


# 07. Economic + Neighborhood Development

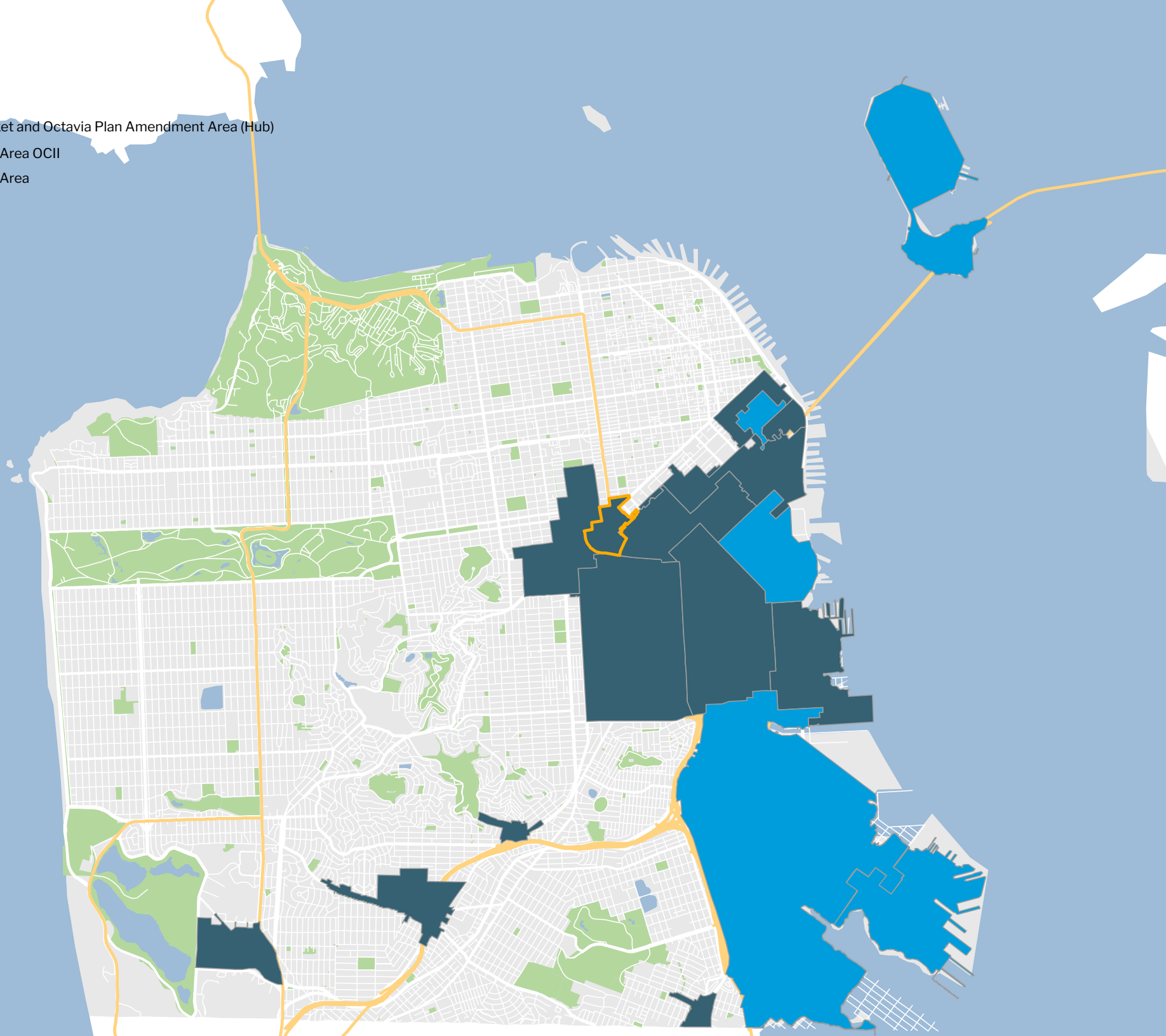
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**LEGEND**

 Market and Octavia Plan Amendment Area (Hub)

 Plan Area OCII

 Plan Area



## 07. ECONOMIC + NEIGHBORHOOD DEVELOPMENT

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MOHCD: Mayor's Office of Housing and Community Development

OCII: Office of Community Investment and Infrastructure

PLANNING: Impact Development Plan Areas

PORT: Port of San Francisco

TIDA: Treasure Island Development Authority

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While the COVID-19 pandemic has created short-term uncertainty, the expectation is that San Francisco will continue growing as our neighborhoods, values, and economy draw new residents. As of December 2020, the population was 890,772, up 14.6% from 2000. Plan Bay Area, developed by the Association of Bay Area Governments, projects San Francisco will grow by over 300,000 people, nearly 190,000 housing units, and 300,000 jobs by 2040. As the city's density increases, having sufficient infrastructure to support all residents in all neighborhoods becomes more challenging but also more important.

The majority of the new developments are in the more industrial eastern areas of the city that are not only vulnerable to sea level rise, flooding, and liquefaction, but have historically been home to San Francisco's Black and Latinx communities and offer fewer services and amenities as a result of systemic racism. Major planned developments in these areas must not only support future increases in population without displacing current residents, but also address historic disinvestment and environmental injustices. Central SoMa, the Hub, Mission Bay, Candlestick Point, and Hunters Point Shipyards are just a few of the high-growth areas tackling these challenges and growing the tax base that supports City services. Many of these developments and projects have distinctive funding mechanisms, including dedicated development fees and developer agreements that target improvements in areas of especially high growth. These projects seek to create well-planned, equitable, and safe places to live, travel, work, and play.



Caption



Caption

## Overview

This chapter includes capital projects from departments, agencies, and programs whose primary objectives are to improve San Francisco's wide-ranging economic base and plan for its future growth. The projects for this service area are estimated to create over 24,000 jobs over the next 10 years.

## Port of San Francisco

The Port of San Francisco is responsible for the 7.5 miles of San Francisco waterfront adjacent to San Francisco Bay. The Port manages, maintains, develops, markets, and leases all of the property in this area. The Port's operating portfolio is composed of approximately 580 ground, commercial, retail, office, industrial, and maritime leases, including leases of many internationally recognized landmarks such as Fisherman's Wharf, Pier 39, the Ferry Building, and Oracle Park, home of the San Francisco Giants baseball team.

Port lands must be used consistently with public trust principles for the benefit of all California citizens, to

further navigation and maritime commerce, fisheries, public access and recreation, environmental restoration, and commercial activities that attract the public to the waterfront. Urban waterfront developments, including the new Southern Bayfront neighborhood developments proposed in the Mission Rock, Orton, and Brookfield Properties (formerly Forest City Realty Trust) projects, require detailed coordination, review, and approval of many government agencies. The Port has also secured State legislation to allow non-trust uses of specified Port lands and created special financing districts to support waterfront improvements. Such advances were made possible by developing a common understanding with partner agencies of project objectives and requirements to restore historic structures and improve the waterfront for maritime and public use and enjoyment.

Caring for the Port's many aging, historic structures while staying true to its public trust mission is a challenge. The Port's need for capital investments has historically outpaced available funding, leaving a substantial backlog

and requiring strategic decisions about how to best manage the Port's aging assets. The Port has confronted this challenge with dedicated funds, pursuit of new external sources, and strategic prioritization.

## Office of Community Investment and Infrastructure

The Office of Community Investment and Infrastructure is the successor agency to the San Francisco Redevelopment Agency, which was dissolved in 2012 by order of the California Supreme Court. OCII is authorized to continue to implement the Major Approved Development Projects, which include the Mission Bay North and South Redevelopment Project Areas (Mission Bay), the Hunters Point Shipyard Redevelopment Project Area and Zone 1 of the Bayview Redevelopment Project Area (Shipyard/Candlestick Point), and the Transbay Redevelopment Project Area (Transbay).

