

The Market and Octavia

Draft Community Improvements

Program Document

San Francisco Planning Department
Citywide Policy Planning



DRAFT
Exhibit P-1
September 18, 2006

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Executive Summary

The Market and Octavia Plan offers strategies for accommodating new housing and commercial development, especially on key opportunity sites. The Plan also identifies community improvements necessary to accommodate projected growth of residential and commercial development in the Plan Area while maintaining and improving community character. This Program Document details the methodology for determining the necessary community improvements, provides rough cost estimates for identified improvements, and identifies potential revenue sources and projects potential revenue. The Program Document also identifies a methodology for establishing a development impact fee, tests the projected revenue sources, identifies a direct connection between the development impact fee, proposed community improvements and new development in the Plan Area and discusses other potential revenue options.

This document serves as a supporting document to the Market and Octavia Area Plan, which will be brought to the Planning Commission for adoption and the Board of Supervisors for approval. The Program Document considers programming for a 20-year period, the amount of time estimated for Plan implementation. While some of the proposed community improvements are described in detail, many projects and programs included in the Program Document are only identified conceptually and will require further planning or design development before they can be implemented.

Summary of Key Findings

Key Community Improvements as identified by the community and staff during the Market & Octavia planning process include:

New Community Parks and Public Open Space

Patricia's Green in Hayes Valley has been established as a new public open space, providing a tranquil park setting for neighborhood residents, businesses and visitors, and establishing a neighborhood focus for the community. The Plan calls for establishing a new open space north of Valencia Street, by utilizing the McCoppin Street right-of-way and potentially incorporating an adjacent privately-owned parcel. The Plan calls for a new park to be established at Brady Street, by converting existing surface parking lots and portions of public rights-of-way into a new public park to establish a neighborhood oasis.

Streetscape Improvements

The Plan calls for establishing "living streets and alleys" in residential areas. Improvements would include installing traffic-calming features to slow vehicular speeds and improve pedestrian safety. Narrowing traffic lanes and concentrating parking can increase neighborhood use and enjoyment by providing space for unified street tree plantings and vegetation, seating and play areas, bicycle lane improvements and other public benefits.

Pedestrian Improvements

The Plan calls for variety of pedestrian improvements to more equitably allocate street space to all users. The Plan includes reclaiming portions of traffic lanes for pedestrian use where there is excess vehicular capacity to establish wider sidewalks, mid-block and corner bulb-outs. These areas can be developed with plaza improvements. Corner bulbs also make streets safer by reducing the distance that pedestrians have to travel to cross an intersection.

Community Services and Facilities

The Plan calls for providing funds to improve library services and incorporating public art in the design of streets and other public improvements. Plan Implementation also calls for funding for childcare facilities and recreational facilities to achieve appropriate levels of service.

Projected Costs of community improvements:

The Plan estimates the cost to provide the community improvements at approximately \$254 Million. Of the total, approximately \$44 Million of the funds have already been expended, primarily for Octavia Boulevard improvements and Patricia's Green in Hayes Valley. Approximately \$210 million is required to fund the rest of the Community Improvements Program. Funding still needed for the Community Improvements contained in the Plan include:

Open Space Improvements:	\$64,840,000
Transportation & Parking Studies,	\$43,430,000
Street & Sidewalk Projects, Pedestrian Improvements:	\$23,290,000
Transit Improvements	\$81,050,000
Bicycle Network Improvements	\$ 860,000

Other Community Facilities (Capital Costs), including:	\$32,920,000
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- Childcare Facilities
- Library Materials
- Recreational Facilities
- Streetcar Museum

Surveys, Plan Monitoring, Administration, including:	\$ 7,500,000
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- Historic Resources Survey
- Plan Area Monitoring
- Capital Improvements Program Administration

Plan Implementation Framework: General Plan, Planning Code and Capital Improvement Program

The Program Document calls for the Market and Octavia Plan improvements to be implemented through a number of mechanisms. They include **General Plan Policies:** amending General Plan objectives and policies, including those contained in the Market and Octavia Area Plan and other elements of the General Plan; **Planning Code Controls:** Adoption of amendments to the Planning Code and the Zoning Map, to proscribe

permitted land uses, building heights, design standards and other planning controls throughout the Plan Area; and a **Capital Improvement Program**: establishing a capital improvements program, including identifying strategies to fund capital improvements called for in the Plan, including the capital and soft costs to provide infrastructure and community improvements.

