



SAN FRANCISCO PLANNING DEPARTMENT

Citywide Planning Division Five-Year Work Program HEARING DATE: NOVEMBER 3, 2016

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INTRODUCTION

This informational presentation regards the Citywide Planning Division's update to its Five-Year Work Program for long-range planning for 2014-2019. The Citywide Planning Division is the City's long-range and strategic planning function. Citywide Planning develops long-range policy, maintains and updates the city's General Plan, and performs comprehensive community planning and design across a variety of scales and topics. We work closely with the public to develop and refine our proposals, and with other Department Divisions and City agencies to make sure our policy proposals are clear and implementable.

The Citywide Planning Division presented our initial 2014-2019 Five-Year Work Program to the Planning Commission in October 2014. Since that time, San Francisco has seen significant changes across many dimensions, such as rising concerns about housing affordability, gentrification and displacement, on-going mobility and accessibility of services, adapting to environmental changes, and many other topics. In response, we have added several new initiatives and projects to our work. Because of these significant changes, we have updated and refined our Five-Year Work Plan at this time, two years into the five year work program. Today's presentation marks a mid-point update and refinement of the Five-Year Work Program.

This memo summarizes the key points and updates to the Citywide Division Five-Year Work Program. The Five-Year Work Program is a frame for the Citywide Planning Division's work. Its purpose is to help us prioritize our resources, look ahead to future budget requests, determine what skills and resources we need to complete our work, and communicate to the public about our priorities and key work.

The Five-Year Work Program is organized into three primary sections: Planning Priorities, Tools and Methods (including Focus Areas, Areas of Practice, and Essential Practices), and Key Initiatives (including description, objectives, and key deliverables), elaborated below.

Planning Priorities

Planning Priorities represent our strategic direction for our work – what we are working towards. The Citywide Planning Division works closely with public sector, private sector, and community stakeholders

to move towards these priorities. For this iteration of the Five-Year Work Program, we have added a fifth Planning Priority, shown in *italics* below.

The Planning Priorities are informed by on-going community outreach and engagement in conjunction with our individual projects. Community values are continuously being explored and evolving through community conversations and engagement with diverse constituencies. These priorities are also informed by long-term trends and issues, such as long-term demographic, economic, and environmental changes. Understanding the implications of these trends can help us improve our foresight about what we need to plan for over the long term.

The Planning Priorities are:

- 1) An equitable, affordable, and diverse city
- 2) A resilient and environmentally sustainable city
- 3) A connected, equitable, and affordable transportation system
- 4) An appealing and engaging urban environment
- 5) **NEW* A democratic, connected, and inclusive city*

Tools and Methods

Tools and Methods include Focus Areas, Areas of Practice, and Essential Practices. Focus Areas are the topics we work on, such as land use, housing, and transportation. Areas of Practice are the type of work we do, such as community development, strategic planning, and comprehensive planning. Finally, Essential Practices are methods and practices for how we do our work.

Key Initiatives

Key initiatives are thematic groupings of projects and work under our overall work program. The initial Five-Year Work Program included five geographic-based initiatives; this updated version adds three new initiatives, which are thematic and not rooted in a specific geography of the city. The new initiatives are shown in *italics* below. For each initiative, we have included a list of key deliverables; this list is not comprehensive of all the work included under the initiative.

The Key Initiatives inform the Citywide Planning Division's on-going annual work program. Some of the key deliverables represent projects that have not yet started and are pending future budgets. These are shown in *italics* in the attached presentation.

The Key Initiatives are:

- 1) **NEW* Advancing Community Equity and Opportunity*
- 2) **NEW* Housing for All*
- 3) **NEW* Connect SF*
- 4) A Resilient and Sustainable Waterfront
- 5) Celebrating the City Center
- 6) Emerging Southeast
- 7) A City of Neighborhoods
- 8) Bridging the Bay

Attachments:

1. Citywide Planning Division Five-Year Work Program

2014 - 2019

CITYWIDE PLANNING DIVISION

*a five-year work program for
long-range planning*



November 2016



San Francisco
Planning

TODAY'S PRESENTATION

1. Overview
2. Planning Priorities
3. Topics/Focus Areas
4. Practice Areas (What we do)
5. Essential Practices (How we work)
6. Key Initiatives and Deliverables
7. Next Steps



