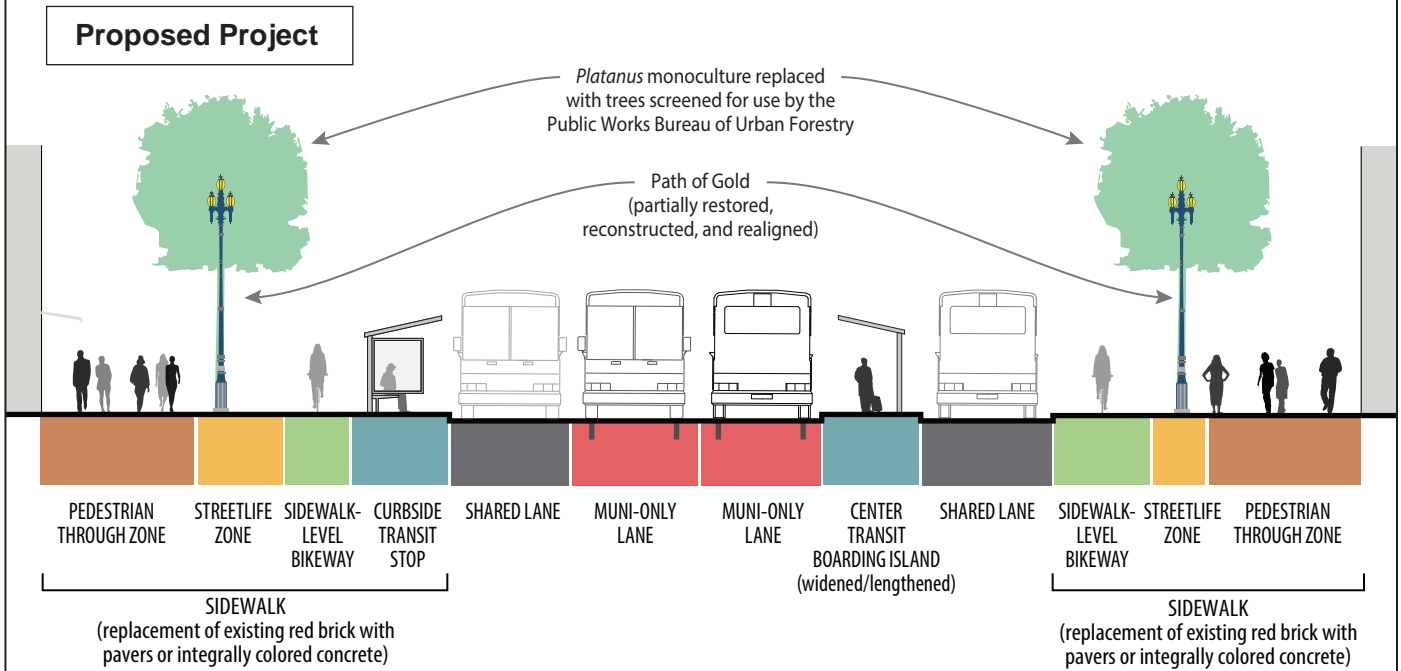
Farewell (BOTH SIDES)

Guides will thank the driver and its riders!



Notes:

- Cross section shows typical existing condition east of 8th Street.
- Transit-only lanes allow public transit, taxis, and emergency vehicles.
- Travel lanes allow public transit, taxi, emergency vehicles, and private vehicles.
- Sharrows are shared lane markings that indicate a shared lane environment for bicycles and automobiles.



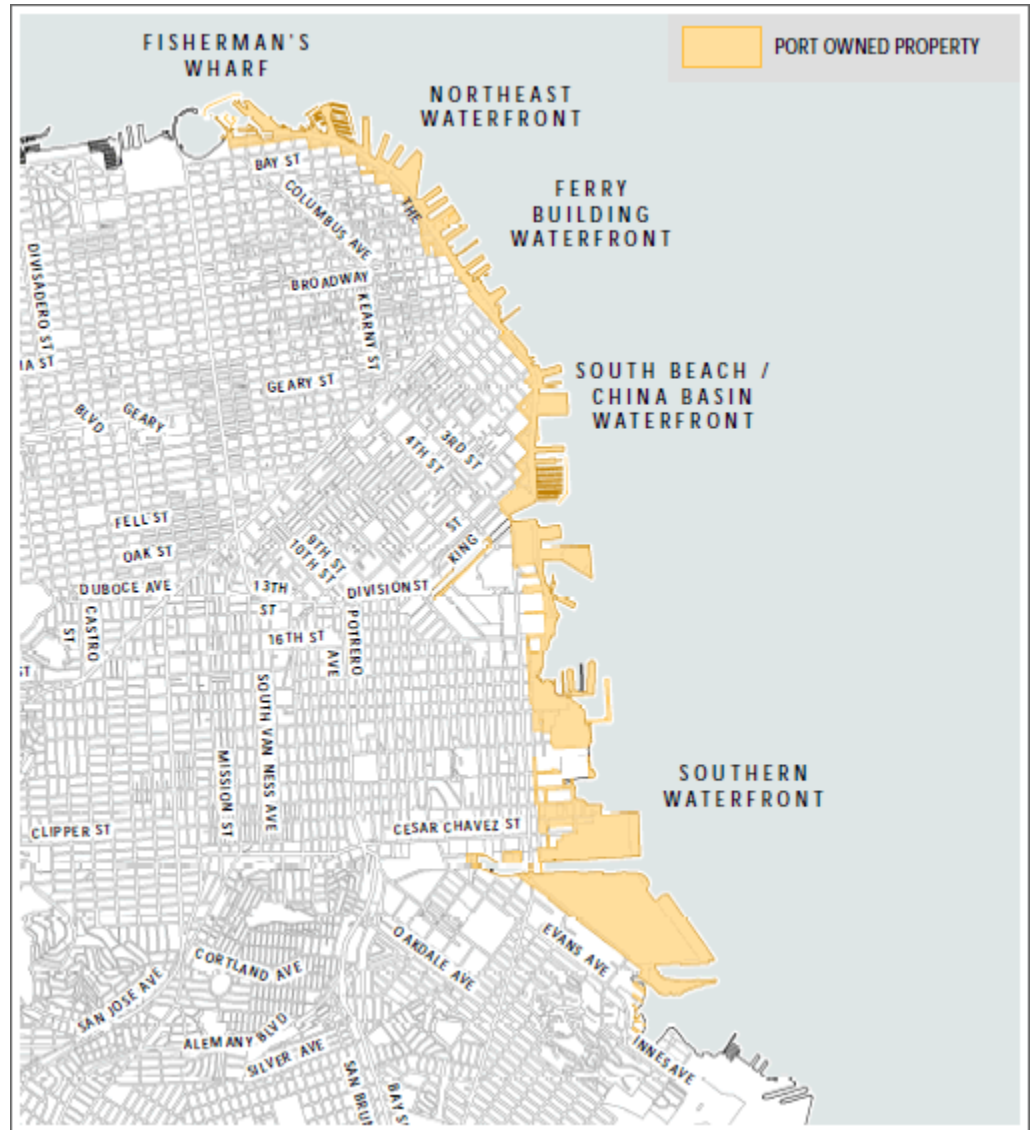
Notes:

- Cross section shows typical proposed project conditions east of 8th Street.
- Pedestrian through zone is the area intended for pedestrians on sidewalks.
- Streetlife zones would create a buffer between the pedestrian through zone and the sidewalk-level bikeway and provide space for various features (e.g., street trees, street furniture).
- At all times, shared lanes would permit public transit vehicles, emergency vehicles, taxi, paratransit vehicles, bicycles, and commercial vehicles (although commercial vehicle loading would only be permitted on Market Street during off-peak hours).
- Muni-only lanes would permit Muni buses and streetcars and emergency vehicles only. Taxi, paratransit vehicles, bicycles, and all other vehicles (including vehicles operated by other transit agencies) would be excluded from Muni-only lanes at all times.

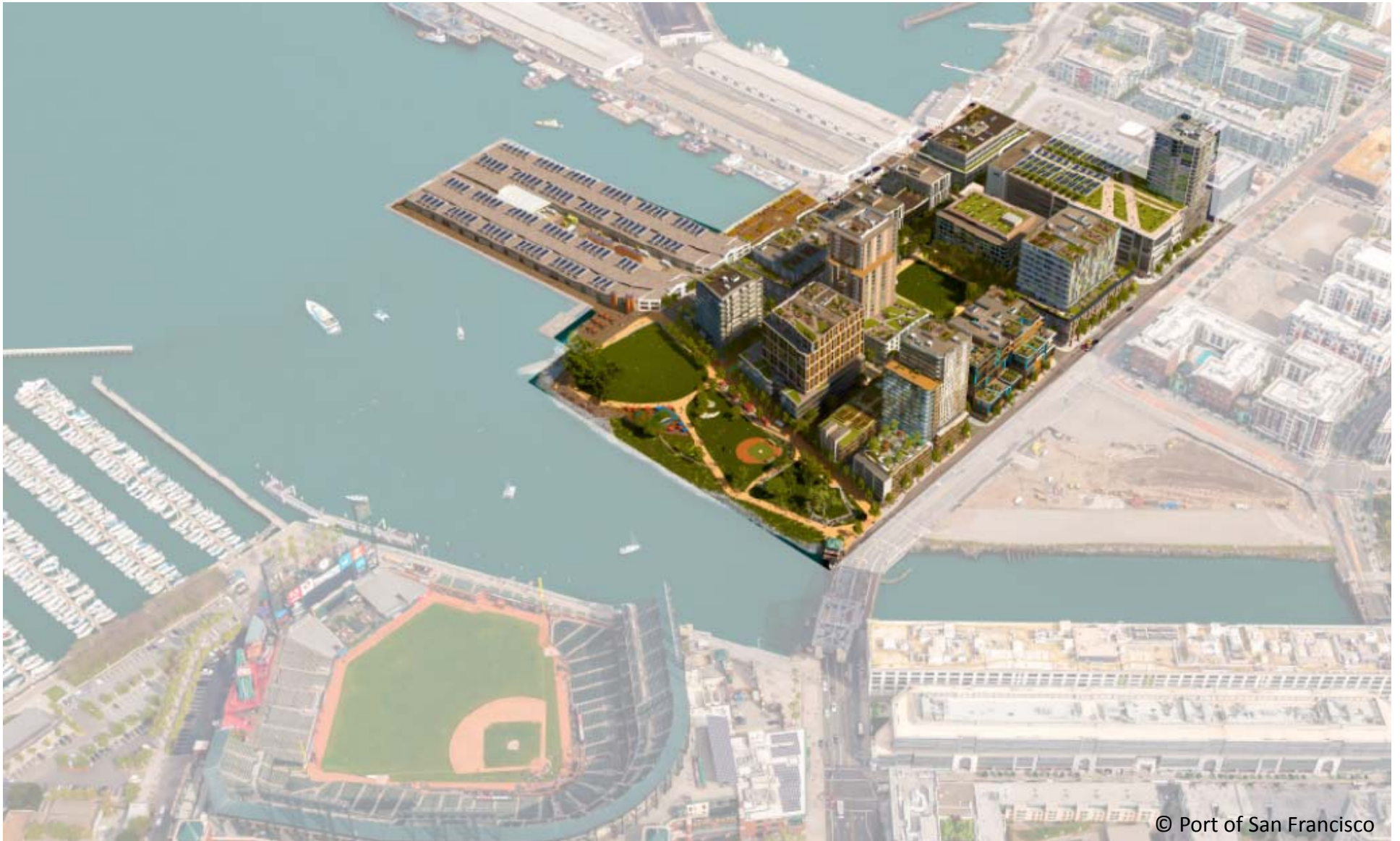
Source: San Francisco Public Works, 2018.