The funding strategies include identifying and utilizing Federal, State and Local funds that may be available, as well as instituting a Development Impact Fee.

Potential Revenue Sources

The Program Document identifies a number of potential revenue sources to fund community improvements. They include:

- Use of Public agency grants (Federal and State Funding as well as General Fund monies;
- Establishing Community benefit districts, parking benefit districts and other assessment districts and utilizing the funds generated to mitigate development impact;
- Establishing parking and/or curb cut impact fees to mitigate specific impacts generated by the components of a project;
- Sale of Development Credits; and
- Establishing a Development Impact Fee to mitigate the impacts generated by development and utilize the revenue to fund the necessary community improvements.

In order to fund the community improvements identified in the Plan, the Program document proposes to establish a **Development Impact Fee**, requiring the growth that generates the demand for additional infrastructure and services to provide some of the revenue required to fund the improvements. The Programs Document proposes a development impact fee on new residential and commercial development in the Plan Area. The fee proposed to be established is \$10.00 per square foot of Residential Development, and \$4.00 per square foot of Commercial Development. The proposed development impact fee is based on a study that established the nexus between new development permitted by the Plan and the demand for community infrastructure generated by the development. The fee includes consideration of the costs to provide improvements to the following types of public infrastructure and community improvements:

- ☐ Open Space
- ☐ Pedestrian Amenities
- ☐ Vehicle Amenities
- ☐ Increased Transit Amenities
- ☐ Bicycle Amenities
- ☐ Childcare Facilities
- ☐ Recreational Facilities

Introduction

“Envision an urban neighborhood that provides for a mix of people of various ages, incomes, and lifestyles—a place where everyday needs can be met within a short walk on a system of public streets that are easy and safe to get around on foot, on bicycle, and by public transportation. Imagine a place intimately connected to the city as a whole where owning a car is a choice, not a necessity, and streets are attractive and inviting public spaces. Imagine a neighborhood repaired and rejuvenated by building on the strengths of its long-standing character, yet inherently dynamic, creative, and evolving.”

~2002 Draft Market & Octavia Neighborhood Plan

In order to ensure that the founding vision of the Market & Octavia Plan is realized a comprehensive implementation program must be articulated. The Plan sets the policy framework for ensuring that changes to the built environment, whether public or private, aid in repairing the fabric of the neighborhood and enhance its qualities as an urban place. Ultimately, the Plan is a set of objectives and policies that represent a shared vision for the future of the area. As such, it sets out a clear roadmap for both the public and private actions necessary to realize the vision put forward by the plan. Ultimately, this vision will be realized insofar as there are means to carry it out and a public will to see that these means are put to use.

The means to realize this vision are detailed by the complete “Program Document”. The Program Document establishes that the Market and Octavia Plan improvements will be implemented through a number of mechanisms. They include General Plan Policies: amending General Plan objectives and policies, including those contained in the Market and Octavia Area Plan and other elements of the General Plan; Planning Code Controls: Adoption of amendments to the Planning Code and the Zoning Map, to proscribe permitted land uses, building heights, design standards and other planning controls throughout the Plan Area; and a Capital Improvement Program: establishing a capital improvements program, including identifying strategies to fund capital improvements called for in the Plan, including the capital and soft costs to provide infrastructure and community improvements.

This part of the Program Document specifies how to achieve the necessary Community Improvements discussed in the Plan. This document, “The Market and Octavia Community Improvements Program Document” begins by establishing the need for new infrastructure through two methods 1) Plan Based Need and 2) Standards Based Need. The document then calculates the costs of meeting these needs and sets the implementation framework to satisfy the needs through policy, through capital resources, and through identification of appropriate processes for delivery of facilities and services. Next, this document identifies appropriate resources including 1) a new development impact fee, 2) other fees from new development, 3) public and community funding resources, and 4) funds for maintenance of new facilities. Lastly, this document discusses how the program will be administered, including coordination

with City Departments, project prioritization, establishment of a Citizens Advisory Committee, and accountability through monitoring and reporting.