The Mission Bay development covers 303 acres of land between the San Francisco Bay and Interstate-280. The

development program for Mission Bay includes market-rate and affordable housing; new commercial space; a new UCSF research campus and medical center; neighborhood-serving retail space; a 250-room hotel; new public open space; and myriad community facilities.

The Shipyard/Candlestick Point is comprised of nearly 780 acres of abandoned and underutilized land along San Francisco's southeastern Bayfront. These long-abandoned waterfront lands will be transformed into areas for jobs, parks, and housing. The development will feature up to 12,100 homes, of which nearly one-third will be affordable; nearly 900,000 square feet of neighborhood retail; and three million square feet of commercial space; and 26 acres of parks and open space.

The Transbay development includes the new Salesforce Transit Center and 10 acres of former freeway parcels, which OCII and the Transbay Joint Powers Authority (TJPA) are developing into a new, mixed-use neighborhood surrounding a state-of-the-art, multi-modal transit station. The TJPA is

responsible for constructing, owning and operating the new Transit Center, and OCII is responsible for the development of the surrounding neighborhood. At full build-out, these publicly-owned parcels will be transformed into approximately 3,300 new housing units, including nearly 1,400 affordable units, three million square feet of new commercial development, and 3.6 acres of parks and open space.

## Treasure Island Development Authority

Treasure Island and Yerba Buena Island are in San Francisco Bay, about halfway between the San Francisco mainland and Oakland. Treasure Island contains approximately 404 acres of land, and Yerba Buena Island, approximately 150 acres. In early 2003, the Treasure Island Development Authority and the Treasure Island Community Development, LLC (TICD) entered into an Exclusive Negotiating Agreement and began work on a Development Plan for the Islands.

The Treasure Island/Yerba Buena Island Development Project will create a new San Francisco neighborhood consisting

of up to 8,000 new residential housing units, as well as new commercial and retail space. The Project will also feature new hotel accommodations and 300 acres of parks and public open space, including shoreline access and cultural uses. Transportation amenities being built for the project will enhance mobility on the Islands as well as link the Islands to San Francisco. These amenities will include new and upgraded streets and public byways; bicycle, transit, and pedestrian facilities; landside and waterside facilities for the existing Treasure Island Sailing Center; an expanded marina; and a new Ferry Terminal.

## HOPE SF

HOPE SF is an anti-poverty initiative that works to revitalize San Francisco's largest and most distressed public housing sites as mixed-income developments. The HOPE SF public housing sites are Hunters View, Alice Griffith, Potrero Terrace and Annex, and Sunnydale and Velasco. All of these projects are former San Francisco Housing Authority sites, now being converted to private management.

The real estate and infrastructure component of HOPE SF requires the complete demolition and rebuilding of the four sites along with the creation of new streets, parks and open spaces, and community space that will physically reconnect these sites to their surrounding neighborhoods. These projects also replace and generate new affordable housing units, which is discussed in further detail in the Affordable Housing chapter.

## Planning Department-Neighborhood Development

The San Francisco Planning Department helps to create a built environment that supports growth by providing guidance on land use and zoning policy, urban design, public realm enhancements, and environmental planning. As San Francisco's economy continues to expand, the City has adopted specific Area Plans to channel new development and to provide a framework for adding housing and jobs that move San Francisco forward. These Plan Areas are Balboa Park, Eastern Neighborhoods, Market Octavia, Rincon Hill, Transit

Center, and Visitacion Valley. The City recently adopted a new area plan for Central SoMa and is developing another for the Hub. New infrastructure projects planned in these areas include improvements to transportation networks, streetscape enhancements to create inviting pedestrian corridors, new open spaces, and other quality of life improvements.



# Renewal Program

This chapter includes agencies and plans that focus on areas of new development, and as a result not all entities and projects have significant renewal programs. Renewal needs in this Service Area predominantly fall under the purview of the Port. Yerba Buena Gardens renewals are addressed in the General Government Service Area.



Caption

## Port of San Francisco

Consistent with the Port Commission's commitment to investing in renewal of Port resources, the Port typically allocates at least 25% of its annual budget to its capital program. Due to COVID-19 impacts on Port revenue,

the Port was unable to maintain the typical level of capital investment in the recently approved FY2020 and FY2021 budgets. When revenues return to pre-COVID levels, the Port will resume its practice of a 25% investment in capital. The Port's capital program

maintains existing resources and, when possible, makes vacant properties fit for leasing to increase the Port's revenue-generating capacity. A substantial portion of the Port's facility renewal budget supports pier structure repairs to ensure the continued safe operation of pier superstructures and buildings, the preservation of lease revenues, and the extension of the economic life of the Port's pier and marginal wharf assets.

The Port's renewal program includes maintenance dredging, which ensures the proper depth of berths at the Port's piers so that they remain suitable for water traffic. Maintenance dredging is necessary for the continued operation of Port maritime facilities by keeping the Port's berths and channels at navigable depths, including sites where the Port has contractual obligations with shipping lines and operators.



The one-time cost category primarily captures non-cyclical improvements, typically driven by changes in code requirements. Such work includes relocating under-pier utilities above the pier, as well as remediating structures at Pier 70. For many of these structures, partial rehabilitation is not a viable option and any rehabilitation will trigger substantial seismic work. As a result, the Capital Plan reflects these facilities as one-time costs for rehabilitation or demolition until they are fully improved and a capital maintenance cycle commences.

The Engineering Division regularly conducts inspections of all Port facilities and categorizes the condition of more than 350 of the Port's structures, including piers, wharves, and buildings. In addition to staff inspections, in the summer of 2019, the Port undertook a consultant-supported condition assessment of ten Port facilities, including Pier 45 Sheds B and D, Pier 9, 54, 35, 33, Pier 50 Shed B and C, and Roundhouse 1 and 2. The Real Estate and Development and Maritime Divisions selected these sites based on maintenance of existing lease

revenue and potential for new revenue, importance to the Maritime portfolio and existence of persistent capital needs. The condition assessments gathered data on pier substructure, building structural systems, building envelope, utilities, and egress and accessibility. This assessment process, which Port staff dubbed the Facility Inspection Repair Program Assessments (FIRPA), produced a plethora of findings, description of methodology and assumptions, condition ratings of facility elements, cost estimates and photos for each evaluated facility. FIRPA also provided staff with critical data to help define the full scope and cost to each assessed facility into a state of good repair. Ten Port facilities were assessed in 2019, and the Port intends to repeat the process every other year on a rolling basis.