Not to Scale

Port of San Francisco

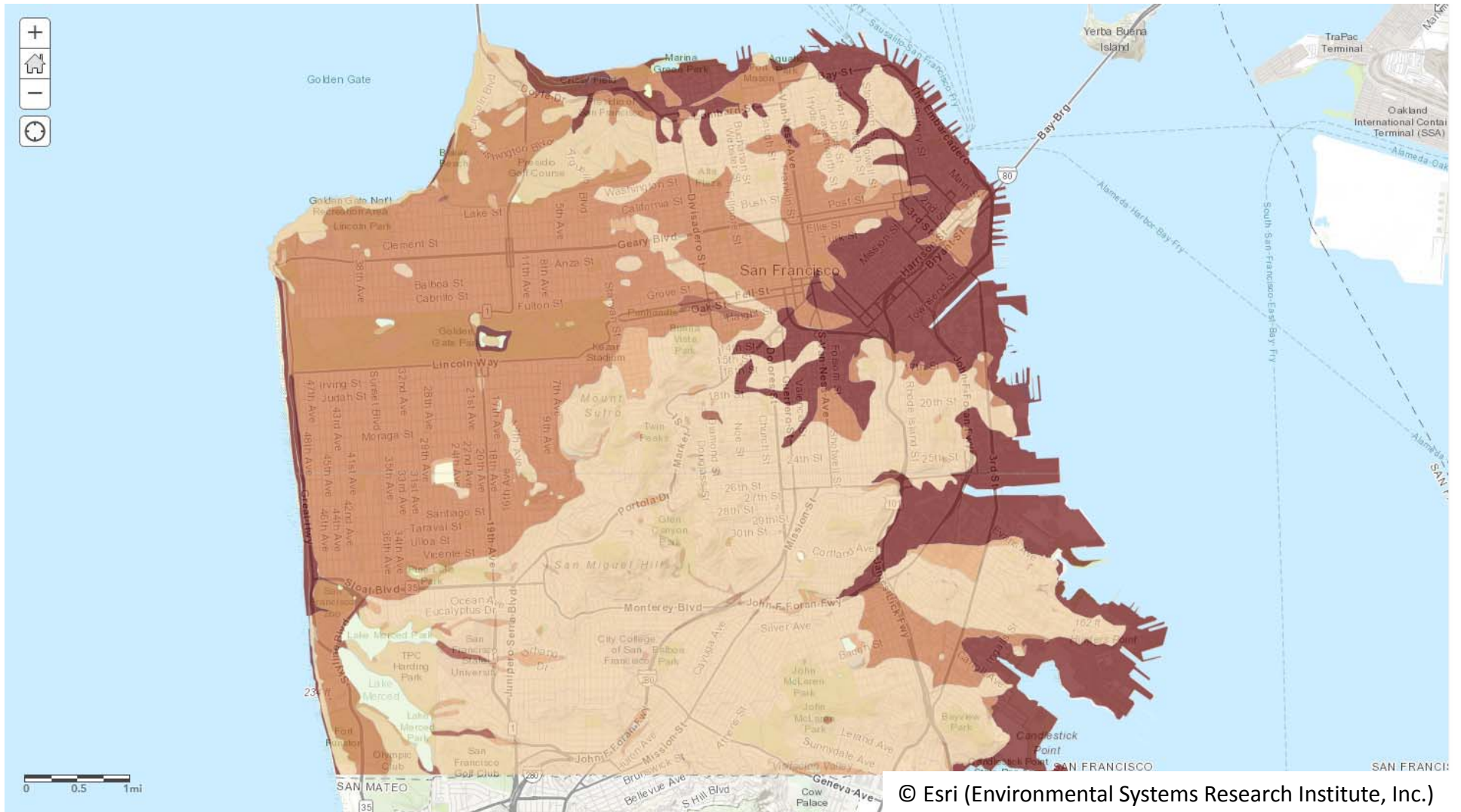


Mission Rock Development



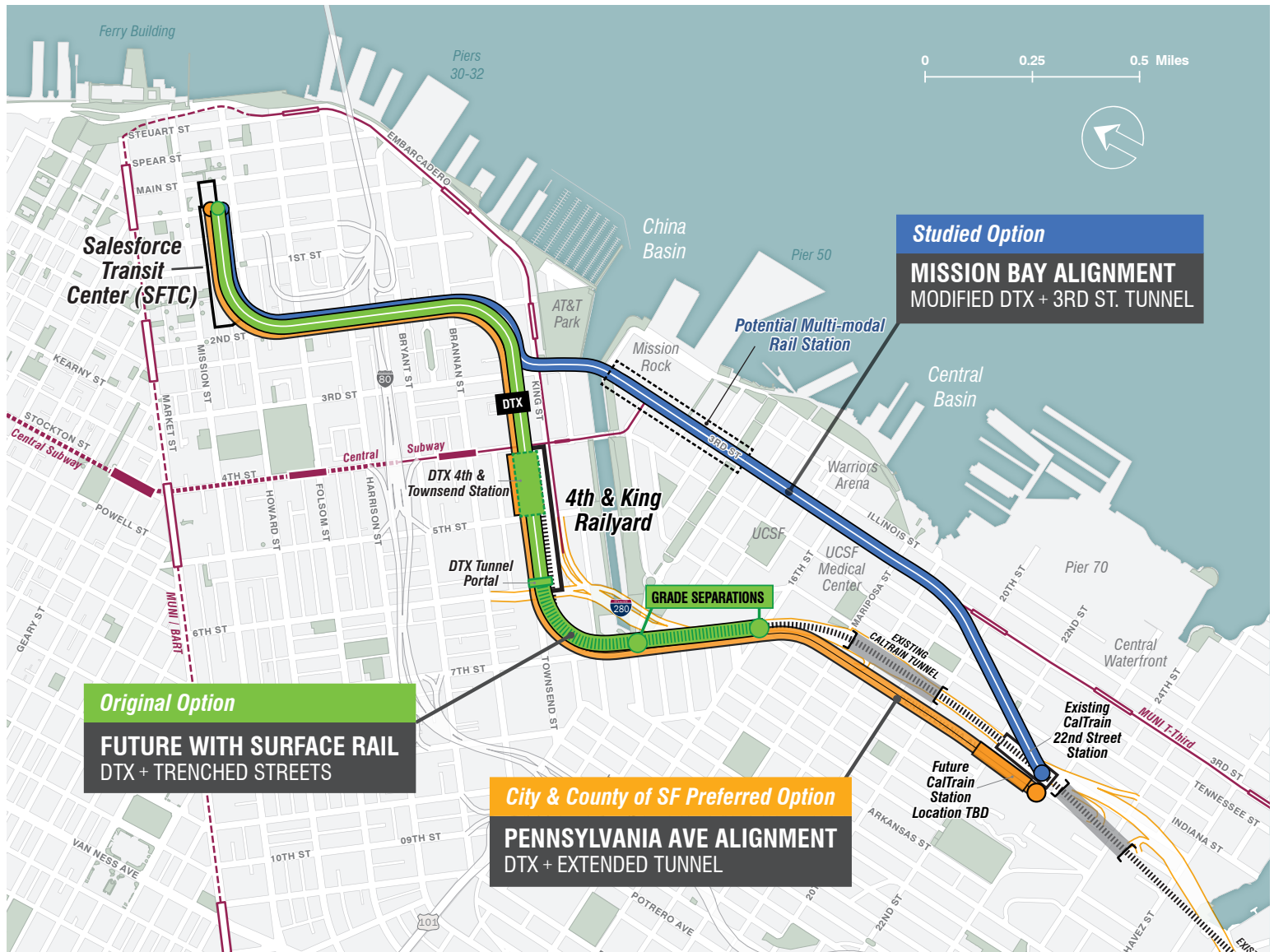
© Port of San Francisco

Liquefaction Susceptibility



PROJECT COMPONENTS

<p>Analysis of alternative alignments into the Salesforce Transit Center</p> <p>1</p>	<p>Alternatives for a Salesforce Transit Center Loop/ Extension</p> <p>2</p>	<p>Alternatives for the Reconfiguration or Relocation of the 4th and King railway</p> <p>3</p>	<p>Assessment of a boulevard replacing the north end of I-280</p> <p>4</p>	<p>Analysis of land use and opportunities for public benefits</p> <p>5</p>
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RAIL ALIGNMENT PROJECT ALTERNATIVES

PROJECT SCHEDULE

2014	Project Launch
2014 - 2015	Phase I: Feasibility Study
2016 - 2018	Phase II: Alternatives Development
2018	Executive Report Published
September 2018	SFCTA Board Supports Pennsylvania Ave
December 2018	Mayor Breed Supports Pennsylvania Ave
2019	Implementation Planning

For more info on this project:

Contact: **Jeremy Shaw** jeremy.shaw@sfgov.org

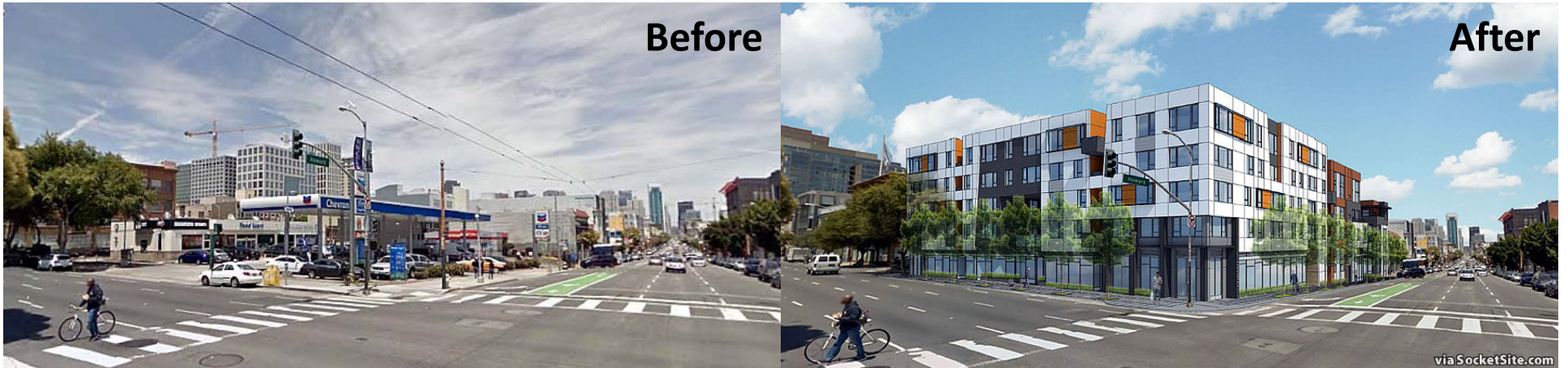
Exhibits: 5/28

sf-planning.org/rab

1288-1298 Howard Street

Before

After



via SocketSite.com



New Alley

via SocketSite.com

Civic Center Design Options
Culture Connector

Framework Organization

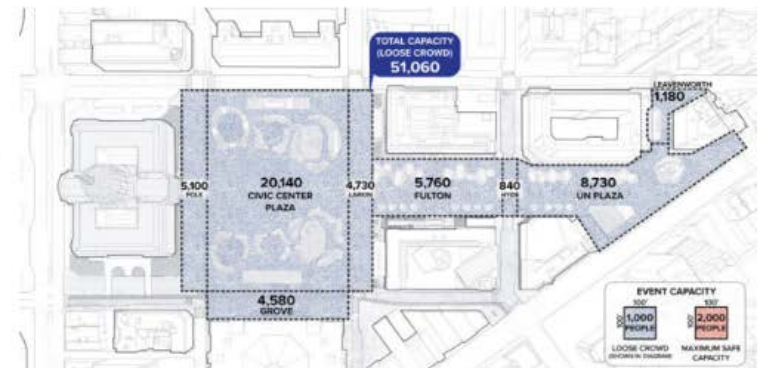
- Lawn
- Kiosks and Pavilions
- Public Art
- Planting
- Benches/Social Seating