MAJOR UPDATES

PLANNING PRIORITIES

Changed “Challenges and Aspirations” to “Planning Priorities”

Added Focus Areas (Our Topics) and Practice Areas (What we do)

Added Essential practices (How we do our work)

Changed “Remaining an equitable and inclusive city” to “An Equitable, Affordable and Diverse City”

Added fifth priority: “Create a Democratic, Connected and Inclusive City”

Changed “Placemaking” to “An Appealing and Engaging Urban Environment”

KEY INITIATIVES

Added new key initiatives: Advancing Community Equity and Opportunity, Housing For All, and Connect SF

Added key deliverables for each initiative

ABOUT US

*The Citywide Planning Division,
within the
Planning Department, is*

**THE CITY'S
LONG RANGE AND STRATEGIC
PLANNING FUNCTION.**

CITYWIDE TEAMS



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Resiliency*



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FRAMEWORK

CITYWIDE PLANNING DIVISION

updated five-year work program



**COMMUNITY
VALUES**

**LONG-TERM
TRENDS**



PLANNING PRIORITIES

**An equitable,
affordable, and
diverse city**

**A resilient and
environmentally
sustainable city**

**A connected,
equitable, and
affordable
transportation system**

**An appealing and
engaging urban
environment**

**A democratic,
connected, and
inclusive city**

KEY INITIATIVES

**ADVANCING
COMMUNITY
EQUITY AND
OPPORTUNITY**

**HOUSING
FOR ALL**

CONNECT SF

**CITY OF
NEIGHBORHOODS**

**A RESILIENT AND
SUSTAINABLE
WATERFRONT**

**CELEBRATING
THE
CITY CENTER**

**EMERGING
SOUTHEAST**

**BRIDGING
THE BAY**



OUR PLANNING PRIORITIES

LANDMARKS NEARBY

PLANNING PRIORITIES

Through this 5-Year Work Program, the Citywide Planning Division works toward the following planning priorities, working closely with City and community partners:



An equitable, affordable, and diverse city



A resilient and environmentally sustainable city



A connected, equitable, and affordable transportation system



An appealing and engaging urban environment



A democratic, connected, and inclusive city



AN EQUITABLE, AFFORDABLE, AND DIVERSE CITY

Individual characteristics do not determine people's ability to thrive

The city is representative of a diversity of cultures and embraces all cultures and subpopulations

Sufficient affordable housing options for all San Franciscans

A diversified economy that provides stability and resilience throughout economic cycles and is adaptable to evolving trends

A RESILIENT AND ENVIRONMENTALLY SUSTAINABLE CITY

Sustainable design and planning to reduce waste and minimize pollutants while meeting our needs now and for the future

An sustainable urban environment that integrates nature and ecology into people's daily lives

A resilient city that is able to withstand and adapt to natural hazards due to climate change

Public and private assets, natural resources, and quality of life that are protected in the face of immediate and long-term threats of sea level rise





A CONNECTED, EQUITABLE, AND AFFORDABLE TRANSPORTATION SYSTEM

A comprehensive transit system designed to support a growing regional population

A reliable, efficient, and cohesive public transit system that can support the city's growing population

People's homes, jobs, and services are within easy walking distance of each other

Increased safety, enjoyment, and access for walking and biking

AN APPEALING AND ENGAGING URBAN ENVIRONMENT

Pedestrian-friendly and inviting public spaces for a more engaging and pleasant urban experience

An urban environment that reflects the many cultures, personalities, and characteristics of San Francisco neighborhoods

Public spaces that strengthen the connection between people and the places they share

Partnerships with the community to design and steward public spaces that are social and civic destinations



A DEMOCRATIC, CONNECTED, AND INCLUSIVE CITY

Equitable access to government, services, and amenities.

People are empowered to participate in meaningful decisions that affect their lives.