# Enhancement Projects

Project Name	Description
<b>HOPE SF – Potrero Terrace and Annex</b>	<p>The Potrero Terrace and Annex project is a phased, master-planned new construction development consisting of the demolition of the existing 619 public housing units on the property and the construction of up to 1,700 new units, including one-for-one replacement of the existing public housing units, additional affordable rental units, and market-rate rental and for-sale units. The project will also feature up to 15,000 square feet of neighborhood-serving retail space, approximately 30,000 square feet of community space, approximately 3.5 acres of new open spaces, and a reconfigured street network. The multi-phase redevelopment plan will be completed over the next 10-12 years.</p> <p>The Phase II infrastructure scope consists of rough grading, major utility extensions, and installation of new public streets and sidewalks. The new housing parcels are planned as one affordable housing building with approximately 115 units and one market rate building with up to 160 units. Existing streets segments of Wisconsin Street, 25th Street, and 26th Street will be reconstructed and regraded; a new segment of Arkansas Street will feature head-in parking on the eastern side and parallel parking spaces on the west, and streetscape will be designed with new sidewalks, curb ramps, and bulb-outs.</p>
<b>HOPE SF – Sunnydale and Velasco</b>	<p>The Sunnydale and Velasco project is a phased, master-planned new construction development that will demolish the existing 775 public housing units on the property and the construction of up to 1,700 new units, including one-for-one replacement of the existing public housing units, affordable rental units, and market-rate and affordable for-sale units. The project will also provide up to 16,200 square feet of retail space, up to 46,300 square feet of community service, and educational facilities. Approximately 11 acres of new parks and recreation spaces and approximately 12 acres of a new and reconfigured street network will be built as part of the project. The multi-phase redevelopment plan will be completed over the next 12-15 years.</p> <p>Infrastructure improvements include construction of three new streets, relocation of existing electrical power poles and overhead lines, new underground utilities including a combined sewer system and new electrical switchgear, lighting and bio-retention curb bulb extensions, a new pedestrian mews, and demolition and abatement of 120 existing units in 16 buildings.</p>
<b>OCII Mission Bay – Parks and Open Space</b>	<p>The construction of 10 additional parks in Mission Bay is anticipated over the next eight years, of which five are planned for delivery over the next four years. Parks planned to be finished by FY2024 include the remaining segments of the Mission Creek park loop, a major bayfront park, a small pocket park fronting the Bay, and a small segment of Mariposa parks.</p> <p><b>The cost of OCII Mission Bay Parks and Open Space is approximately \$73 million through FY2031.</b></p>
<b>OCII Mission Bay – Streetscape and Underground Utilities</b>	<p>Additional roadways, underground utilities and pedestrian and bicycle improvements are needed to serve the new residential neighborhood and research district in the southern portion of Mission Bay. The majority of these improvements will be constructed over the next three years.</p> <p><b>The cost of OCII Mission Bay Streetscape and Underground Utilities is approximately \$10 million through FY2031.</b></p>
<b>OCII Mission Bay – Storm Water Treatment</b>	<p>The remaining required storm water treatment improvements in Mission Bay are all located south of Mission Creek. This southern portion of Mission Bay will have a storm water treatment system separate from the combined sewer/storm water system found in the rest of the city to avoid additional burdens on the Southeast Treatment Facility. Construction of a final storm water pump station is expected within the next three years.</p> <p><b>The cost of OCII Mission Bay Storm Water Treatment is approximately \$17 million through FY2031.</b></p>

Project Name	Description
<b>OCII Transbay – New Parks</b>	<p>Two new Transbay parks are in development, one under the bus ramp and off-ramp from I-80, and one on the middle one-third of the existing Temporary Bus Terminal, referred to as the Block 3 park. The “under-ramp park” (URP) will include plazas, walking and bicycle paths, landscaping, sport courts, concessions, and a large dog park. The Block 3 will include landscaping, play areas, and gathering spaces. The URP will be on property owned by Caltrans and the TJPA, while Block 3 will be a Recreation and Parks Department owned park. Construction of both is estimated to begin around 2023, with completion of the improvements expected within a two-year timeframe.</p> <p><b>Current estimates of park design and construction costs are up to \$68 million with sources likely to include tax increment bonds and downtown parks fees.</b></p>
<b>OCII Shipyard/Candlestick – New Parks and Open Space</b>	<p>The development will build out several new parks which include: Hillpoint Park, Hilltop Pocket Parks, Coleman Promenade and Galvez Overlook, and some portion of the Hillside Open Spaces.</p>
<b>OCII Shipyard/Candlestick – Streetscape Projects</b>	<p>The Shipyard/Candlestick Point Project will enhance the walkability of several streets, providing new amenities to pedestrians in the area by delivering streetscape projects on Gilman Street and Harney Way.</p>
<b>OCII Shipyard/Candlestick – Transportation Improvements</b>	<p>The Shipyard/Candlestick Point project includes an extensive program of on-site and off-site transportation improvements to facilitate automobile, transit, bicycle, and pedestrian mobility in and around the project area.</p>
<b>Port – National Park Service Alcatraz Embarkation Site</b>	<p>In June 2018, the Port Commission approved the new Alcatraz Ferry Embarkation Project located at Piers 31-33 on The Embarcadero at Bay Street. The Alcatraz Project will activate the Pier 31 bulkhead with a plaza, café, and improved public restrooms, and transform the Pier 33 bulkhead into a visitor-contact station. Improvements to the site will be made through leases with the new ferry concessioner, Alcatraz Cruises, LLC (selected by the National Park Service through its competitive-bid process) and the Golden Gate National Parks Conservancy. The Alcatraz Embarkation Project improvements are projected to be complete by 2025. In August 2019, the Port completed a \$7.5 million repair to the facility’s substructure to prepare the site for the new tenants.</p> <p><b>The Port anticipates that the project will ultimately result in \$41.2 million of investment in Piers 31-33.</b></p>
<b>Port – Pier 70 Waterfront Site</b>	<p>Brookfield is the Port’s development partner for the Waterfront Site at Pier 70. Project construction started in 2018, with full build-out estimated in 10-15 years. The project includes nine acres of waterfront parks, playgrounds and recreation opportunities; new housing units (including 30% below market-rate homes); restoration and reuse of currently deteriorating historic structures; new and renovated space for arts, cultural, small-scale manufacturing, local retail, and neighborhood services; up to 2 million square feet of new commercial and office space; and parking facilities and other transportation infrastructure.</p> <p><b>The capital cost estimate for this public-private partnership project is \$340 million. A combination of land contributions, tax increment from an Infrastructure Financing District, and special taxes from a Community Facilities District will reimburse the developer for infrastructure costs.</b></p>
<b>Port – Seawall Lots 323 and 324</b>	<p>In 2015, the Port Commission approved an exclusive negotiation agreement with Teatro ZinZanni and its financial partner, operating together as TZK Broadway, LLC, for the lease and development of Seawall Lots 323 and 324. The proposed development will include: a single, four-story building with a 180-200 room hotel, restaurant/bar, an approximate 280-seat theater featuring Teatro’s historic “Spiegeltent”, and an approximate 14,000-square-foot privately-financed public park.. The project is anticipated to be constructed and operational by 2024.</p> <p><b>The Port estimates the project will cost \$140 million to be constructed with private funds.</b></p>

## Enhancement Projects

Project Name	Description
<b>Port – Mission Rock (Seawall Lot 337 and Pier 48)</b>	<p>Led by Seawall Lot 337 Associates, LLC (an affiliate of the San Francisco Giants), this project is a flexible development that balances residential, office, retail, exhibition, and parking uses. The Port anticipates that the leases from this development will generate new revenues to support ongoing operations for the Port.</p> <p>The development requires construction of entirely new horizontal infrastructure including streets, sidewalks, and utilities. The cost of these infrastructure enhancements will be initially paid for by the developer and repaid by the Port from revenues generated by an Infrastructure Finance District to be established for this project. The development is expected to begin construction in 2020.</p> <p><b>The developer will construct \$244 million in horizontal infrastructure enhancements including streets, sidewalks, and utilities through 2029. A combination of Port land contributions, tax increment from an Infrastructure Financing District, and special taxes from a Community Facilities District will reimburse the Developer for infrastructure costs.</b></p>
<b>Port Seawall Lot 322-1 Development for Affordable Housing</b>	<p>In 2014, the Port Commission approved a memorandum of understanding between the Port and the Mayor's Office of Housing and Community Development (MOHCD) regarding a joint effort to pursue the feasibility of improving Seawall Lot 322-1 with an affordable housing development. MOHCD selected Bridge Housing and the John Stewart Company as its private partners to develop the site with 125 family housing rental units, a childcare center, and restaurant space at a projected cost of \$100 million. The project commenced construction in June 2019 and is scheduled to complete construction in Spring 2021.</p>
<b>TIDA – Bridge Access Improvements</b>	<p>The redevelopment of Treasure Island and Yerba Buena Island required improved access to the island from the I-80 Bay Bridge and to seismically retrofit or replace the viaduct structures on the west side of Yerba Buena Island. Under the Disposition and Development Agreement (DDA), Infrastructure Plan, and related agreements, these improvements are City obligations and the San Francisco County Transportation Authority (SFCTA) was to deliver these projects leveraging initial funding commitments from the Federal Highway Bridge Program and State of California Proposition 1B proceeds.</p> <p>The first of these projects, the new westbound on- and off-ramps was completed in October 2016. The second project, an interchange between eastbound on- and off-ramps and access roads on Yerba Buena Island began construction in June 2020. The third project to replace the seismically deficient viaduct structures (Westside Bridges Project) is expected to commence in Spring 2021.</p>
<b>TIDA – Horizontal Infrastructure</b>	<p>As a manmade island, significant work is required to improve the soil conditions on Treasure Island prior to development. Additional soil import is necessary to prepare for anticipated sea level rise. Roadways and utility infrastructure throughout Treasure Island and Yerba Buena Island will need to be replaced to meet City standards and serve the new development. These improvements are, with limited exceptions, the responsibility of Treasure Island Community Development (TICD).</p>
<b>TIDA – Public Open Spaces</b>	<p>The project includes more than 290 acres of new public open spaces including parks, public access trails, shoreline and other waterfront improvements to enhance public use and enjoyment of the San Francisco Bay. The initial development of these facilities is a developer responsibility, but the ownership of these facilities and their future operation, renewal, and improvement will be the responsibility of TIDA. The Community Facilities District formed over the islands in 2017 will provide a stable stream of revenues to support parks operations.</p>