Pedestrian Circulation



Event Capacity



Max Capacity = 102,120

Civic Center Design Options

Public Platform

Framework Organization

- Lawn
- Kiosks and Pavilions
- Public Art
- Planting
- Benches/Social Seating



Pedestrian Circulation



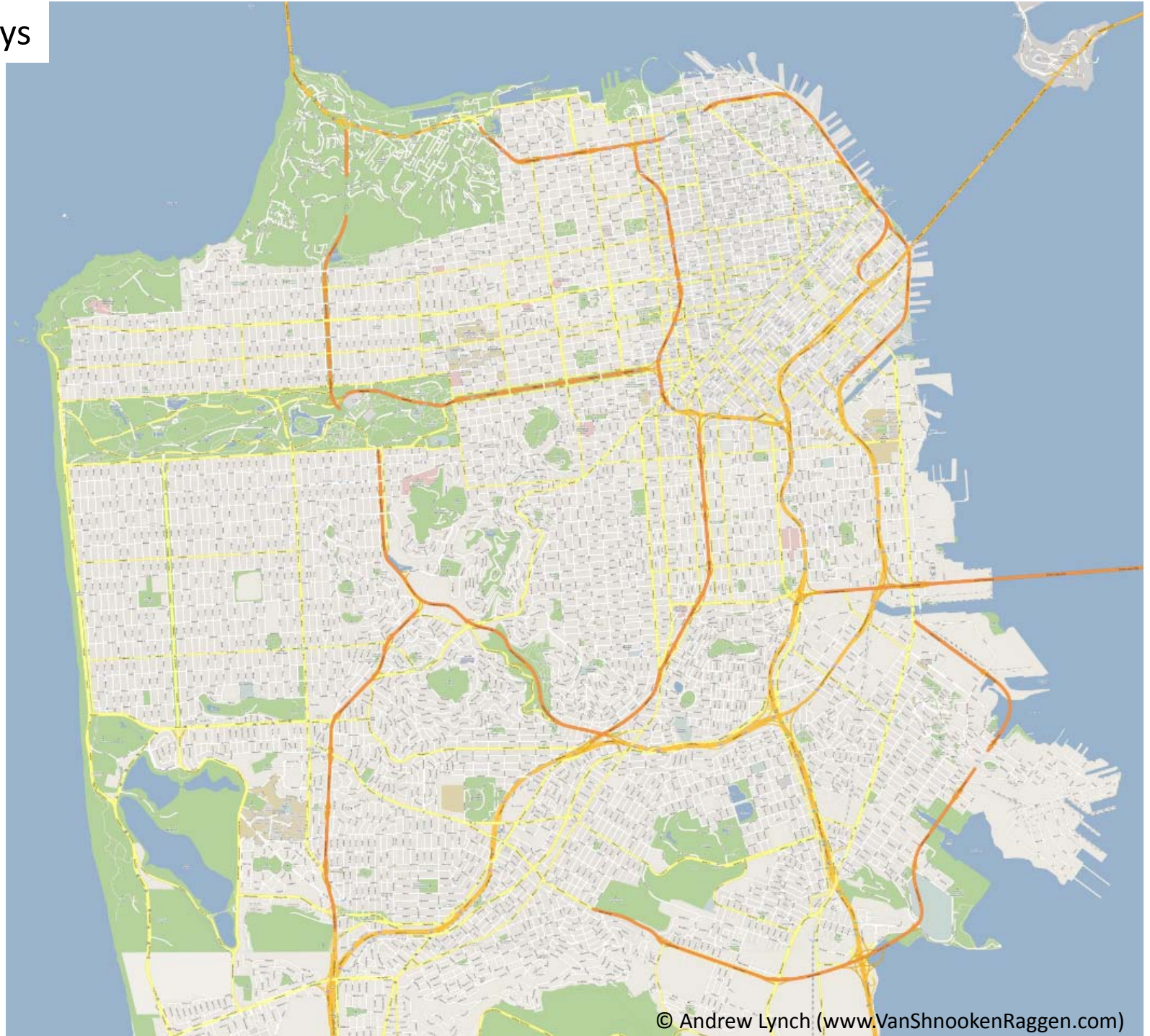
Max Capacity = 104,180

Event Capacity



Unbuilt Freeways

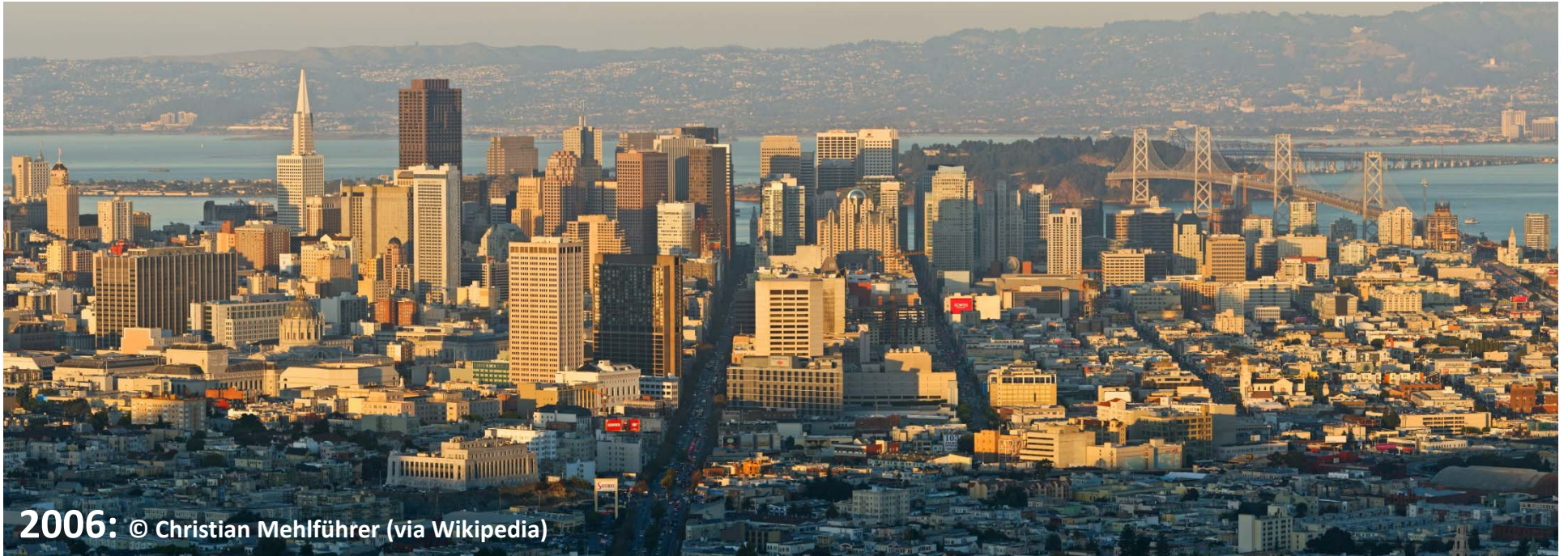
Darker Orange = Unbuilt
Lighter Orange = Existing



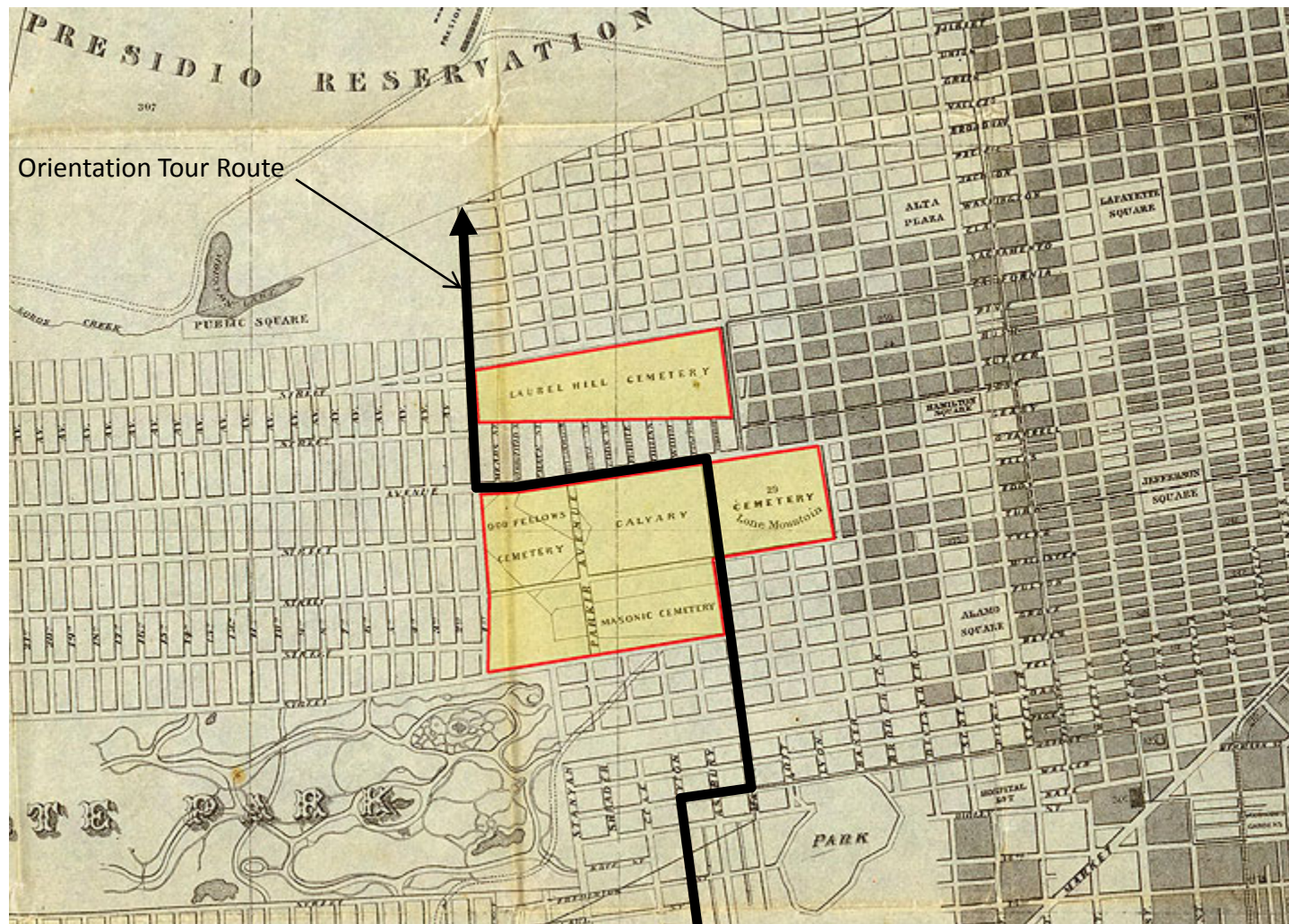
© Andrew Lynch (www.VanShnookenRaggen.com)