Strong, resilient communities that foster interpersonal and community connections





OUR
TOOLS + METHODS

FOCUS AREAS “OUR TOPICS”



Land Use



Housing



Jobs / Economy



Transportation



**Urban Form /
Built Environment**



**Public Space /
Open Space**



Sustainability



**Sea Level Rise /
Climate Change**

PRACTICE AREAS “WHAT WE DO”

Community Planning



Policy Development



General Plan Development and Administration



Urban Design



Sustainability & Resiliency Planning



Community Development



Information and Analysis



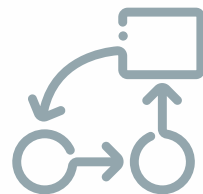
Scenario Planning and Modeling



Capital Planning / Public Benefits



Strategic Planning





HOW WE DO IT ESSENTIAL PRACTICES

ESSENTIAL PRACTICES



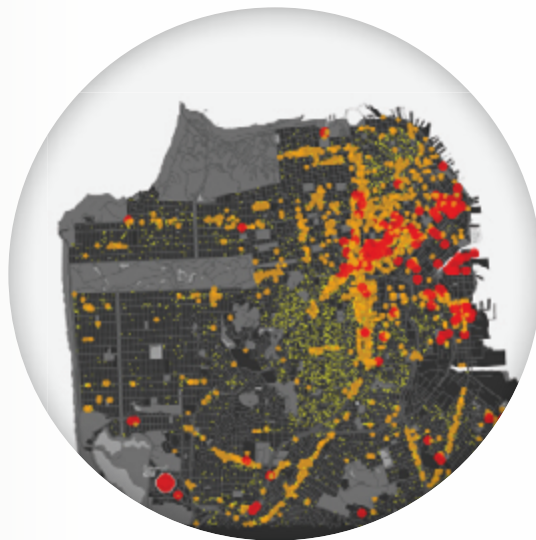
Develop a **narrative** with
and for every project.



Lead with **inquiry** and use
it to frame the purpose and
dialogue.



Create an **inclusive and
engaging** process for dialogue and
decision-making.



Use **scenario-making**
as the centerpiece of your
process.



Articulate the path from
vision to action.



Collaborate and make
connections to strengthen our
collective body of work.



Be an **intentional**
Project Manager.



KEY INITIATIVES



ADVANCING COMMUNITY EQUITY & OPPORTUNITY

INITIATIVE

Engaging and empowering communities to thrive in San Francisco

The region's rapid economic growth, increasing unaffordability, and history of policy inequities have had disparate impacts on San Francisco's low- and middle-income households and communities of color. We must help support San Francisco's most vulnerable communities by building new relationships and trust. We will work in partnership with advocates and stakeholders to strengthen connections and build community capacity.

ADVANCING COMMUNITY EQUITY & OPPORTUNITY: OBJECTIVES

Build community capacity for engagement



Advance racial and ethnic equity



Uplift and highlight community voices



Proactively engage to build sustained community relationships



Collaborate to develop innovative approaches to solving planning-related issues



ADVANCING COMMUNITY EQUITY & OPPORTUNITY: KEY DELIVERABLES

DELIVERABLE	DATE
Mission Action Plan 2020	2016
Tenderloin Community Data Project	2016
Black San Francisco Existing Conditions Study	2017
Racial and Ethnic Equity Action Plan	2018



HOUSING FOR ALL

INITIATIVE

Planning proactively for a wide range of housing choices

Stable and affordable housing is essential to the health and well-being of individuals and families. Our city's rapid job and population growth has increased pressure on housing, especially for the most vulnerable San Franciscans. We are committed to an equitable and diverse city. To achieve this goal, we will protect and expand our affordable housing stock, work to prevent displacement of vulnerable populations, plan proactively for a wide range of plentiful housing choices, and strive to better understand our shared housing needs and challenges.