Project Name	Description
<b>TIDA – Transportation Improvements</b>	<p>Public transportation improvements will include a new ferry terminal, acquisition or leasing of new ferry boats, the acquisition of new buses for AC Transit and MUNI, and the cost to purchase or lease shuttle buses for the new on-island free shuttle service. The DDA and Transportation Plan detail the City and developer responsibilities for these improvements and acquisitions. In addition to the developer's obligation towards these improvements and acquisitions, TICD is also obligated to provide a transportation operating subsidy to supplement funding for the Island's transit services and transportation demand management programs over the course of development.</p> <p>In effort to promote a “transit first” community vision, in 2008 state Legislation as part of AB 981 created the Treasure Island Mobility Management Agency (TIMMA). The San Francisco County Transportation Authority (SFCTA) was designated as the Treasure Island Mobility Management Agency (TIMMA) in 2014. The approved legislation authorizes TIMMA, to implement the transit services for the island and among other duties, to establish parking fines, parking fees, congestion pricing fees and to collect all parking and congestion pricing revenues generated on-island to support the development's transit and transportation demand management programs to mitigate additional trips to and from the island using the San Francisco-Oakland Bay Bridge.</p> <p>In anticipation of the first residential occupancy by summer 2021, the mobility program is being delivered in parallel with the goal to achieve at least 50 percent of trips to and from the island are made using sustainable modes. Tolling and paid parking strategies are in development to provide disincentives to those who choose to own and use their private cars on a daily basis. The TIMMA intends to adopt tolling policies in Q4 of 2020.</p> <p>In the DDA, TITIP, and Infrastructure Plan, the development of tolling systems and infrastructure was a City responsibility, but no specific strategy was identified to fund implementation. To date work has been funded through TIDA leasing revenues and grants secured by the TIMMA. To fully deploy congestion management system including the tolling infrastructure, TIMMA has identified additional capital funding needs to implement services on schedule with island development and the arrival of new residents. TIMMA is working on strategies for addressing these needs.</p> <p>The arrival of new residents also triggers the expansion of new transit services, beginning with transit service from the island to Oakland. Eventually, these expanded services – including ferry service from the Treasure Island to the San Francisco Ferry Terminal – are to be supported by the congestion pricing tolling revenues, parking fees, and related revenues. During the initial years of operation, however, transit operation subsidies will be required. The developer, TICD, is required per the DDA to provide a fixed subsidy amount during these initial years. However, depending upon the tolling policies and affordability programs adopted by the TIMMA Commission, the pace of development and island population growth, and other factors, additional operation subsidies may be required.</p>
<b>TIDA – Utility Infrastructure</b>	<p>TIDA continues to operate existing utility systems on Treasure Island and Yerba Buena Island with the support of the San Francisco Public Utilities Commission (SFPUC). Although these systems are to be replaced during the course of development and new infrastructure accepted by the SFPUC or private utilities, portions of the existing systems will remain in use for 10 to 15 years or more as development progresses. In consultation with the SFPUC, TIDA has been making targeted investments in the existing utilities, in particular the wastewater collection system and treatment plant. Improvements are intended to ensure permit compliance and service reliability during the interim period before new infrastructure is constructed, dedicated to and accepted by the City. TIDA has been funding this work out of its annual operating budget, but previously authorized Certificates of Participation are an eligible source of funds which TIDA anticipates accessing in FY2021.</p> <p>New water storage reservoirs are under construction by TICD and are scheduled to be commissioned before the end of 2021. TICD is also geotechnically improving the site of the new electrical switchyard and wastewater treatment facilities. The SFPUC will install new electrical switchgear in Q1 2021 and will advertise the contract to construct the new wastewater treatment plant, which is expected to be operational in late 2024.</p>

# IMPACT FEE PLAN AREAS

As the population of San Francisco increases over time, the City must adapt its existing footprint to meet the capacity required by new residents and workers. This means that the transportation system must be made more efficient to handle increased ridership and shifts to different modes. San Francisco's sidewalks and public right-of-way must be enhanced so that pedestrians can move about safely. Furthermore, residents must have access to open space that provide opportunities for recreation and respite.

To accommodate increases in population, the Planning Department may amend the San Francisco General Plan by creating an area plan, which guides the land use and other aspects of development for that specific geographic area. Seven area plans implemented by the Planning Department have development impact fees to fund infrastructure located in those neighborhoods: Balboa Park, Eastern Neighborhoods, Market Octavia, Rincon Hill, Transit Center, Visitacion Valley, and Central SoMa.

Impact fees are one of the various sources of funds that departments access in order to implement infrastructure projects in the Plan Areas. These sources may include the San Francisco General Fund, bonds, grant monies from the federal government, the State of California or private philanthropy, and other local funds such as Proposition K sales tax dollars and revenues from Community Facilities Districts.

City departments have planned infrastructure projects to be implemented in the next 10 years in these neighborhoods. At the time of publication, the estimated cost of these projects was approximately \$2.4 billion. To date, approximately \$2 billion has been identified to fund these projects, leaving \$400 million deferred. The City continues to seek sources in order to complete these projects. The following pages represent the spending plan and sources of funds for each Plan Area.



## Balboa Park

Balboa Park is located in southern San Francisco and provides several amenities that can be leveraged to promote a more livable neighborhood. The area includes the Ocean Avenue campus of the City College of San Francisco, the Ocean Avenue Neighborhood Commercial District, Balboa Park, and the Balboa Park BART station. The area is home to the Balboa Park Reservoir, where 1,100 units of housing are slated for development.

Key projects to be implemented in Balboa Park during the period of this Plan include streetscape projects along Geneva and Ocean Avenues, and several Muni Forward transit improvements. The Balboa Park spending plan is shown in the tables below.

SPENDING PLAN (Dollars in Thousands)									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	294	850	-	-	34	39	98	1,021	11,700
Transit	237	-	-	-	15	30	74	119	44,800
Open Space	3,879	3,051	5,004	8	20,013	13	33	28,122	
<b>TOTAL</b>	<b>4,410</b>	<b>3,901</b>	<b>5,004</b>	<b>8</b>	<b>20,062</b>	<b>82</b>	<b>205</b>	<b>29,262</b>	<b>56,500</b>
<b>REVENUES</b>									
Impact Fees	1,000	3,050	-	-	-	-	-	3,050	
General Fund - Other	2,201	1	4	8	62	82	205	362	
Bonds	1,209	850	5,000	-	20,000	-	-	25,850	
<b>TOTAL</b>	<b>4,410</b>	<b>3,901</b>	<b>5,004</b>	<b>8</b>	<b>20,062</b>	<b>82</b>	<b>205</b>	<b>29,262</b>	

## Eastern Neighborhoods

The Eastern Neighborhoods Area Plan consists of several smaller neighborhoods, including the Mission, Showplace Square, Central Waterfront, and Potrero Hill. Much of the land use in the Eastern Neighborhoods was historically dedicated to industrial uses, and production, distribution, and repair. Over time, residential and commercial uses have grown. In 2010, population in the Eastern Neighborhoods Plan Area was 83,930. The Planning Department projects the population to reach 149,570 by 2040, an increase of 78%.