Transportation Demand Management
Menu of Options

Category	Measure	Points
ACTIVE-1	Improve Walking Conditions: Option A - D Provide streetscape improvements to encourage walking.	● 1
ACTIVE-2	Bicycle Parking: Options A - D Provide secure bicycle parking, more spaces given more points.	●●●● 1 - 4
ACTIVE-3	Showers and Lockers	● 1
ACTIVE-4	Bike Share Membership: Locations A - B Provide a bike share membership to residents and employees for one point, another point given for each project within the Bike Share Network.	●● 1 - 2
ACTIVE-5A	Bicycle Repair Station	● 1
ACTIVE-5B	Bicycle Maintenance Services	● 1
ACTIVE-6	Fleet of Bicycles	● 1
ACTIVE-7	Bicycle Valet Parking	● 1
CSHARE-1	Car-share Parking and Membership: Options A - E	●●●●● 1 - 5
DELIVERY-1	Delivery Supportive Amenities	● 1
DELIVERY-2	Provide Delivery Services	● 1
FAMILY-1	Family TDM Amenities: Options A - B	●● 1
FAMILY-2	On-site Childcare	●● 2
FAMILY-3	Family TDM Package	●● 2
HOV-1	Contributions or Incentives for Sustainable Transportation: Options A - D	●●●●●●●● 2 - 8
HOV-2	Shuttle Bus Service: Options A - B	●●●●●●●●●●●●●● 7 - 14
HOV-3	Vanpool Program: Options A - G	●●●●●●● 1 - 7
INFO-1	Multimodal Wayfinding Signage	● 1
INFO-2	Real Time Transportation Information Displays	● 1
INFO-3	Tailored Transportation Marketing Services: Options A - D	●●●● 1 - 4
LU-1	Healthy Food Retail in Underserved Area	●● 2
LU-2	On-site Affordable Housing: Options A - D	●●●● 1 - 4
PKG-1	Unbundle Parking: Locations A - E	●●●●● 1 - 5
PKG-2	Short Term Daily Parking Provision	●● 2
PKG-3	Parking Cash Out: Non-residential Tenants	●● 2
PKG-4	Parking Supply: Option A - K	●●●●●●●●●●●● 1 - 11



Former Cemeteries



1873: © David Rumsey Historical Map Collection (via KQED.org)

2670 Geary Avenue



2015: © Kevin Y. (via Yelp)



© RG Architecture (via SF Planning)

6 floors



© RG Architecture (via SF Planning)

8 floors

Original Shoreline

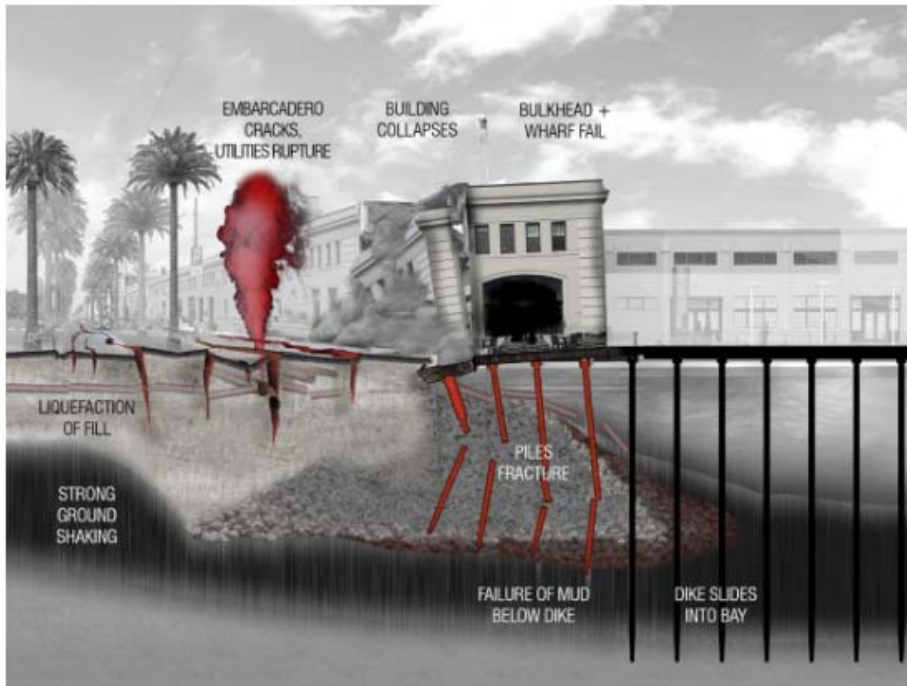


Embarcadero Freeway



© Port of San Francisco

Embarcadero Seawall



Threat from Earthquakes

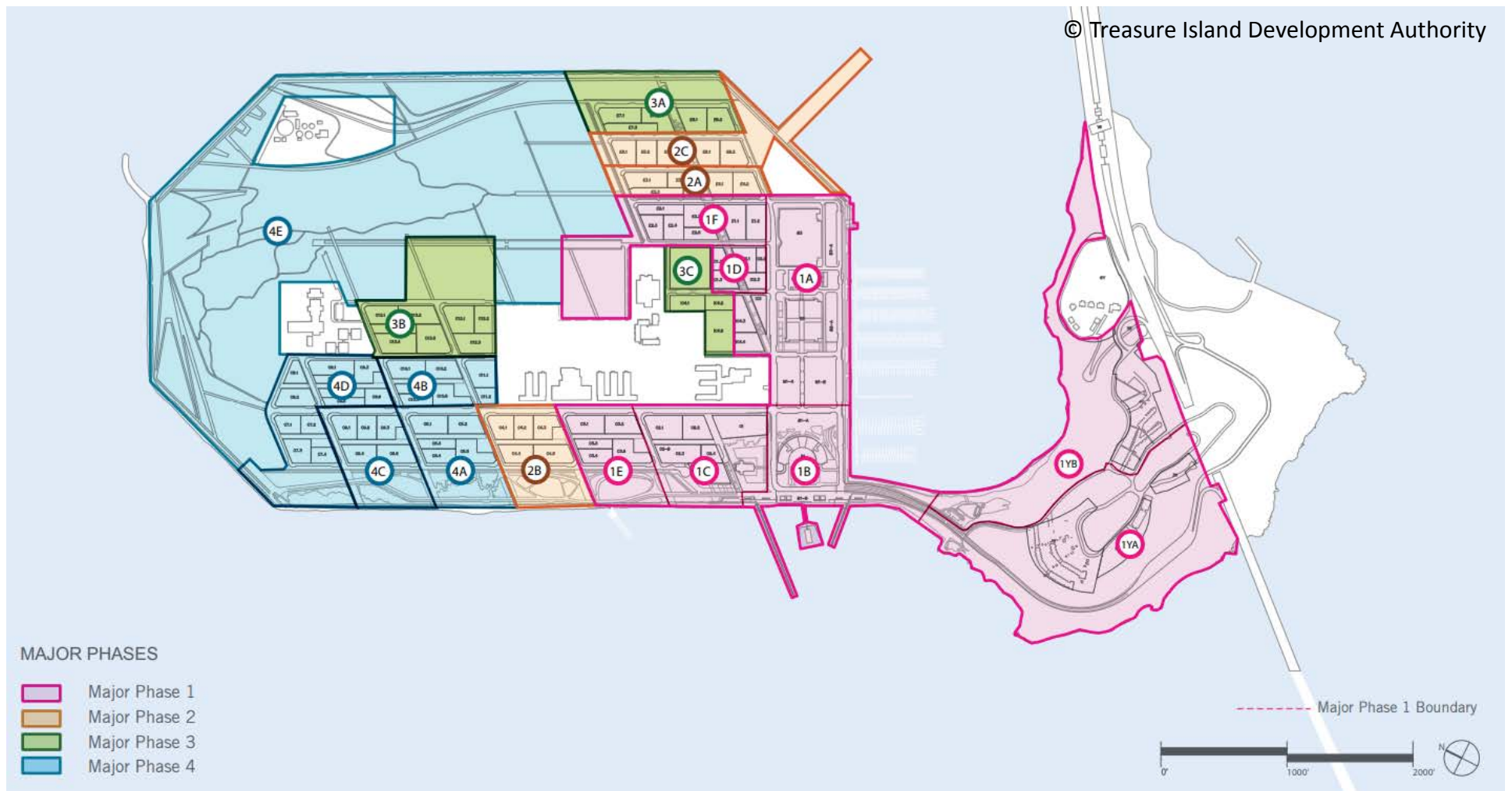


Threat from Sea Level Rise

Treasure Island (Overall Plan)



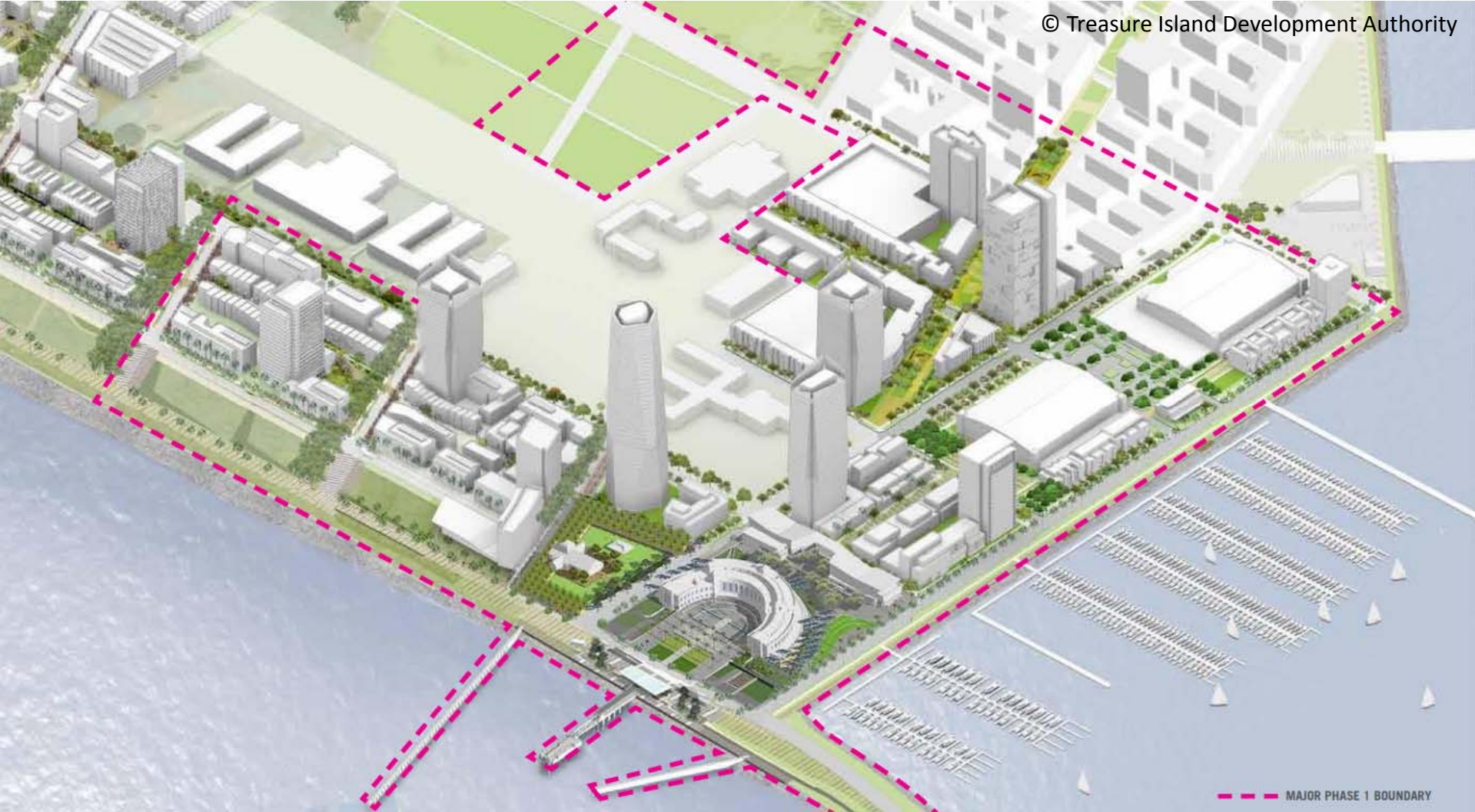
Treasure Island (Phasing Plan)