Community Needs Assessment

A community relies on a myriad of services and facilities to be successful. Infrastructure needs are based on projected housing, job, and commercial development projection. The Market and Octavia planning process considered a full range of needs including: housing, neighborhood-serving businesses, open space, recreational facilities, transportation services and facilities, pedestrian amenities, bicycle facilities, child care services, and air quality and other environmental factors.

The Planning Department relied on a combination of two methodologies to determine the need for community facilities and improvements. The first method, for determining community needs relies on community facilities standards to predict needs for community improvements. These standards represent the facilities needed to implement the City's long-range policy objectives for the delivery of municipal services. In general, the need for services is based on demand generated by population growth, less the existing supply of facilities and resources.

The second method for determining community needs identifies needs through the 6-year community planning process. This deliberative process allowed the community and related city agencies to provide qualitative input on the existing and future needs. A consultant team consisting of economic analysts, urban design specialists, and transportation planners assisted staff and the public in identifying neighborhood deficiencies and opportunities. The planning process resulted in a call for open space, pedestrian, transit, and streetscape improvements. In some cases this community process produced very specific visions for a particular community improvement, while in other cases a more generic call for improvements is made. The result of this process has been recorded in the document, "The draft Market and Octavia Neighborhood Plan" and its associated revisions published in 2004 and 2006.

Standards Based Need Projections

For some identified needs, a standards based analysis is sufficient. This method was used primarily for services that are based on a service rate per resident. The Planning Department, related agencies, and community members determined that these service standards expressed accurate measures of community needs.

The demand for childcare facilities, library services, and recreational facilities is calculated based on demand per resident. Demand for public education, public utilities, and affordable housing has been established through efforts led by other City agencies. The Market and Octavia planning process determined that for these topics, citywide standards are a reasonable predictor for needs in the Plan Area.

Childcare

To project the demand for childcare facilities, the Planning Department coordinated with the Department of Children, Youth and their Families (DCYF) and an ongoing effort to

impose a child care impact fee citywide. The need projections assume a demand rate consistent with current demand rate trends except for pre-school age children. The demand rate for pre-school children was increased in order to meet the Mayor's established policy objectives regarding the provision of pre-school opportunities.

Table 1 shows the existing need for childcare in the Plan Area. Based on citywide trends regarding labor force participation and licensed childcare facility rates the existing population requires 1,286 licensed childcare facilities. Subtracting the existing 565 spaces, we find a latent demand for 721 spaces. Using this same model Table 2 (page 8) finds that the projected growth in the Plan Area (9875 new residents) will generate a demand for 435 more childcare facilities. Table 3 (page 8) summarizes these findings.

Table 1 Existing Demand for Child Care Spaces for Market and Octavia Residents¹

Market Octavia Area Plan	Notes & Assumptions	Birth to 24 months or Infant	2 to 5 or Preschool	6 to 13 School Age	Total, 0 to 13 Years
EXISTING DEMAND					
Total Population		26,650			
Children as Percent of Population	(1)	2.3%	4.1%	6.1%	12.5%
Estimated Total Children		613	1,093	1,626	3,331
Avg. Labor Force Participation Rates	(2)	57.6%	na	63.3%	
Children With Working Parents		353	na	1,028	
% Children Needing Licensed Care	(3)	37%	70%	38%	52%
Children Needing Licensed Care		131	765	391	1,286
Total Demand for Child Care Spaces		131	765	391	1,286
% Distribution of Total Demand for Spaces by Age Group		10%	59%	30%	100%
% of Total Children Needing Licensed Care		21%	70%	24%	39%
EXISTING SUPPLY					
Current Child Care Spaces		41	445	79	565
Percent Distribution		7%	79%	14%	100%
EXISTING SURPLUS/(SHORTAGE)					
Percent Distribution		12%	44%	43%	100%
Percentage of Demand Met by Existing Facilities/Spaces		31%	58%	20%	44%

(1) Based on estimated number of children by age categories for San Francisco from CA Dept. of Finance P-3 Report.