With the increase in population has also come an increase in demand for infrastructure related to complete streets, transportation, and open space. Since the Eastern Neighborhoods Area Plan was initiated in 2008, the City has worked with the community to identify priority projects for implementation. These priorities include a number of projects from the 2008 Area Plan as well as new projects identified through planning efforts that occurred since the Plan was adopted.

The revenues estimated for projects in Eastern Neighborhoods is approximately \$466 million, including prior years. The tables on the following page show the Eastern Neighborhoods spending plan, sources of funds, and funding gap.

### Key Proposed Eastern Neighborhoods Projects through 2031

#### Complete Streets

Mariposa Bike Connection

Minnesota / 25th Street Improvements  
(Minnesota Grove)

17th Street / Vermont / San Bruno Improvements  
("The Loop")

Treat Plaza

#### Transit

16th Street / 22-Fillmore Improvement Project

14-Mission: Outer Mission - Mission Bay Loop

#### Recreation and Open Space

Crane Cove Park

Garfield Aquatic Center

Warm Water Cove

Jackson Park Renovation

Esprit Park Renovation

Juri Commons Park Renovation

Franklin Square Improvements

Eagle Plaza





## SPENDING PLAN

(Dollars in Thousands)

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	68,403	3,118	2,241	2,634	875	6,985	4,155	20,008	15,100
Transit	117,764	-	1,000	-	-	5,949	6,370	13,319	10,500
Open Space	103,793	29,730	60,712	35,433	5,232	-	1,345	132,452	
Childcare	2,914	-	-	44	35	230	680	989	
Program Administration	4,285	500	130	335	62	177	705	1,908	
<b>TOTAL</b>	<b>297,159</b>	<b>33,348</b>	<b>64,083</b>	<b>38,446</b>	<b>6,204</b>	<b>13,341</b>	<b>13,255</b>	<b>168,677</b>	<b>25,600</b>
<b>REVENUES</b>									
Bonds	133,313	-	-	-	-	-	-	-	
External Grants	30,951	-	4,000	-	-	-	-	4,000	
General Fund - Other	14,908	3,884	2,800	27,555	-	-	-	34,238	
Impact Fees	67,251	2,534	3,621	3,013	971	13,341	13,255	36,735	
Other Local	50,736	26,930	53,662	7,879	5,233	-	-	93,703	
<b>TOTAL</b>	<b>297,159</b>	<b>33,348</b>	<b>64,083</b>	<b>38,446</b>	<b>6,204</b>	<b>13,341</b>	<b>13,255</b>	<b>168,677</b>	

## Central SOMA

The Central SoMa Plan Area runs from 2nd Street to 6th Street, Market Street to Townsend Street, exclusive of those areas that are part of the Downtown Plan. It is an “Eastern Neighborhoods Plan” comprised entirely of areas formerly part of the East SoMa Plan Area and Western SoMa Plan Area. It is a neighborhood with an incredible history and a rich, ongoing, cultural heritage. As it grows and evolves over the next 25 years, Central SoMa has the opportunity to become a complete, sustainable, and vital neighborhood without losing what makes it special and unique today.

The vision of the Central SoMa Plan is to create a social, economic, and environmentally sustainable neighborhood by 2040, with space for approximately 32,000 new jobs and 8,600 new housing units. The Plan is expected to result in up to \$2.2 billion in public benefits to serve critical needs of the neighborhood, including affordable housing, transportation, streets improvements, parks and recreation, schools, environmental sustainability, and community services. Funding for these projects will be derived from a combination of new and existing impact fees, Community Facilities District special tax revenues, direct provision by developers, and various other sources of funding. These funds will be received as development occurs in the Plan Area over the next 25 years.

The revenues estimated for projects in SoMa is approximately \$261 million, including prior years. The tables on the following page show the SoMa spending plan, and sources of funds.

### Key Proposed Central SOMA Projects through 2031

#### Complete Streets

Folsom/Howard Streetscape

2nd Street Improvements

5th Street Bike Strategy

6th Street Improvements

#### Transit

27-Bryant Tenderloin Project

14-Mission: Spear to 11th

#### Recreation and Open Space

Gene Friend Recreation Center Rebuild

New 11th & Natoma Park

Gene Friend Pool Annex / 88 Bluxome

Bluxome Street Linear Park

Under Freeway Parcel Open Space(s)



SPENDING PLAN (Dollars in Thousands)									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	23,667	32,495	4,000	14,310	15,000	4,527	8,560	78,892	
Open Space	36,810	100	3,249	100	100	100	4,325	7,974	
Transit	35,858	6,278	18,057	17,946	4,816		12,070	59,167	
Childcare	1,145	415	1,037	3,833	524	4,028	740	10,577	
Program Administration	3,695	500	500	300	400	500	810	3,010	
<b>TOTAL</b>	<b>101,175</b>	<b>39,788</b>	<b>26,843</b>	<b>36,488</b>	<b>20,840</b>	<b>9,155</b>	<b>26,505</b>	<b>159,619</b>	
<b>REVENUES</b>									
External Grants	6,000	6,716	4,000	-	1,769	-	-	12,485	
General Fund - Other	-	-	9,549	500	1,040	-	-	11,089	
Impact Fees	86,621	31,714	7,704	19,649	17,984	6,932	26,505	110,488	
In-Kind	-	-	-	12,000	-	-	-	12,000	
Other Local	8,554	1,358	5,590	4,339	47	2,223	-	13,557	
<b>TOTAL</b>	<b>101,175</b>	<b>39,788</b>	<b>26,843</b>	<b>36,488</b>	<b>20,840</b>	<b>9,155</b>	<b>26,505</b>	<b>159,619</b>	

## Market Octavia

Market Octavia is located just west of the Civic Center where governmental and cultural institutions attract a wide range of people both day and night. Its pattern of streets and alleys make it very walkable and bikeable. More than a dozen transit lines cross the neighborhood, including all of the city's core streetcar lines. It is accessible from the entire Bay Area by BART and the regional freeway system.

Market Octavia's history as a crossroads also poses enormous challenges. Large redevelopment projects occurred in the 1960s and 1970s, and the Central Freeway bisected the neighborhood before it was demolished in 2003. Large volumes of automobiles are channeled through the area creating hazardous conditions for pedestrians. However, its central location and transit accessibility make Market Octavia a key area to add new housing to the city.

The Market Octavia Area Plan identified many needs related to complete streets, transit, open space, and childcare that will provide the necessary services for new people living and working in the area. The total estimated revenues for proposed projects in Market Octavia is currently estimated at \$190 million, including prior years. The following tables show the Market Octavia spending plan, sources of funds, and funding gap.

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**Market & Octavia Plan Amendment (Formerly "The Hub"):** The Planning Department is studying zoning and height limit changes in the Hub, a subset of Market Octavia, to increase housing capacity in the area by several thousand new units. An updated public realm plan was created by a multi-agency team to understand the needs of the people that live, work, and visit the area. Projects in the plan include transportation enhancements, open space improvements, and upgrades to streetscapes throughout the Hub. The Board of Supervisors approved legislation associated with the Market & Octavia Area Plan Amendment in July 2020.