HOUSING FOR ALL: OBJECTIVES

Stabilize existing housing to prevent displacement



Create new affordable and moderate income housing



Match people, services and housing



Understand our housing challenges



HOUSING FOR ALL: KEY DELIVERABLES

DELIVERABLE	DATE
Inclusionary Housing Requirement update (Controller's Office Study)	2016
Local Affordable Housing Bonus Program	2017
Affordable Housing Strategy	2018
Housing Toolkit for Neighborhoods	2019



CONNECT SF

INITIATIVE

Shaping our city's transportation future

San Francisco's transportation network is a defining element of our city's livability, economic vitality, environmental quality, and urban character. Connect SF is a multi-agency collaboration to develop a long-range transportation vision and implementation strategy to improve mobility for all people in San Francisco. It seeks to build an effective, equitable and sustainable transportation system for our future, so current and future generations can get around the city safely, reliably, and conveniently.

CONNECT SF: OBJECTIVES

Equitable and affordable transportation access



Sustainable transportation choices for a healthy environment



Safe and attractive travel options to support livable neighborhoods



Easy access to key destinations for jobs and commerce



CONNECT SF: KEY DELIVERABLES

DELIVERABLE	DATE	LEAD AGENCY
San Francisco Transportation Vision	2017	Planning
PLANS AND STUDIES BENEATH THE VISION “UMBRELLA”		
• Subway Vision Plan	2016	SFMTA
• Railyard Alternatives and I-280 Boulevard Feasibility Study (enhancing regional rail in Southeast SF)	2017	Planning
• San Francisco Transportation Plan	2017, 2019	SFCTA
• Freeway and Street Traffic Management Strategy	2018	SFCTA
• San Francisco Transportation Element update	2018	Planning
• Transit Modal Concept Study	2019	SFMTA

An aerial photograph of San Francisco, showing the city skyline, the Golden Gate Bridge, and the waterfront. The city is densely packed with buildings, and the waterfront features a mix of urban development, parks, and waterways. The Golden Gate Bridge is visible in the background, spanning the Golden Gate Strait. The water is a deep blue, and the sky is clear.

A RESILIENT AND SUSTAINABLE WATERFRONT

INITIATIVE

Celebrating our waterfront and adapting it to natural hazards

San Francisco's diverse waterfront is central to the City's sense of place. Countless unique qualities make it an exciting and memorable place to experience, from scenic Bay waters and natural shorelines to dynamic waterfront parks and urban communities. In the face of natural hazards, such as sea level rise and seismic vulnerability, we must create and maintain a safe, fun, and connected waterfront, especially as the city continues to grow. These challenges reveal the critical need for innovation and public dialogue to enable our neighborhoods and businesses to thrive now and into the future.

A RESILIENT AND SUSTAINABLE WATERFRONT: OBJECTIVES

Engagement Opportunities for All People



Adapted to Sea Level Rise



World-Class Waterfront Communities



Local and Regional Partnerships for Action



A RESILIENT AND SUSTAINABLE WATERFRONT: **KEY DELIVERABLES**

DELIVERABLE	DATE
Central SoMa Sea Level Rise and Urban Flooding Guidelines	2017
Bay Area Resilient by Design Challenge	2018
SEA LEVEL RISE ADAPTATION PLAN	
• Citywide Sea Level Rise Vulnerability and Risk Assessment	2017
• Sea Level Rise Adaptation Plan	2019
Waterfront Design Guidelines	2021

An aerial photograph of San Francisco, showing a dense urban landscape with a mix of low-rise residential buildings and tall skyscrapers. A major highway runs through the center of the image. In the background, the Golden Gate Bridge is visible against a hazy sky. A rainbow flag is visible on a building in the lower right foreground.

CELEBRATING THE CITY CENTER

INITIATIVE

Breathing renewed life into the city center

The City Center is the civic heart of San Francisco, a place known for its unparalleled community connection. The City Center holds the spaces where San Franciscans come to celebrate, protest and express themselves; the civic functions that are the foundation of the city's democracy; the cultural institutions that express who and what we are; the diverse neighborhoods that represent the history and an important part of San Francisco's soul; and the streets, plazas and shops where millions of visitors arrive to explore every year.

CELEBRATING THE CITY CENTER: OBJECTIVES

Make our civic commons welcoming to everyone



Create vibrant, world-class public spaces



Build partnerships to bring art, culture and innovation to Market St.