(2) Labor force participation rates are from the 2000 Census and include children with two working parents or single working parents. Rates vary by age, under 6

(3) Not all children with working parents are assumed to need licensed care: the assumptions - % - under each age category are used. The remaining children are for by family members, nannies, friends, and unlicensed care. Percentages are based on a detailed review of 12 other child care studies, including impact fee Demand for preschool is based on the Preschool for All approach which assumes 70% of all preschool age children need licensed care per Dept. of Human Services and DCYF policy direction as of August 2006.

(4) Data on child care supply provided by DCYFS, 2006.

Sources: City of San Francisco, Department of Children, Youth and Their Families; 2000 Census; Brion & Associates.

¹ Both Table 1 and Table 2 were generated by Brion & Associates consulting.

Table 2 Projected Demand for Child Care Spaces for New Market and Octavia Residents

Market Octavia Area Plan	Child Care Demand as of 2006 to 2025				
	Notes & Assumptions	Birth to 24 months or Infant	2 to 5 or Preschool	6 to 13 School Age	Total, 0 to 13 Years
NEW DEMAND					
<i>Net New Population</i>		9,875			
<i>Children as Percent of Population</i>	(1)	1.6%	3.3%	7.2%	12.1%
Estimated Total Children		153	330	712	1,195
Avg. Labor Force Participation Rates	(2)	57.6%	na	63.3%	
Children With Working Parents		88	na	450	
% Children Needing Licensed Care	(3)	37%	70%	38%	50%
Children Needing Licensed Care		33	231	171	435
Total New Demand for Child Care Spaces		33	231	171	435
% Distribution of Total Demand for Spaces by Age Group		8%	53%	39%	100%
% of Total Children Needing Licensed Care		21%	70%	24%	36%
<i>Existing Surplus or Shortfall</i>		(90)	(320)	(312)	(721)
Total Need at Buildout of Plan		122	551	483	1,156

(1) Based on estimated number of children by age categories for San Francisco from CA Dept. of Finance P-3 Report; and averages for 2010 to 2025.

(2) Labor force participation rates are from the 2000 Census and include children with two working parents or single working parents. Rates vary by age, under 6

(3) Not all children with working parents are assumed to need licensed care; the assumptions - % - under each age category are used. The remaining children are for by family members, nannies, friends, and unlicensed care. Percentages are based on a detailed review of 12 other child care studies, including impact fee Demand for preschool is based on the Preschool for All approach which assumes 70% of all preschool age children need licensed care per Dept. of Human Services and DCYF policy direction as of August 2006.

(4) Data on child care supply provided by DCYFS, 2006.

Sources: City of San Francisco, Department of Children, Youth and Their Families; 2000 Census; Brion & Associates.

Table 3 Need for Childcare Facilities, Current and Future Residents

	Existing Population	Projected Growth	Total Need
Demand for Child Care Spaces	1,286	435	1,721
Existing Supply of Child Care	565		565
Need for Childcare	721	435	1,156

This analysis projects the minimum need for child care facilities per household. Should the citywide analysis find a greater demand rate, those findings shall supersede this estimate.

Library Services

To determine the community's needs for library services, the Planning Department consulted with the San Francisco Public Library (SFPL). While the SFPL found no need for a new library branch for the Market and Octavia neighborhood area, the SFPL estimates that materials necessary to establish services to new residents cost sixty-nine

dollars per new resident. This same standard was applied to new services in the Rincon Hill Plan Area and Visitation Valley.

Table 4. Library Material Costs for New Residents

Public Library Service Costs	
New Materials per Resident	\$69
Source: San Francisco Public Library.	

Recreational Facilities

To determine the community demand for recreational facilities, the Planning Department used the standard previously applied in San Francisco for Rincon Hill Development Impact Fee. The City of Vancouver uses 2.29 square feet of recreational facilities per resident as an appropriate standard for new urban communities. Further research may indicate that a greater ratio of recreational facilities is appropriate for smaller housing units or units in transit-oriented neighborhoods.