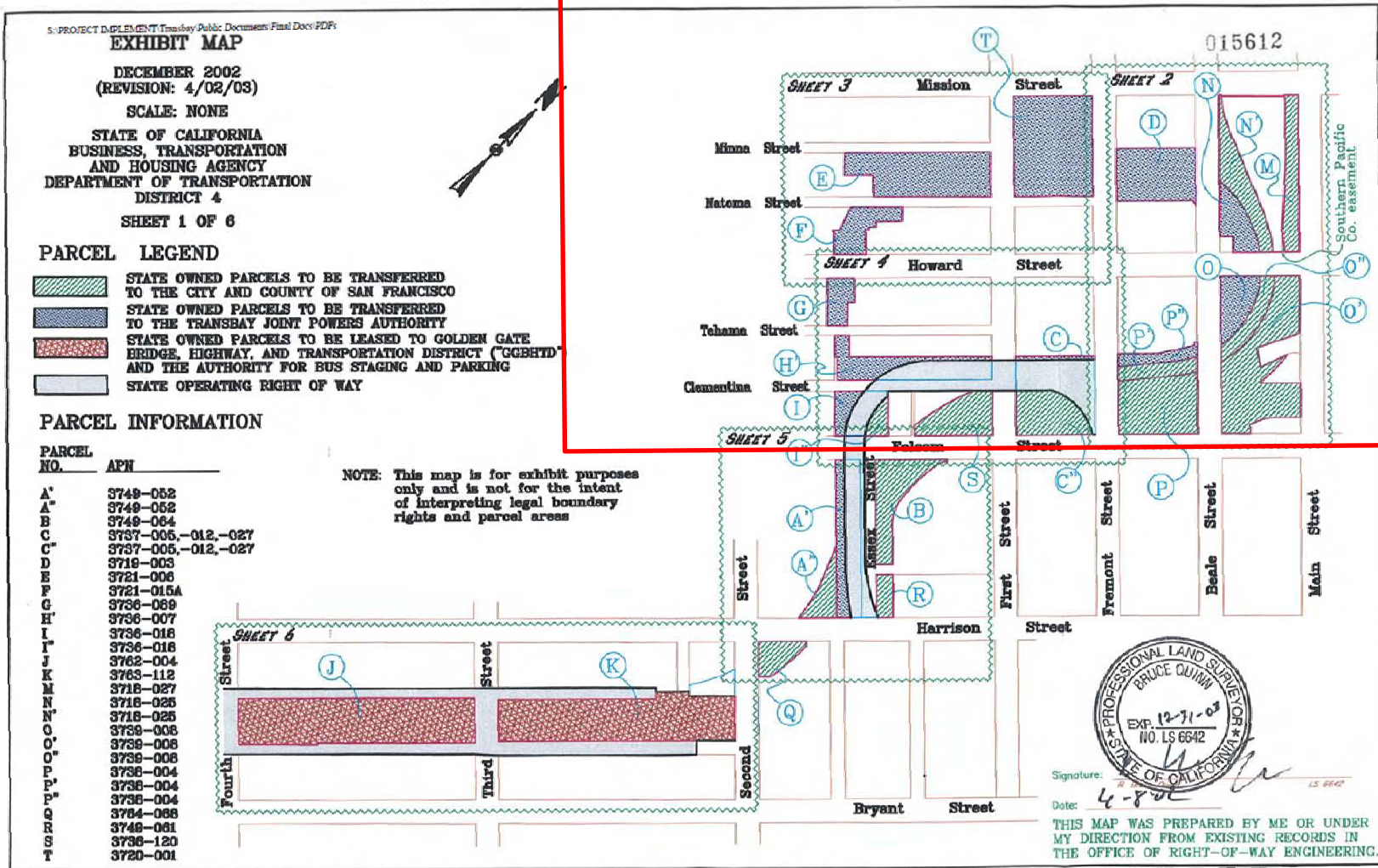


Treasure Island (Phase 1 Land Use)



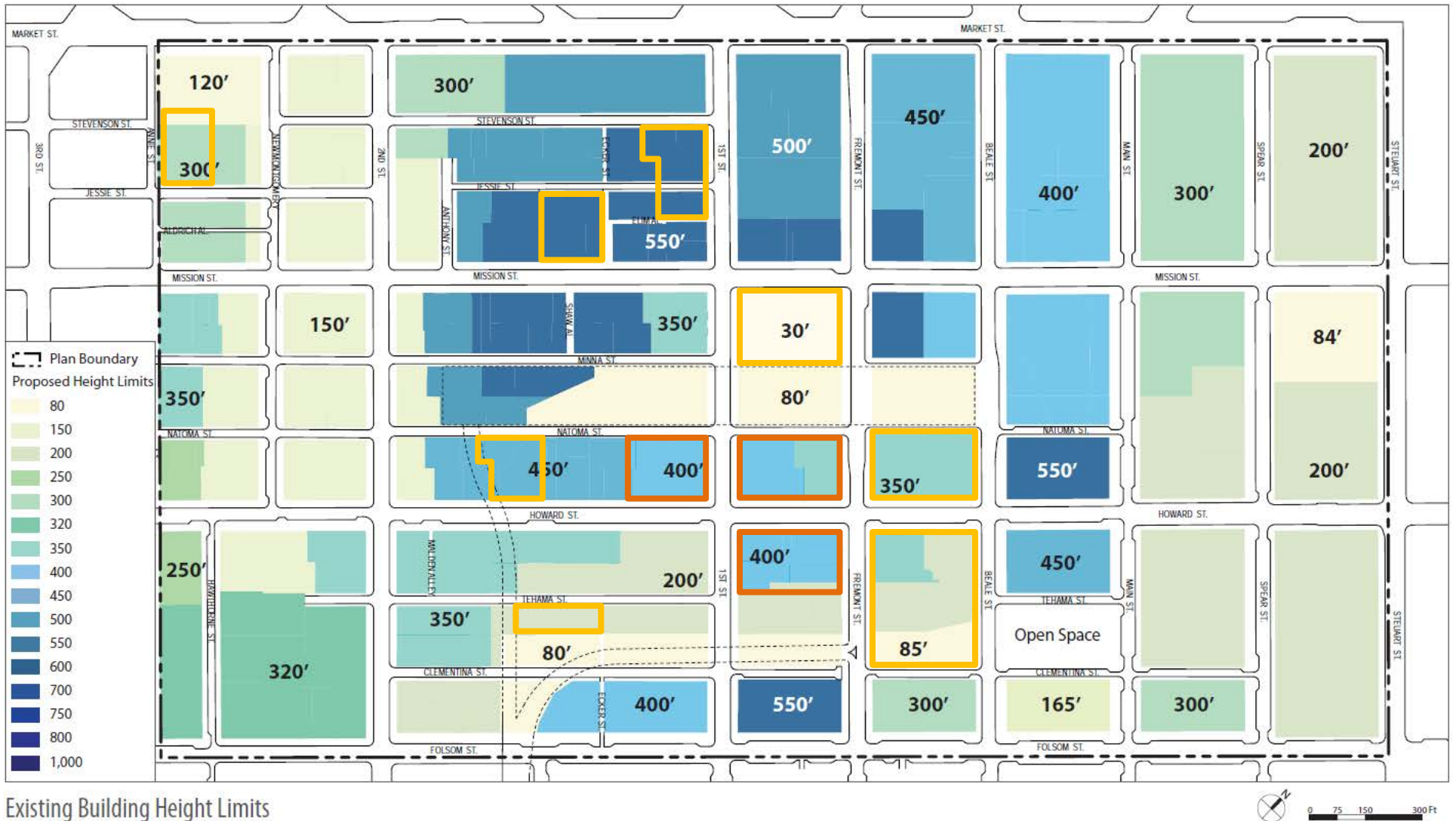
Treasure Island (Building Massing)





The California Department of Transportation (Caltrans) vacated and transferred former freeway property. (The boundaries of the Transit Center District are denoted by the solid red line.)

The Transit Center District Plan is a sub-area plan that updates a portion of the city's Downtown Plan. (The boundaries of the district plan are denoted by the hashed black line.)



The plan changed building heights on some key parcels.
 (Land outlined in light orange increased in building height.)
 (Land outlined in dark orange decreased in building height.)



The Transbay Redevelopment Plan relates to a real estate tax district funding the Transit Center. (The boundaries of the redevelopment project area are denoted by the solid red line.)

At the time of the plan and district creation, there were 11 undeveloped public parcels (one is not shown as it is south of Folsom Street); all other new development is private redevelopment.



2 of the 11 parcels are a result of the removal of the former Transbay Terminal and associated infrastructure.
 9 of the 11 parcels are a result of the removal of the Embarcadero Freeway.
 (These are the parcels generally along and north of Folsom Street.)