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### Key Proposed Market Octavia Projects through 2031

#### Complete Streets

Better Market Street  
 13th St. Protected Bike Lanes  
 Upper Market Pedestrian Improvements  
 Octavia Blvd. Enhancement  
 Page St. Neighborway  
 One Oak Plaza (in-kind)  
 30 Otis Plaza (in-kind)

#### One Oak Plaza (in-kind)

30 Otis Plaza (in-kind)  
 Valencia Bikeway  
 22-Fillmore: Duboce & Church  
 Muni Light Rail Expansion  
 Western Addition CBTP Improvements

#### Recreation and Open Space

Margaret Hayward Park Renovation  
 Buchanan Street Mall  
 Hub Open Space Improvements  
 Rotating Public Art at Patricia's Green



SPENDING PLAN (Dollars in Thousands)									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	25,011	9,589	2,977	1,148	3,854	100	-	17,668	92,000
Open Space	33,714	6,200	-	-	2,019	3,900	-	12,119	
Transit	31,602	13,567	3,531	2,622	25,907	619	-	46,246	
Childcare	3,523	2,558	804	616	308	226	5,838	10,350	
Program Administration	2,572	1,639	503	122	686	142	4,293	7,385	
<b>TOTAL</b>	<b>96,422</b>	<b>33,553</b>	<b>7,815</b>	<b>4,508</b>	<b>32,774</b>	<b>4,987</b>	<b>10,131</b>	<b>93,768</b>	<b>92,000</b>
<b>REVENUES</b>									
Impact Fees	42,202	17,694	1,907	3,024	5,543	4,987	10,131	43,286	
General Fund - Other	5,125	3,245	1,321	-	-	-	-	4,566	
External Grants	3,642	-	-	-	-	-	-	-	
Other Local	25,228	12,614	4,587	1,484	25,050	-	-	43,735	
In-Kind		-	-	-	2,181	-	-	2,181	
Bonds	20,225	-	-	-	-	-	-	-	
<b>TOTAL</b>	<b>96,422</b>	<b>33,553</b>	<b>7,815</b>	<b>4,508</b>	<b>32,774</b>	<b>4,987</b>	<b>10,131</b>	<b>93,768</b>	

## Transit Center

The Transit Center District Plan was adopted in 2012 to provide infrastructure improvements in conjunction with the opening of the Salesforce Transit Center. The Salesforce Transit Center is a \$2.2 billion transportation hub that replaces the old Transbay Terminal and connects 11 regional transportation providers to downtown San Francisco. In addition to passengers arriving at the Transit Center, the Plan also includes several commercial developments.

The complete streets, transportation, and open space projects are designed to accommodate all of the new people that will arrive in the area each day. The Plan includes those projects to be implemented by City agencies, with additional projects to be completed by external agencies such as the Caltrain Downtown Extension (known as DTX), BART underground pedestrian connector, open space projects to be performed by the Office of Community Investment and Infrastructure, and sustainable resource district projects.

In addition to Impact Fees as a primary source of funding infrastructure projects, the Transit Center District Plan has also implemented a Community Facilities District (CFD) special use tax that will provide funding for projects in the neighborhood. The total revenues estimated for the proposed projects in the Transit Center District is \$910 million, including prior years. The tables on the following page show the Transit Center District spending plan, sources of funds, and funding gap.

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**South Downtown Design and Activation Plan (Soda):** The Planning Department is engaged in a multi-agency process to develop a comprehensive vision for the design, implementation, and stewardship of the public spaces within San Francisco's South Downtown Area (composed of the Transit Center and Rincon Hill planning areas). This plan will inform infrastructure improvements designed to foster vibrant streets and open spaces, support high performing transit operations, and encourage active transportation choices for the people who live, work and visit the district.

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### Key Proposed Transit Center Projects through 2031

#### Complete Streets

District-wide Streetscape and Pedestrian Improvements

Mid-block Crossings Signalization Changes

Casual Carpool Waiting Area

Better Market Street

#### Transit

Caltrain Downtown Extension (DTX)

BART Station Capacity Improvements

Congestion Charging Pilot Transit Delay Mitigation

#### Recreation and Open Space

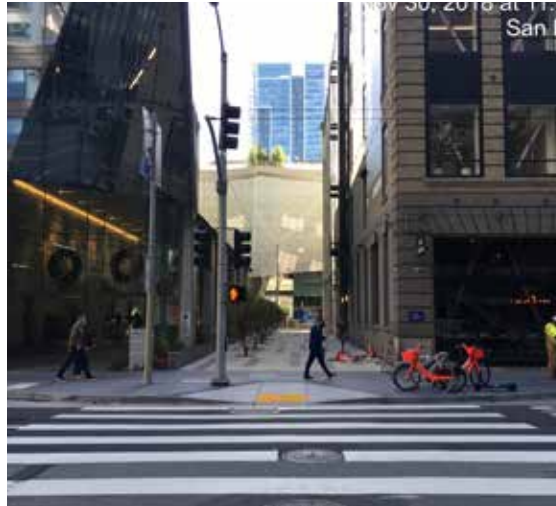
Portsmouth Square Improvements

Guy Place Park

Transit Center Park (Sales Force Park)

Chinatown Central Subway Plaza





SPENDING PLAN (Dollars in Thousands)									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	146,275	20,299	87,117	5,077	-	-	14,566	127,059	114,934
Open Space	88,515	1,228	67,286	9,891	-	-	6,714	85,120	
Transit	439,664	2,750	-	3,308	-	-	17,742	23,799	12,928
<b>TOTAL</b>	<b>674,454</b>	<b>24,277</b>	<b>154,403</b>	<b>18,276</b>	<b>-</b>	<b>-</b>	<b>39,022</b>	<b>235,977</b>	<b>127,862</b>
REVENUES									
Bonds	128,080	-	134,956	-	-	-	-	134,956	
External Grants	150	-	-	-	-	-	-	-	
General Fund - Other	-	11,254	15,030	-	-	-	-	26,284	
Impact Fees	74,478	3,978	1,286	16,506	-	-	21,280	43,051	
Other Local	471,746	9,046	3,130	1,769	-	-	17,742	31,686	
<b>TOTAL</b>	<b>674,454</b>	<b>24,277</b>	<b>154,403</b>	<b>18,276</b>	<b>-</b>	<b>-</b>	<b>39,022</b>	<b>235,977</b>	



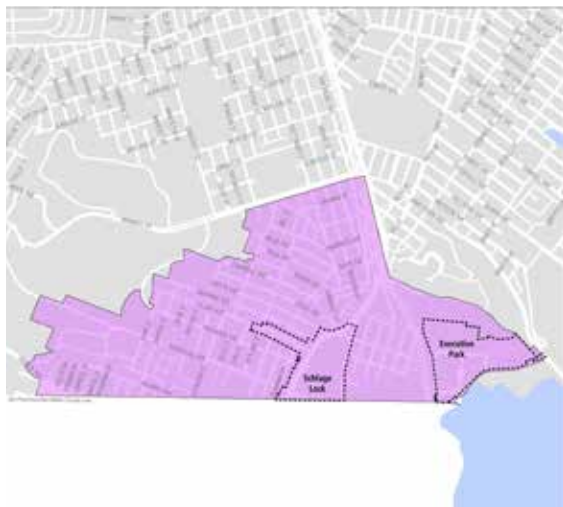
## Rincon Hill

Rincon Hill is located in the northeast section of San Francisco, close to the Bay Bridge. Historically the neighborhood has contained many vacant lots and underutilized parcels, which have been rezoned for housing. Additionally, new parcels were opened up for development after the Embarcadero Freeway was demolished in 1991. Rincon Hill is a close walk to many transit lines including the Muni Metro system and BART at Embarcadero station, which make Rincon Hill a strategic area to construct new housing in San Francisco.

Key enhancements to be implemented in Rincon Hill include streetscape projects on First, Harrison, and Fremont Streets, and a new park at Guy Place. The Rincon Hill spending plan is shown below.