Table 5. Needs Assessment for Recreational Facilities

	Population	Demand Rate	Total Demand
New Residents	9,875	2.29 sf/person	22,614 sf
Existing Residents	26,605	2.29 sf/person	60,925* sf

*Total need for existing population must be reduced by existing supply

Plan Based Need Determinations

The Market and Octavia planning process surveyed community needs for open space, pedestrian amenities, transportation amenities, bicycle facilities, vehicle facilities, affordable housing, and protection of historic resources. The needs findings incorporate comments from community members, analysis from professional consultants, and coordination with other city agencies. The Planning Department drafted the Neighborhood Plan, which included plans for the community improvements necessary to support future development, maintain existing neighborhood character, and address existing community infrastructure deficits. Since the publication of the Neighborhood Plan in 2002, the Planning Department has continued its analysis of community needs both through refinements to the Neighborhood Plan and through work related to the Environmental Impact Report.

The plan-based analysis used existing standards, when applicable as a platform to initiate further analysis. The Plan based needs analysis resulted in a call for responsive land use controls and policies and a complete program of community infrastructure improvements. Refer to the 2002 draft Neighborhood Plan and the revisions for a full discussion of the findings.

The remainder of this document focuses on strategies to fund and implement the community improvements found necessary to support both the existing and future

community members. A listing of identified community improvements can be found in Table 6 and Appendix C.

Estimating Cost of Community Improvements

The previous section discussed the process of identifying community improvements. This section will discuss the capital costs associated with those improvements. The Planning Department developed cost estimates for the full range of planned community improvements, related studies, and programming. Planned projects vary in type and degree of specificity. For example conceptual site plans have been prepared for some open space projects, some transit improvements require further studies, while childcare and recreational facilities have not been programmed beyond meeting a stated service level. See Appendix C for a detailed description of projects included in the Market and Octavia Community Improvements program.

The Department projected cost estimates for all manner of improvements, while recognizing that many are still in the conceptual phase. The Department anticipates revisions to these estimates as projects advance through design, environmental review, and engineering. However these cost projections serve as a reasonable proxy for actual costs of essential community infrastructure in the Plan Area.

Table 6 and Appendix C provide a summary of projected costs for community improvements. The first column of this table *Projected Costs* refers to the approximate cost of the improvement. The second column *Funding Needs* refers to the projected costs less any dedicated or previously expended revenue. For example Octavia Boulevard and Patricia's Green in Hayes Valley have been built resulting in a funding needs of zero. For a detailed accounting of projected costs for planned improvements see Appendix C. Relevant City Departments are also listed.

Table 6. Planned Community Improvements, Summary of Projected Costs and Funding Needs