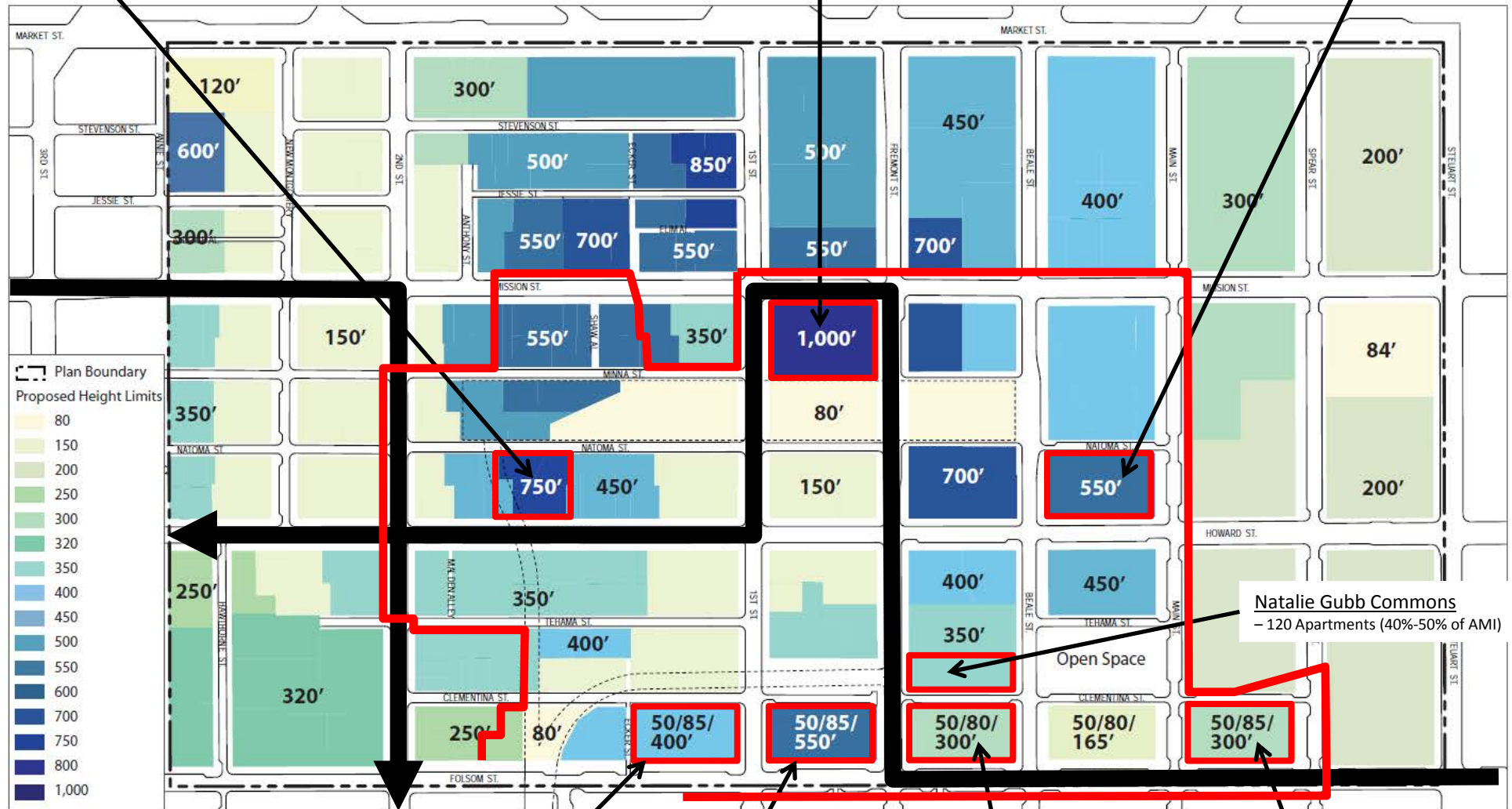
Unnamed (Parcel F)

- 800+ ft (4th Tallest in City)
- 170 Residential Units
- 210 Hotel Rooms
- 251,000 sq ft Office

Salesforce Tower

- 1,070 ft vs. 970 ft
- The tallest in the city.
- 1,400,000 sq ft Office
- Salesforce = 714,000 sq ft

Park Tower at Transbay
 Height Increased 550 ft to 605 ft
 w/ Unreasonable Neighbor
 - Facebook will occupy all 700,000+ sq ft



Proposed Building Height Limits

Public Parcels

Unnamed (Block 9)
 - 439 Market Apartments
 - 109 Apartments (50% of AMI)

The Avery
 Decreased # of Units in 2015
 w/ demand for larger units
 - 118 Luxury Condos
 - 280 Luxury Apartments
 - 150 Apartments (50% of AMI)

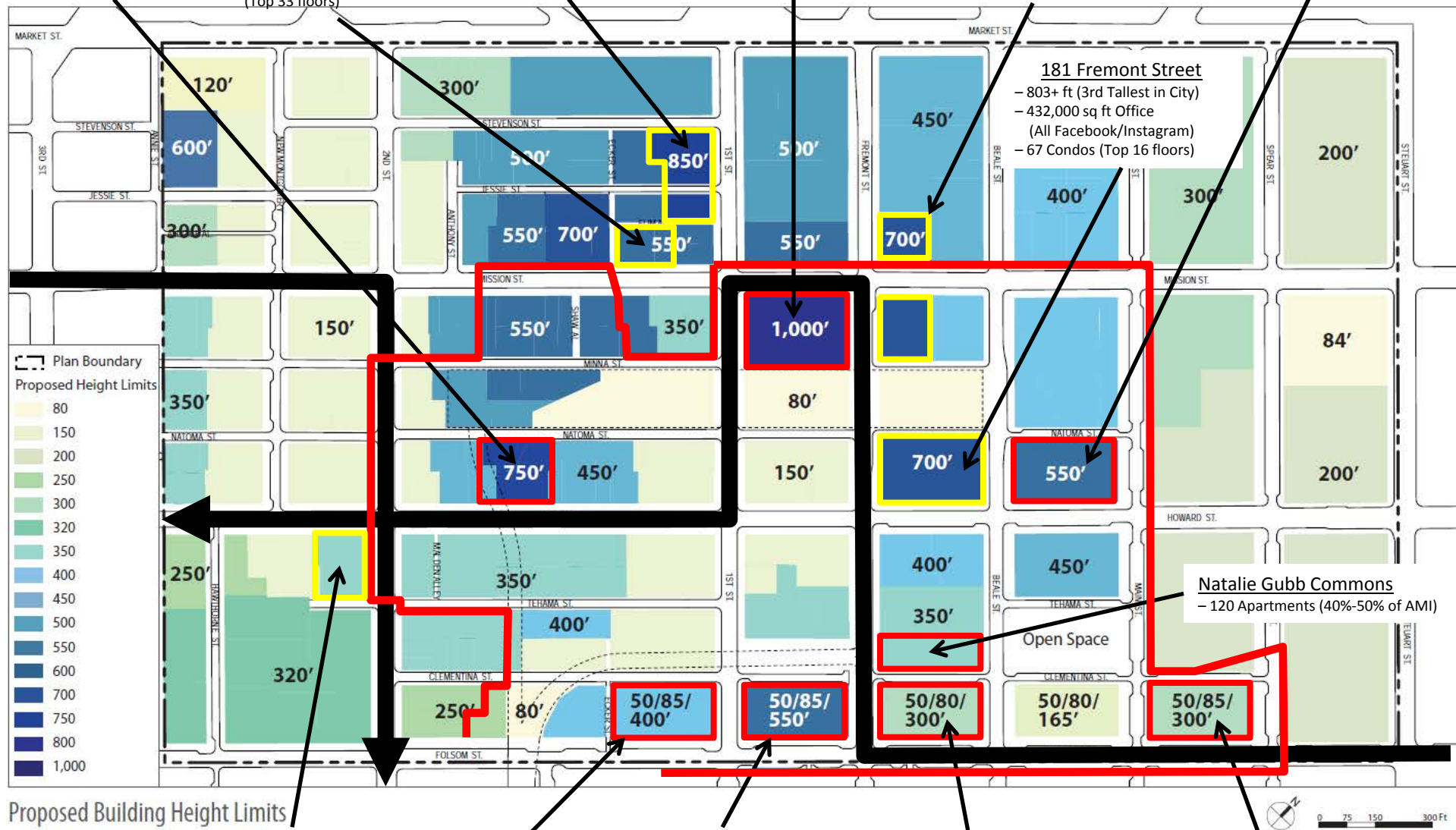
Solaire
 - 402 Market Apartments
 - 70 Apartments (50% of AMI)

Mira
 Height Increased 300 ft to 400 ft w/
 Increase in # of Affordable Units
 - 237 Market Apartments
 - 156 Apartments (80%-120% of AMI)

Natalie Gubb Commons
 - 120 Apartments (40%-50% of AMI)

Open Space

- Unnamed (Parcel F)**
 - 800+ ft (4th Tallest in City)
 - 170 Residential Units
 - 210 Hotel Rooms
 - 251,000 sq ft Office
- Oceanwide Center #2**
 - 625 ft
 - 169 Hotel Rooms (Waldorf Astoria SF)
 - 154 Residential Units (Top 33 floors)
- Oceanwide Center #1**
 - 905 ft (2nd Tallest in City)
 - 1,010,000 sq ft Office
 - 119 Residential Units (Top 19 floors)
- Salesforce Tower**
 - 1,070 ft vs. 970 ft
 - The tallest in the city.
 - 1,400,000 sq ft Office
 - Salesforce = 714,000 sq ft
- 350 Mission Street**
 - 415 ft
 - Elevator bank took too much space for 700 ft.
 - 450,000 sq ft Office
- Park Tower at Transbay**
 - Height Increased 550 ft to 605 ft w/ Unreasonable Neighbor
 - 700,000+ sq ft (All Facebook)



- 181 Fremont Street**
 - 803+ ft (3rd Tallest in City)
 - 432,000 sq ft Office (All Facebook/Instagram)
 - 67 Condos (Top 16 floors)
- 350 Mission Street**
 - 415 ft
 - Elevator bank took too much space for 700 ft.
 - 450,000 sq ft Office
- 222 Second Street**
 - 370 ft
 - 450,000+ sq ft Office (All LinkedIn)
- Unnamed (Block 9)**
 - 439 Market Apartments
 - 109 Apartments (50% of AMI)
- The Avery**
 - Decreased # of Units in 2015 w/ demand for larger units
 - 118 Luxury Condos
 - 280 Luxury Apartments
 - 150 Apartments (50% of AMI)
- Solaire**
 - 402 Market Apartments
 - 70 Apartments (50% of AMI)
- Mira**
 - Height Increased 300 ft to 400 ft w/ Increase in # of Affordable Units
 - 237 Market Apartments
 - 156 Apartments (80%-120% of AMI)
- Natalie Gubb Commons**
 - 120 Apartments (40%-50% of AMI)
- Open Space**

Salesforce/Transbay Transit Center (Cross Section)



Office Development Annual Limit Program

- The program became effective in 1985 with the adoption of the Downtown Plan and associated amendments to the Planning Code. Voters subsequently amended the Annual Limit via Proposition M (1986) and Proposition C (1987). The Annual Limit Program governs the approval of all development projects that contain more than 25,000 gross square feet of office space. Such projects require an “office space allocation” from the Planning Commission.
- The central provision of the Annual Limit Program is a “metering limit” designed to restrict the amount of office space authorized in a given year. In doing so, the Annual Limit Program aims to ensure a manageable rate of new development and to guard against typical “boom and bust” cycles, among other goals.
- 950,000 gross square feet of office development potential becomes available for allocation in each approval period, which begins on October 17th every year. Of the total new available space, 75,000 gross square feet is reserved for small projects (projects with between 25,000 and 49,999 gross square feet of office space), while the remaining 875,000 gross square feet is available for large projects (projects with at least 50,000 gross square feet of office space). Office space not allocated in a given year carries over to subsequent years.
- Even with all the new construction, SF has yet to hit the limit, but it is now approaching the limit given the prolonged boom. Many of these new buildings are home to the SF offices of Silicon Valley’s biggest companies, like Google and Facebook, who snap up space as soon as it becomes available to attract employees that do not want to live in or commute 1½ hours one-way to their campuses in the suburban South Bay (also known as Silicon Valley).