<b>SPENDING PLAN</b> (Dollars in Thousands)	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
Complete Streets	21,563	634	-	-	-	-	-	634	
Open Space	-	-	-	750	1,000	-	-	1,750	
Program Administration	366	158	-	-	-	-	-	158	
<b>TOTAL</b>	<b>21,929</b>	<b>792</b>	<b>-</b>	<b>750</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>2,542</b>	
<b>REVENUES</b>									
Impact Fees	21,929	792	-	-	-	-	-	792	
General Fund - Other	-	-	-	750	1,000	-	-	1,750	
<b>TOTAL</b>	<b>21,929</b>	<b>792</b>	<b>-</b>	<b>750</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>2,542</b>	





## Visitacion Valley

Visitacion Valley is located in southeast San Francisco, near the Brisbane border. In 1999, the Schlage Lock company decided to close its factory located in the area. The now-vacant site presents opportunities for new uses. New developments in the area are expected to produce a net increase of 4,800 housing units, 140,000 square feet of commercial/retail space, and 75,000 square feet of community space over at least 10 years.

Enhancement projects to be implemented in Visitacion Valley include Geneva Harney Bus Rapid Transit, 8-Bayshore Transit Priority Project, and Schlage Lock streetscape improvement and parks projects. The Visitacion Valley spending plan is shown below.

SPENDING PLAN (Dollars in Thousands)									
	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	
									DEFERRED
Complete Streets	5,500	-	-	-	-	1,035	6,695	7,730	
Open Space	37,779	-	-	-	-	-	3,365	3,365	
Transit	12,703	11,123	1,685	2,095	2,000	-	-	16,904	1,075
Childcare	2,269	885	2,554	-	-	-	-	3,439	
Program Administration	450	-	7	-	241	222	888	1,358	
<b>TOTAL</b>	<b>58,701</b>	<b>12,008</b>	<b>4,246</b>	<b>2,095</b>	<b>2,241</b>	<b>1,257</b>	<b>10,948</b>	<b>32,796</b>	<b>1,075</b>
<b>REVENUES</b>									
Bonds	25,039	-	-	-	-	-	-	-	
External Grants	14,005	-	-	-	-	-	-	-	
General Fund - Other	6,436	-	-	750	2,000	-	-	2,750	
Impact Fees	10,921	885	2,561	-	241	1,257	10,948	15,892	
Other Local	2,300	11,123	1,685	1,345	-	-	-	14,153	
<b>TOTAL</b>	<b>58,701</b>	<b>12,008</b>	<b>4,246</b>	<b>2,095</b>	<b>2,241</b>	<b>1,257</b>	<b>10,948</b>	<b>32,795</b>	

# Emerging Projects

Project Name	Description
<b>OCII - Mission Bay</b>	A potential need that is emerging is that the Community Facilities District #5 fees may not fully cover the maintenance and operation of the Mission Bay park system once the system is fully constructed. The actual cost of maintaining the parks is exceeding the originally estimated amount used to calculate the maximum fee allowed by Community Facilities District #5. As a result, there may be limited funds available for capital improvements to the parks as they age and require on-going improvements.
<b>OCII - Transbay</b>	Full maintenance funding for the Under Ramp Parking (URP) project has not been confirmed, as the projected revenues from the Community Facilities District may be insufficient to cover all of the maintenance, security, and property management costs associated with a 2.5 acre park. The principal landowner of the URP project, the Transbay Joint Powers Authority, is exploring alternative fundraising options.
<b>OCII - Shipyard/Candlestick</b>	Primary funding sources for the following projects have not yet been identified: arts center, Hunters Point historic commemoration of the Drydocks, the eight acres of community facilities parcels, Building 101 upgrades, additional fire station, and full funding of a school site. OCII envisions that these projects may be funded through a combination of local, state and federal grants or loans, philanthropic funds, master leases or development agreements, or funds derived from the project's Community Benefits Fund.
<b>Planning - Racial and Social Equity</b>	<p>The Planning Department proactively works to advance racial and social equity at three major levels:</p> <ul style="list-style-type: none"> <li>• Completion and implementation of the Racial and Social Equity Action Plan across all divisions.</li> <li>• Application of an equity impact assessment tool to all of our community plans and planning processes; and revision of the San Francisco General Plan and Planning Code to incorporate policies that directly address the needs of American Indian, Black and other communities of color.</li> <li>• Development of community strategies focused on cultural resources, economic vitality, and housing affordability.</li> </ul>
<b>Planning - Showplace/ SoMa Neighborhood Analysis and Coordination Study (SNACS)</b>	Several area plans and projects are positioning the Showplace/ SoMa area for long-term change. The SNACS will identify strategies to coordinate these efforts, including potential opportunities to support neighborhood goals for increasing housing, PDR jobs, and public space access. While parts of the study were paused due to COVID-19, by early 2021 the project will provide a 10-year update to the Showplace Square Open Space Plan and identify additional public space opportunities in western SoMa.
<b>Planning - South Downtown Design + Activation (Soda)</b>	The Planning Department, SF Public Works, SFMTA, OCII, and the East Cut Community Benefit District are wrapping up a planning process that will create a comprehensive vision for the design, implementation, and stewardship of the public spaces within Transit Center and Rincon Hill (together, "South Downtown"). A major component of this effort will be to holistically prioritize Rincon Hill and Transit Center streetscape and open space projects that are not yet underway. The plan is largely completed. The City anticipates environmental clearance to be completed by Spring 2021 and final adoption in late 2021.

Project Name	Description
<b>Port – Embarcadero Historic Piers</b>	<p>Many of the Port's one-of-a-kind facilities in the Embarcadero Historic District need repair and remain closed to the public. In the fall of 2018, the Port of San Francisco issued a Request for Interest (RFI) to gather feedback about how to rehabilitate and preserve 16 historic facilities in need of significant investment. Through the RFI, the Port sought creative ideas on how these historic piers can be accessible, resilient, and enjoyable. The Port received 52 unique responses to the RFI. Based upon the favorable input received from the RFI, the Port Commission authorized staff to release a Request for Proposals (RFP) to seek development partners to invest and activate the piers with a mix of uses including revenue generating uses (commercial and PDR uses) and public-oriented uses (public access, retail, restaurants, cultural, and community space). Historic pier rehabilitation provides opportunities for economic, cultural, and public improvements and attracts investments for vital capital and seismic upgrades.</p> <p>The Port identified three sets of piers to advance, including Piers 38 and 40 (South Beach Piers), Piers 19-23, 29-31 (Northern Waterfront Piers) and eventually Pier 26 &amp; 28. The Port released the Piers 38 and 40 RFP in January 2020 and in March received two responses. The Port used a scoring panel to rank the responses and in August 2020 the Port Commission authorized staff to negotiate an Exclusive Negotiating Agreement with Pacific Waterfront Partners. The proposal includes a mix of uses as described above along with water recreation facilities and suite of commercial maritime uses. The proposal also includes improvements to address and assist with the Port and City's resilience program including improvements to the seawall and design features to address sea level rise. Port staff anticipates that negotiations, entitlements and design for the project could take 24-36 months and that construction would begin in 2023 or 2024. Due to the COVID-19, Port staff expect to release the next RFP for the northern waterfront piers in early- to mid-2021.</p>
<b>Port – Waterfront Resilience Program</b>	<p>The Waterfront Resilience Program includes the Embarcadero Seawall Program (Seawall Program), the Flood Resiliency Study (Flood Study) and related resilience planning and implementation efforts for the Port's entire 7.5 miles of waterfront property. Phase I of the Seawall Program is a first step on the multi-generational and multi-billion dollar project to improve the Embarcadero Seawall for greater resilience in the face of earthquakes, floods, sea level rise and climate hazards. It will focus on making improvements to protect life safety, support regional disaster response and recovery efforts, and help protect the historic waterfront. Phase I will implement the most immediate life safety upgrades to the Embarcadero Seawall at select locations and plan for additional work to ensure a resilient waterfront for 2100 and beyond.</p> <p>The Port will implement the Seawall Program over several decades and will require federal, state, and local permitting and funding to complete the effort. In 2017, the City convened a Seawall Finance Working Group to analyze sources and recommend a funding plan for the Program. The funding plan included a \$425 million General Obligation Bond, which was overwhelmingly approved by voters in November 2018. Additionally, the Port secured a \$5 million appropriation from the State of California for the Seawall Program.</p> <p>The Port has also partnered with the United States Army Corps of Engineers (USACE) for the Flood Resiliency Study, where the Port and USACE each committed \$1.5 million to study flood risk along San Francisco's 7.5 mile waterfront. This USACE appropriation represents the beginning of the General Investigation process that will culminate in a recommendation to Congress regarding additional federal funding to possibly support the Seawall Program and other areas at risk to flooding along the Port's jurisdiction. The Port is also pursuing state and federal support as well as private contributions through special taxes to ensure a safe and inspiring waterfront for generations to come. To date, the Port has secured approvals of shoreline special taxes for the Pier 70 and Mission Rock projects to address sea level rise and flood risk on Port property.</p> <p><b>The cost of Phase I of the Embarcadero Seawall Program is approximately \$500 million through FY2027. Of that Phase I scope, all but \$54 million has been secured through a combination of G.O. Bond and local sources, and the Port continues to seek state and federal sources for the balance remaining.</b></p>