Projected Costs for Market and Octavia Community Improvements		
	Projected Costs	Funding Needs
Open Space		
"Living Street" Improvements for select Alleys	\$32,760,000	\$32,760,000
Street Tree Plantings for Key Streets	\$21,050,000	\$21,050,000
Brady Park - New Open Space SoMa West	\$2,470,000	\$2,470,000
McCoppin Plaza - New Open Space	\$900,000	\$900,000
McCoppin Plaza Extension - New Open Space	\$1,220,000	\$1,220,000
McCoppin Street Greening	\$1,350,000	\$1,350,000
Hayes Green - Recently Built	\$1,500,000	\$0
Under Freeway Park - Near Valencia Street	\$3,340,000	\$3,340,000
Patricia's Green in Hayes Valley	\$250,000	\$250,000
Moving People and Goods		
Octavia Boulevard - Recently Built	\$42,000,000	\$0
Immediate Freeway Mitigation	\$660,000	\$660,000
Study Further Central Freeway Removal	\$200,000	\$200,000
Hayes Street Traffic Study	\$200,000	\$200,000
Improve Safety of City Parking Garages	\$70,000	\$70,000
Parking Supply Survey and Program Recommendations	\$300,000	\$300,000
Pedestrian Improvements for Priority Intersections	\$14,810,000	\$14,810,000
Extend Octavia ROW to Golden Gate Avenue	\$1,630,000	\$1,630,000
Church Street and Van Ness Avenue Muni Metro Entrance	\$2,140,000	\$2,140,000
Widen Hayes Street Sidewalk	\$2,330,000	\$2,330,000
Dolores Street Median Extension	\$180,000	\$180,000
Re-establishment of Vacated Alleyways	\$2,200,000	\$2,200,000
Van Ness Bus Rapid Transit Project	\$58,340,000	\$58,340,000
Transit Preferential Street Improvements	\$8,290,000	\$8,290,000
Dedicated Transit Lanes	\$4,990,000	\$4,990,000
Church Street Improvements	\$4,510,000	\$4,510,000
Transit Pass Program, as parking mitigation	\$4,920,000	\$4,920,000
Bicycle Network Improvements	\$170,000	\$170,000
Muni Bike Racks	\$40,000	\$40,000
On-Street Bike Racks	\$20,000	\$20,000
Page St Bicycle Boulevard	\$630,000	\$630,000
Childcare Facilities		
Existing Needs (deficit)	\$10,710,000	\$10,710,000
Future Needs	\$6,460,000	\$6,460,000
Library Materials	\$690,000	\$690,000
Recreational Facilities	\$11,310,000	\$11,310,000
Duboce Streetcar Museum	\$3,750,000	\$3,750,000
Historic Resource Survey	\$260,000	\$0
Plan Area Monitoring	\$200,000	\$200,000
Capital Improvements Program Administration	\$7,040,000	\$7,040,000

Capital Costs

Most of the physical improvement projects, including tree plantings, bulb-outs, sidewalk improvements, and alleyway improvements were estimated from a line item budget. In some instances, such as priority street tree plantings and living streets the Planning Department created a generic cost estimate per linear foot based on a line item budget for a sample block. Relevant cost estimates were reviewed by the Landscape Architecture Division of the Department of Public Works, the Streets and Paving division of the Department of Public Works, and the coordinated with staff at the Municipal Transportation Agency. The Department of Children and Family Services furnished cost estimates for childcare facilities. The San Francisco Public Library provided estimates for library services.

Soft Costs

Cost estimates include design, project management, and a contingency for all projects requiring construction. Soft costs generally account for 40 percent of total construction costs: 20 percent for contingency and 15 to 20 percent of capital costs for design and construction management. A multi-agency statewide survey of capital improvements projects found that project delivery costs, which includes design and construction management averaged 34.4 percent statewide.² The Planning Department estimates soft costs account for 40 percent of total construction costs because these projects are largely in the conceptual phase and generally smaller which means project delivery costs are a greater percentage of total project costs.³ Also, local trends predict slightly higher soft costs. Staff from the San Francisco's Departments of Public Works felt that 40 percent would be more accurate for projects at this stage of design.⁴ Allowing for a slightly higher than statewide average for soft costs may result in an overall reduction in project costs by reducing need for change orders.⁵

Additional Soft Costs: Environmental Review

The soft cost projections do not account for environmental review. The Planning Department has not determined a satisfactory way to project environmental review costs. However review costs, particularly for larger projects, could increase project costs substantially. Further work will be done by the Planning Department to estimate environmental review costs. The Planning Department should also consider opportunities to include community improvements as mitigation measures for private development projects in the Plan Area and thereby fund the associated environmental review.

² California Multi-Agency CIP Benchmarking Study: Annual Report – Update 2005., September 2005. http://eng.lacity.org/techdocs/cabm/CABM_Update_2005.pdf

³ California Multi-Agency CIP Benchmarking Study: Annual Report – Update 2005., September 2005. http://eng.lacity.org/techdocs/cabm/CABM_Update_2005.pdf

⁴ Conversations with Sherman Hom, Landscape Division and Eric Kjeslberg, Streets and Paving.