Chain Stores (Formula Retail Use)

- Definition:
 - *“A type of retail sales activity or retail sales establishment that has eleven or more other retail sales establishments in operation, or with local land use or permit entitlements already approved, located anywhere in the world. In addition to the eleven or more other retail sales establishments located in the world, maintains two or more of the following features: a standardized array of merchandise, a standardized facade, a standardized decor and color scheme, a uniform apparel, standardized signage, a trademark or a servicemark.” In other words, retail stores with multiple locations and a recognizable “look” or appearance.*
- Uses:
 - Amusement Game Arcade
 - Bar
 - Cannabis Retail
 - Drive-Up Facility
 - Eating & Drinking Use
 - General Grocery
 - Gym
 - Jewelry Store
 - Limited-Restaurant
 - Liquor Store
 - Massage Establishment
 - Movie Theater
 - Non-Auto Vehicle Sales or Rental
 - Pharmacy
 - Restaurant
 - Retail Sales & Service, General
 - Sales & Service, Other Retail
 - Sales & Service, Retail
 - Service, Financial
 - Service, Fringe Financial
 - Service, Instructional
 - Service, Limited Financial
 - Service, Personal
 - Specialty Grocery
 - Tobacco Paraphernalia Establishment
 - Tourist Oriented Gift Store

Housing/Residential Development

- Local Control vs. State Legislature (Senate Bill 50/827)
 - This bill would require cities in California to permit residential buildings of up to 45 to 55 feet in “transit rich” and “job rich” areas near train stations and bus stops. The bill would also eliminate minimum requirements for parking and prohibit local design requirements that would lower the amount of space in a new development. The bill would affect roughly 50% of single-family homes in Los Angeles and 96% of land in San Francisco.
 - Transit Rich Definition: Areas within one-half-mile (0.8 km) of frequent transit corridors, including rail stations and bus routes.
 - Job Rich Definition: Undefined
 - The author of the bill is the state senator from SF.
- Demand
 - The massive increase in demand is due to a confluence of 1) baby boomers and young, urban professionals wanting to move into the city and 2) the tech industry boom.
 - SF is one of the 20 fastest growing cities in the United States. Thousands of new residents will call SF home by 2040, and the SF Planning Director said that the city would need more than 92,000 more housing units and 191,000 new jobs to accommodate this growth.
 - 80% of the city’s growth is likely to occur in just 20% of the city, and the density of San Francisco will only go up.
- Supply
 - Property owners can construct 25,000 units without any zoning changes.
 - A key constraint is construction costs, which average about \$800,000 per unit.
 - The city has increased the number of new units added each year from 1,500 to 4,500.
 - There was a net addition of 4,441 units to the city’s housing stock in 2017, a 12% decrease from 2016’s net addition. Housing construction itself, which resulted in 4,511 completed homes last year, was down 14% compared to 2015.
 - Note that the downturn was not for a lack of trying. In 2017, the city authorized over 6,700 units for construction, representing a 65% increase from 2016; however, builders/developers could construct not all of those homes in the same year.

- Reserve a percentage of units in the new building to be rented or sold at a below market rate;
 - Reserve a percentage of units in another building they build to be rented or sold at a below market rate;
 - Pay a fee;
 - In some cases, dedicate land that will become affordable housing; or
 - A combination of all the above
 - The SF Planning Department works with housing developers to determine the number of reserved units or fees. The Mayor’s Office of Housing & Community Development engages before the building can be occupied to price the units and oversee the marketing and application process. The application includes a public lottery for the units.
 - The program currently includes over 3,000 affordable units throughout the city.
- Rent Controls
- $\frac{2}{3}$ (60%) of renters live in rent controlled housing.
 - Since 60-65% of all SF residents rent, nearly $\frac{2}{3}$ (39%) of San Franciscans live in rent controlled housing.
 - Rent control is in effect for all SF renters who reside in buildings constructed before June 1979. This means rent can only increase by a governmentally mandated percentage each year, based on the cost of living index, and with a 30-day notice.
 - If the landlord improves the facilities in the building, they can petition for an additional increase, but the Rent Board must approve the request, which cannot exceed 10%.
 - If a landlord is negligent in their maintenance of the building or units, a tenant can petition for a rent decrease to the Rent Board.
- Rent controlled housing is becoming less affordable over time.
- 1990: 140,000 out of the 160,000 units at 80% AMI
 - 2018: 100,000 out of the 160,000 units at 80% AMI

Homelessness

- *Educational Sessions*
 - *Santa Cruz: Addressing the Housing Crisis (NPC198164)*
 - *Sunday, April 14: 2:45 pm – 4:00 pm*
 - *Barriers & Innovations to House Oakland (NPC198010)*
 - *Monday, April 15: 4:15 pm – 5:30 pm*
 - *Streamlining Affordability in a Housing Crisis (NPC198175)*
 - *Monday, April 15: 2:45 pm – 4:00 pm*
- *Background/General*
 - The voters of San Francisco have passed laws that make it illegal to sleep on the street, in a tent or in a park. The San Francisco Police Department and the Department of Public Works must meet their legal obligations and manage public health risks, which may include requiring that people not sleep on the streets or in parks or other locations.
 - *It is always hard to talk about planning's role with homelessness. At a minimum, it is about streamlining affordable housing approvals and helping to meet the Mayor's goals for housing production and new shelter beds.*
(SF Planning Director: John Rahaim)
 - *In order to make it faster and less expensive to develop supportive housing in San Francisco, we need to allow by right permitting of supportive housing and the use of all available technologies to make development faster and more affordable.*
(SF Department of Homelessness & Supportive Housing)
 - Homelessness has not increased in San Francisco in the past two years; however, it has become more visible as development across the city has pushed individuals experiencing homelessness out across the city.
 - The primary cause of homelessness is a lack of affordable and accessible housing. For some individuals experiencing homelessness, mental health and substance use are a part of what has led to homelessness, while others develop these challenges while living on the streets. Resolving these challenges for individuals experiencing homelessness is critical but it is very difficult to get clean from drug use or heal while living on the streets. Thus, San Francisco takes a "Housing First" approach. Once housed, support and treatment can be provided if needed for individuals to stay housed.

- San Francisco has an extremely low rate in of eviction in permanent supportive housing, lower than in market rate housing, which indicates that even individuals suffering from profound mental health and substance use issues can have and retain housing with the right support mechanisms in place.
- Homeless Population
 - The San Francisco Unified School District reports approximately 2,000 homeless children over the course of a year, a number that has declined by just over 21% since the 2013-2014 school year due to expanded programs and services.
 - According to the 2017 count, New York, Los Angeles, Seattle, San Diego, Washington DC, and San Jose/Santa Clara County are the six major cities experiencing the highest levels of homelessness. San Francisco is seventh on this list after San Jose/Santa Clara County.
 - About $\frac{2}{3}$ of homeless individuals were residents of San Francisco before becoming homeless, and about $\frac{1}{3}$ arrived here homeless.
 - San Francisco has a relatively high inflow of homeless people coming here from other counties; while our inflow from other places is 31%, the counties around us have inflows of less than 20%.
 - Homelessness disproportionately affects people of color, especially African Americans. In San Francisco, African Americans make up approximately 5% of the population and 34% of the homeless population.
- Homeless Approach
 - When working with individuals experiencing homelessness, engaging them and building trust *and* offering them viable solutions to their homelessness, the vast majority make the decision to come indoors. Each night in San Francisco there is a shelter wait list of more than 1,000 individuals who would like a shelter bed but the shelters are full.
 - The city currently prioritizes shelter for families based on the acuity of the family's current circumstances. The city also prioritizes housing programs based on a combination of homeless history, housing barriers, and vulnerability. For adults, prioritization will begin shortly based also on a combination of homeless history, housing barriers, and vulnerability.
 - If there is no possibility to house a client in San Francisco, they need to be given that information and offered a problem solving conversation. Problem Solving may offer a range of supports including relocation assistance, family reunification, mediation, move-in assistance, and flexible grants to realize rapid solutions to the housing crisis.

- The Online Navigation and Entry (ONE) System is a database system that captures information on people experiencing homelessness and all programs to serve them. It was launched in June 2017.
 - City staff, nonprofit contractors, and city partners will use the ONE System for coordinated assessment and prioritization to share data across programs and improve service delivery and for tracking all resources and results.
 - Members of the tech community are ONE System partners, providing technical assistance as well as funding to nonprofit contractors to transition to the ONE System. Tech companies also support a variety of other programs of the Department of Homelessness & Supportive Housing.
- Department of Homelessness & Supportive Housing (HSH) Five Year Strategic Framework
 - The framework calls for building a system that moves people quickly out of homelessness rather than onto waiting lists that may stretch for years without producing exits.
 - The reality is that, without significant policy change at the federal and state level, San Francisco alone cannot solve its homelessness issue. That said, with the resources currently available and reasonably anticipated we believe we can make significant improvements.
 - The framework articulates the need for both increased efficiency in the use of our resources through the Coordinated Entry approach as well as the need for increased expenditures in specific areas including Temporary Shelter, Problem Solving, Rapid Rehousing, and Permanent Supportive Housing.
- HSH Programs
 - **Homeward Bound** is a problem-solving program that provides homeless individuals and families who would like to leave San Francisco with transportation home to reunite them with family and friends. HSH staff confirms that there is someone to provide ongoing support and a place to live at their destination and checks to ensure the client is successfully housed.
 - **Moving On** is a housing ladder initiative that provides tenants of supportive housing who are able and want to move out with a rental subsidy into affordable or public housing unit. The Moving On program for people in Permanent Supportive Housing who are stable and no longer need the intensive services offered. The Moving On program helps free up units in Permanent Supportive Housing for chronically homeless people who are in need of intensive support.

- **Navigation Centers** are a form of temporary shelter providing low barrier shelter to homeless individuals along with intensive case management to help individuals obtain income, public benefits, health services, and housing. They support the most vulnerable members of the homeless population who likely will not access traditional shelter or services. Unlike traditional shelters, Navigation Centers allow homeless individuals to bring their partners, pets, and possessions.
- Healthy Streets Operations Center
 - The objective is to ensure unity of effort among city departments addressing homelessness and street behaviors across San Francisco. It includes the following departments:
 - Department of Homelessness and Supportive Housing: Responsible for providing services and outreach to unsheltered residents;
 - Department of Public Health: Responsible for providing medical, mental health and substance abuse treatment services to people in crisis, drug users, and unsheltered residents;
 - Public Works: Responsible for maintaining safe and clean streets;
 - 3-1-1: Provides non-emergency intake of homeless-related issues from the public;
 - Department of Emergency Management: Provides operational and logistical support to the Healthy Streets Operations Center. Provides emergency public safety answering point for homeless related issues to the public;
 - Police Department: Responsible for public safety issues related to homelessness; and,
 - Controller’s Office: Provides performance tracking of the Healthy Streets Operations Center.
 - The incident commander is a Commander from the San Francisco Police Department who is responsible for coordinating the efforts of each of the agencies responsible for addressing homelessness and unhealthy street behavior in San Francisco. The Commander reports to the Mayor of San Francisco.
 - The center uses existing staff and resources to staff and operate the command. These positions are already funded and simply represent a reallocation of resources.