Celebrate and connect neighborhoods through public space



Envision the future of transportation



CELEBRATING THE CITY CENTER: KEY DELIVERABLES

DELIVERABLES	DATE
Market Street Prototyping Festival	2016
The Hub Area Plan update	2017
Civic Center Public Realm Plan	2018
Downtown Design and Activation Strategy	2020



A CITY OF NEIGHBORHOODS

INITIATIVE

Adapting
neighborhoods
for change while
preserving their
unique character

San Francisco's neighborhoods are where we lead our daily lives. They should be celebrated for their distinct character and contributions to our social, cultural, and economic experience. As they continue to adapt and evolve over time and accommodate new residents and jobs, we seek to preserve their well-loved and unique attributes while helping shape their future.

A CITY OF NEIGHBORHOODS: OBJECTIVES

Meet most daily needs within walking distance



Build on unique neighborhood character



Provide housing for all



Promote inter-connectedness



Build strong communities



A CITY OF NEIGHBORHOODS: KEY DELIVERABLES

DELIVERABLE	DATE
NEIGHBORHOOD PLANNING	
Sustainable Chinatown	2016
Neighborhood Commercial District assessments	2017
Neighborhood Action Plans (Richmond & Excelsior Districts)	2018
FAMILY FRIENDLY CITY	
Family-friendly housing white paper	2016
Design Resource Guide and other policy recommendations	2017
LIVABLE NEIGHBORHOODS	
Public realm interventions (e.g. Francis Scott Key Annex)	Varies
Urban Forest Plan	2018



EMERGING SOUTHEAST

INITIATIVE

Shaping & connecting the growth of Southeast San Francisco

Over the next generation, as much as 75 percent of the city's growth will take place in the southeast sector, with as much as 75,000 housing units for over 150,000 new residents and space for up to 150,000 jobs. The key challenges will be connecting these growing neighborhoods to the rest of the city while improving the quality of life for existing residents.

EMERGING SOUTHEAST: OBJECTIVES

Planning space for growth



Diverse neighborhoods and economy



A 21st century transportation strategy



A world class open space network



Sustainable and resilient systems



EMERGING SOUTHEAST: KEY DELIVERABLES

DELIVERABLE	DATE
Dogpatch/Central Waterfront Public Realm Plan	2016
Central SoMa Area Plan	2017
Southeast Framework	2017
Citywide PDR Strategy	2019
Railyard Alternatives Study (enhancing regional rail in Southeast SF)	2017 / 2020
APPROVAL OF MAJOR MASTER PLAN DEVELOPMENTS:	
a. Hope SF (Potrero & Sunnydale)	2017
b. Port sites (Mission Rock & Pier 70)	2017
c. Private sites (e.g. India Basin, NRG and PG&E sites)	Varies



BRIDGING THE BAY

INITIATIVE

Working with the
region to address our
collective needs

Many of the core issues facing San Francisco – housing affordability, economic opportunity, enhanced mobility choices, and adaptation to climate change – are fundamentally regional forces. We need to collaborate with our neighboring cities and regional partners to develop a shared vision and strategic agenda to ensure long-term social, economic, and environmental vitality. San Francisco holds the resources and central position necessary to lead conversations at the regional level to advance collective solutions.

BRIDGING THE BAY: **OBJECTIVES**

Coordinate stabilization and growth of the region's housing supply



Foster a prosperous and dynamic economy with shared benefits for all



Advance a regional long-term transportation agenda



Provide leadership in resiliency and adaptation



BRIDGING THE BAY: KEY DELIVERABLES

DELIVERABLE (COORDINATION)	DATE	LEAD AGENCY
Plan Bay Area	2017, 2021	ABAG/MTC
Major regional housing sites	2017	ABAG/MTC
Regional industrial policy	2017	ABAG
Core Capacity Study	2017	MTC
Bay Area Resilient by Design Challenge	2018	
Regional Housing Needs Assessment	2021	ABAG
Advancing high speed rail and regional rail network	On-going	
Delivering a regional legislative agenda	On-going	

NEXT STEPS

- 1. Commission feedback**
- 2. Frame budget, staffing, priorities**
- 3. Integrate into communications (website, etc.)**
- 4. Develop skills and training for Essential Practices**