## Emerging Projects

Project Name	Description
<b>Port – Conditional Seismic Costs</b>	<p>Renewal work on the Port's piers for a project that changes the use or substantially increases the occupancy or size of the facility may require a seismic upgrade to comply with code. The seismic cost estimate in the Port's Ten-Year Capital Plan represents a conservative approach in terms of the total potential cost for repair work.</p> <p><b>Conditional seismic work on these facilities are estimated to cost approximately \$600 million.</b></p>
<b>TIDA – Public Buildings Renovations</b>	<p>TICD has the option under the DDA to enter into long-term master leases for Building 1 and Hangars 2 and 3 on Treasure Island and the Senior Officers' Quarters Historic District on Yerba Buena Island. Under the master leases, TIDA anticipates assigning responsibility to the lessee for the renewal, improvement, and preservation of these facilities. Depending upon the extent of work required, however, supplemental investment may be required to preserve the buildings and facilitate their reuse. TIDA will be performing condition and needs assessments to inform leasing negotiations and future capital planning efforts.</p> <p>Another historic building within TIDA's holdings is known as the Torpedo House, which is also listed on the Federal Register of Historic Places. Currently, the building is a bare concrete structural shell. As a mitigation for demolishing a historic Coast Guard structure as part of the TIMMA-managed eastbound on- and off-ramp project, the project will replace the roof, windows and doors of the Torpedo House. Adjacent to the site, Caltrans has developed a new public space known as the Bimla Rhinehart Vista Point. Instead of imploding the last pier of the former eastern span of the Bay Bridge (Pier E-2), Caltrans elected to keep it, cut it down to lower its elevation, and construct a land bridge. The finished site includes public picnic tables, seating, and offers a vantage point on the Bay and the new Bay Bridge span. The Vista Point should provide a complimentary attraction to the future reuse of the Torpedo House.</p>
<b>TIDA – Navy Structures to Remain</b>	<p>In addition to the public buildings discussed above, a limited number of other existing structures – the former Navy chapel, gymnasium, and Pier 1 – will be preserved through development. Pier 1 is to be programmed to be a public access/recreational space and the gymnasium will continue to be a recreational facility for island residents. As with the other public buildings, TIDA will be making condition and needs assessments of each of these facilities to inform future capital planning efforts.</p>
<b>TIDA – School Site</b>	<p>While the Naval Station on Treasure Island was operational, the San Francisco Unified School District (SFUSD) operated an elementary school on the base. Under the DDA and related documents, the site of former school was to be made available to SFUSD to develop a K-5 or K-8 facility. TICD is obligated to make a payment of \$5 million towards the development of the new school, and TIDA has been in discussion with SFUSD facilities staff regarding the potential programming, funding, and schedule for a new school on Treasure Island. These conversations have included SFUSD potentially leasing the site prior to the development of the new school.</p>
<b>Multiple Departments – Alemany Farmers' Market</b>	<p>The Alemany Farmers' Market was founded in 1943 and is a vitally important option for San Franciscans to access affordable, healthy produce. It occupies a 3.5-acre parcel that is unused five days a week and is surrounded by several other publicly owned parcels. The Market is under the jurisdiction of the Real Estate Division, and the City is currently undergoing an interagency effort to envision potential future land use opportunities at the site, including affordable housing. This effort will include planning and design work to ensure the continued operation of the Market, additional infrastructure to accommodate pedestrian and bicycle access to the site, feasibility studies, and community engagement with surrounding neighborhoods.</p>

TABLE 7.2 - ECONOMIC + NEIGHBORHOOD DEVELOPMENT FINANCIAL SUMMARY

PROGRAMS/PROJECTS (Dollars in Thousands)	PRIOR YEARS	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 - 2031	Plan Total	Backlog
<b>SPENDING PLAN</b>									<b>DEFERRED</b>
Port of San Francisco	-	348,823	321,547	234,462	160,009	275,783	464,147	1,804,771	1,161,899
Treasure Island Redevelopment	603,610	136,348	305,737	250,222	239,524	202,220	899,826	2,033,877	-
Transbay	23,000	6,000	15,000	28,000	18,000	1,000	-	68,000	-
Mission Bay Redevelopment	-	42,000	26,000	19,000	16,000	13,000	16,000	132,000	-
Hunters Point Redevelopment	-	-	-	-	-	-	-	-	-
Planning Department	1,254,250	147,668	262,394	100,571	83,121	28,822	100,065	722,642	303,037
<b>TOTAL</b>	<b>1,880,860</b>	<b>680,839</b>	<b>930,678</b>	<b>632,256</b>	<b>516,654</b>	<b>520,826</b>	<b>1,480,038</b>	<b>4,761,290</b>	<b>1,464,936</b>
<b>REVENUES</b>									
General Fund - Other		21,432	28,701	29,555	4,040	-	-	83,728	
Capital Planning Fund		-	-	-	-	-	-	-	
Port Funds & Tenant Responsibility		16,332	28,443	64,886	31,633	38,087	222,662	402,043	
Seawall Bond		31,300	102,300	92,500	92,300	63,500	-	381,900	
Other Local		409,112	303,398	150,771	120,400	58,168	242,717	1,284,566	
Federal and State		2,000	2,060	2,122	2,185	2,251	32,509	43,128	
Neighborhood Parks and Open Space Bond 2012		-	-	-	-	-	-	-	
Land-Secured Financing (TIF, IFD, Mello Roos)		118,090	41,727	127,542	129,821	110,205	687,558	1,214,943	
Private Capital		163,523	365,917	38,627	135,717	207,121	825,360	1,736,266	
Impact Fees		57,598	17,083	42,200	24,801	26,599	82,324	250,606	
Bonds		-	134,956	-	-	-	-	134,956	
External Grants		6,716	8,000	-	1,769	-	-	16,485	
Waterfront Safety G.O. Bond		-	-	-	-	130,000	-	130,000	
<b>TOTAL</b>		<b>826,103</b>	<b>1,032,585</b>	<b>548,203</b>	<b>542,667</b>	<b>635,931</b>	<b>2,093,131</b>	<b>5,678,620</b>	
Total San Francisco Jobs/Year		3,700	4,625	2,455	2,431	2,848	9,375	25,435	
Annual Surplus (Deficit)		145,264	101,907	(84,053)	26,013	115,106	613,092	917,330	
Cumulative Surplus (Deficit)		145,264	247,172	163,119	189,132	304,238	917,330		