Housing Prices (February 28, 2019)

- Region/Metro
 - Median Sale Price: \$776,500 (January 31, 2019)
 - Median List Price: \$491/square foot
 - Rent List Price: \$3,300/month | \$2.38/square foot
 - Recent High: June 2018: \$3,470/month | \$2.44/square foot
 - 1 Bedroom @ \$2,790/month | \$4.05/square foot
 - Recent High: March 2016: \$2,810/month | \$3.88/square foot
 - Zillow Value Index: \$955,200
 - Zillow Rent Index: \$3,483/month
- Citywide
 - Median Sales: \$1,304,200 (January 31, 2019)
 - Median List Price: \$1,062/square foot
 - Rent List Price: \$4,495/month | \$4.21/square foot
 - Recent High: August 2015: \$4,800/month | \$4.20/square foot
 - 1 Bedroom @ \$3,500/month | \$5.27/square foot
 - Recent High: February 2016: \$3,630/month | \$5.11/square foot
 - Zillow Value Index: \$1,365,700
 - Zillow Rent Index: \$4,347/month
- Mission Bay
 - Zillow Value Index: N/A
 - Zillow Rent Index: \$5,067/month
- South of Market
 - Zillow Value Index: \$981,200
 - Zillow Rent Index: \$4,091/month
 - 1 Bedroom @ \$3,869/month
- Hayes Valley
 - Zillow Value Index: \$1,422,000
 - Zillow Rent Index: \$4,924/month
 - 1 Bedroom @ \$3,846/month

- Twin Peaks Area
 - Zillow Value Index: \$1,471,400
 - Zillow Rent Index: \$4,485/month
 - Studio: \$4,426/month
- Haight-Ashbury
 - Zillow Value Index: \$1,616,200
 - Zillow Rent Index: \$5,086/month
 - Studio @ \$5,070/month
- Lone Mountain (South of Geary Boulevard)
 - Zillow Value Index: \$1,816,800
 - Zillow Rent Index: \$5,231/month
 - Studio @ \$5,035/month
- Laurel Heights (North of Geary Boulevard)
 - Zillow Value Index: \$2,437,300
 - Zillow Rent Index: \$6,815/month
 - Studio @ \$6,321/month
- Presidio Heights (East of Presidio Terrace)
 - Zillow Value Index: \$4,889,100
 - Zillow Rent Index: \$13,771/month
 - Studio @ \$14,773/month
- Cow Hollow
 - Zillow Value Index: \$2,208,000
 - Zillow Rent Index: \$6,595/month
 - 1 Bedroom @ \$4,059/month
- Russian Hill
 - Zillow Value Index: \$1,658,100
 - Zillow Rent Index: \$5,606/month
 - 1 Bedroom @ \$4,043/month

- North Beach
 - Zillow Value Index: \$1,246,000
 - Zillow Rent Index: \$4,833/month
 - Studio @ \$4,990/month
- Financial District (Transit Center District)
 - Zillow Value Index: \$1,710,900
 - Zillow Rent Index: \$5,946/month
 - 1 Bedroom @ \$4,070/month

Demographics

- San Francisco is home to the largest percentage of gay and lesbian people in the United States at 15.4%, as well as the highest percentage of same-sex households.
- SF has a smaller percentage of children than any other U.S. metro.
- Net foreign migration has been responsible for most of SF's recent growth.
 - Domestic net migration has been negative recently.
- Age (Average = 38½)
 - 13%: 18–
 - 10%: 18 – 24
 - 37%: 25 – 44
 - 26%: 45 – 64
 - 14%: 65+
- Birthplace
 - 38%: California
 - 25%: Another U.S. State
 - 37%: Outside U.S.
- Ethnicity
2010 Census vs. 2015 Estimates
 - Caucasian: 49% → 54%
 - Asian: 33% → 35%
 - Chinese are 21% of the overall population.
 - African American: 6% → 6%
 - Others: 12% → 5%
 - Latino: 15% → 15%

Tourism

- The city is currently considering 30 hotel projects.
 - The desired location for hotels has moved from Nob Hill to Union Square and the area of South of Market near Union Square and Moscone.
- The number of annual visitors has increased from 16 million to 25 million.
 - 15.9 million visitors (2010) → 25.5 million visitors (2017)
 - 2017: 10.3 million overnight visitors

California Overview: 8-7-6

- These are approximations, but...
 - 1 out of 8 Americans are Californians.
 - As of 2018 estimates, there are 39.56 million Californians and 327.2 million Americans or 12%.
 - 1 out of 7 of the U.S.'s gross domestic product (GDP) is from California.
 - As of 2017, the GDP of California was \$2.75 trillion and the gross domestic product of the U.S. was \$19.4 trillion or 14.2%.
 - 1 out of 6 APA members are from the California Chapter.

Gross Metropolitan Product (GMP), 2016

- The Bay Area has the highest per capita GMP in the country!
 - The Bay Area has 10× the GMP as New Orleans but only 6¼× the people!
 - The Bay Area has ⅔ more GMP than Houston but only ¼ more people.
 - The Bay Area has a GMP 43% of NYC's but only 37% of the people.
 - The Bay Area has a GMP 68% of LA's but only 47% of the people.
- Retirees + Children: Each “dings” your per capita GMP.
- San Jose – San Francisco – Oakland CSA: \$92,889
Gross Metropolitan Product = \$820,933,000,000
Population = 8,837,789
- Summary Comparisons (ranked by value of product per person)
 - San Jose – San Francisco – Oakland CSA: \$92,889
 - New York – Newark CSA: \$79,775
 - Seattle – Tacoma CSA: \$78,786
 - Washington – Baltimore – Arlington CSA: \$74,716
 - Boston – Worcester – Providence CSA: \$72,667
 - Houston – The Woodlands CSA: \$69,395
 - Dallas – Fort Worth CSA: \$68,136
 - Chicago – Naperville CSA: \$67,600
 - San Diego – Carlsbad MSA: \$64,519
 - Los Angeles – Long Beach CSA: \$63,828
 - Austin – Round Rock MSA: \$63,809
 - Atlanta – Athens – Clarke – Sandy Springs CSA: \$59,939
 - New Orleans – Metairie – Hammond CSA: \$57,441
 - Miami – Fort Lauderdale – Port St. Lucie CSA: \$51,175

- Detailed Comparisons (ranked by GMP)
 - New York – Newark CSA: \$79,775
 - GMP = \$1,889,964,000,000
 - Pop. = 23,691,162
 - Los Angeles – Long Beach CSA: \$63,828
 - GMP = \$1,199,253,000,000
 - Pop. = 18,788,800
 - Washington – Baltimore – Arlington CSA: \$74,716
 - GMP = \$724,304,000,000
 - Pop. = 9,694,094
 - Chicago – Naperville CSA: \$67,600
 - GMP = \$659,159,000,000
 - Pop. = 9,750,816
 - Boston – Worcester – Providence CSA: \$72,667
 - GMP = \$583,212,000,000
 - Pop. = 8,025,794
 - Dallas – Fort Worth CSA: \$68,136
 - GMP = \$515,898,000,000
 - Pop. = 7,571,544
 - Houston – The Woodlands CSA: \$69,395
 - GMP = \$478,618,000,000
 - Pop. = 6,897,052
 - Atlanta – Athens – Clarke – Sandy Springs CSA: \$59,939
 - GMP = \$381,393,000,000
 - Pop. = 6,363,051
 - Seattle – Tacoma CSA: \$78,786
 - GMP = \$358,447,000,000
 - Pop. = 4,549,622
 - Miami – Fort Lauderdale – Port St. Lucie CSA: \$51,175
 - GMP = \$347,435,000,000
 - Pop. = 6,789,092

- San Diego – Carlsbad MSA: \$64,519
 - GMP = \$215,343,000,000
 - Pop. = 3,337,685
- Austin – Round Rock MSA: \$63,809
 - GMP = \$135,010,000,000
 - Pop. = 2,115,827
- New Orleans – Metairie – Hammond CSA: \$57,441
 - GMP = \$80,915,000,000
 - Pop. = 1,408,652

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 - James Castañeda (City Guide)
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 - Bob Zimmerer (Orientation Tours)
- Orientation Tour Subcommittee/Group
 - Ozzy Arce
 - Ricky Caperton
 - Michael Casas
 - Athina Loumou
 - Barry Miller
 - Vivian Kahn
 - Bob Zimmerer
- Orientation Tour Guides
 - Sara Amaral
 - John Beutler
 - David Brosky
 - Mara Blitzer
 - Katy Campbell
 - Michael Casas
 - Dori Ganetsos
 - Anna Harkman
 - Anna Harvey
 - Andy Heidel
 - Sam Herzberg
 - Greg Holisko
 - Paolo Ikezoe
 - Sharmila Mukherjee
 - Joy Navarrete
 - Andrew Perry
 - Laina Petrinec
 - Jeanie Poling
 - Alison Riemer
 - Jeremy Shaw
 - Rich Sucre
 - Andy Thornley
 - Andy Waggoner
 - David Weissglass
 - Wade Wietgreffe
 - Hing Wong
 - Bob Zimmerer

Guide Itinerary

Orientation Tour(s)

Organizer: Bob Zimmerer

CODE	DATE	START	END	GUIDE #1	GUIDE #2
NPC191001	4-13-2019	10:30 am	02:00 pm	Rich Sucre (#1)	
NPC191001	4-13-2019	10:30 am	02:00 pm	David Weissglass	Michael Casas
NPC191002	4-13-2019	11:00 am	02:30 pm	Paolo Ikezoe	Anna Harkman
NPC191002	4-13-2019	11:00 am	02:30 pm	Anna Harvey (#1)	Alison Reimer
NPC191036	4-13-2019	12:30 pm	04:00 pm	Dori Ganetsos	Sharmila Mukherjee
NPC191036	4-13-2019	12:30 pm	04:00 pm	Jeremy Shaw	Andy Thornley
NPC191003	4-13-2019	02:30 pm	06:00 pm	Andy Heidel (#1)	Hing Wong
NPC191003	4-13-2019	02:30 pm	06:00 pm	Sara Amaral	Bob Zimmerer (#1)
NPC191004	4-14-2019	08:00 am	11:30 am	Rich Sucre (#2)	Andy Waggoner
NPC191004	4-14-2019	08:00 am	11:30 am	Katy Campbell	John Beutler
NPC191005	4-14-2019	08:30 am	12:00 pm	Wade Wietgreffe	Anna Harvey (#2)
NPC191005	4-14-2019	08:30 am	12:00 pm	Andy Heidel (#2)	Bob Zimmerer (#2)
NPC191006	4-14-2019	12:30 pm	04:00 pm	Jeanie Poling	Greg Holisko
NPC191006	4-14-2019	12:30 pm	04:00 pm	David Brosky	Sam Herzberg
NPC191007	4-14-2019	02:30 pm	06:00 pm	Mara Blitzer	Andrew Perry
NPC191007	4-14-2019	02:30 pm	06:00 pm	Joy Navarrete	Bob Zimmerer (#3)