⁵ Williamson, Bob. California Multi-Agency Benchmarking Study. APWA Report, April 2005.2

Plan Implementation Framework: Responding to Identified Needs

The Market and Octavia Plan's implementation framework ensures that the Plan responds to the community's needs identified in the previous section. The Plan responds to a spectrum of community needs through the establishment of directive policies and the delivery of facilities and services, i.e. community improvements. The implementation framework considers the most effective and appropriate tool for responding to a variety of needs. For instance directive zoning controls are an appropriate venue to respond to identified needs for neighborhood-serving retail, while improvement of public rights of ways can be addressed both through directive policies, such as the Transit First Policy, and through the provision of community improvements such as traffic calming projects.

Policy Response to Goals and Objectives

While this document focuses primarily on the delivery of new infrastructure, the bulk of the Plan's implementation is achieved through policy-based responses to community needs, especially through planning code changes. All of the policy responses are implemented through changes to the Planning Code or General Plan policies. Table 7 catalogues the policy-based responses or "Non-Capital Implementation Actions" that respond to identify community needs.

Table 7. Policy Responses to Identified Community Needs that do not require capital

	Implementation Action (Non-Capital)
Moving People and Goods	
Public Transit	<ul style="list-style-type: none"> • Curb cut restrictions on transit preferential streets • Eliminate parking requirements
Pedestrian	<ul style="list-style-type: none"> • Curb cut restrictions • Fundamental Design Principles and policies • Required retail • Screen parking from the street
Bicycle	<ul style="list-style-type: none"> • Curb cut restrictions
Vehicles	<ul style="list-style-type: none"> • Curb cut restrictions
Open Space	<ul style="list-style-type: none"> • Existing rear yard requirements
Childcare	<ul style="list-style-type: none"> • Zoning requirement – especially for affordable housing
Libraries	
Recreational Facilities	
Public Art	<ul style="list-style-type: none"> • Encourage the inclusion of public art in new street projects • Public construction requires 2% for public art

	Implementation Action (Non-Capital)
Neighborhood Serving Business	<ul style="list-style-type: none"> • Permitted use in RTO, NCT, and DTR. • Required Retail zones. • Monitor key neighborhood serving businesses annually • Can receive a CU for use size if a need is identified.
Economic/ Employment	<ul style="list-style-type: none"> • Monitor key indicators • Tie workforce development programs to office development
Environment	<ul style="list-style-type: none"> • Supporting efficient modes of transportation, including transit, bike, pedestrian, and carshare. • Greening streets and alleys. • Encourage green building development.
Affordable Housing	<ul style="list-style-type: none"> • Impact fee waiver for affordable units below 50% AMI and tied to federal, state, or local subsidies (does not include inclusionary units) • Monitor evictions • Increased densities, development potential • Separate parking costs from housing costs, remove parking requirements • Encourage accessory units • Simplify/expedite approval process • Discourage dwelling unit mergers • TOD development, which reduces transportation costs
Historic Resources	<ul style="list-style-type: none"> • Protect historic resources • Prevent degradation of potential historic resources in plan area that have not been surveyed until the survey is complete • Plan will generate demand for approximately 1 million square feet of TDR credits from historic building in the C-3-G district. Sale of TDR credits will provide revenue to owners of historic buildings that will help fund maintenance of these buildings.

In addition to the Market and Octavia specific Non-Capital Implementation Actions listed above, many existing city policies respond to identified needs of the Plan Area. The existing policies are not listed in Table 7 but are key to Plan implementation. For instance, the existing Transit First Policy is not listed but is a substantial implementation component of the Plan.

Funding Strategy for Community Improvements and Programming

With the above policy-based, non-capital responses in mind, it is important to consider how to fund the capital projects. Proposed community improvements respond to both unmet existing needs and future needs, and in some cases the proposed programming would raise the service standards in the Plan Area. Existing and new residents will share in the benefit of most of the planned improvements. For the purposes of funding proposed

improvements, the Planning Department has determined which portion of new facilities is required to support existing and new service populations.

Infrastructure that serves new residents can be funded through development impact fees, while infrastructure that services existing residents should be funded through public and community revenue sources.

The following section projects the revenue from a variety of potential funding sources. An assessment of potential revenue sources considers what generates the demand for new community improvements, which groups would benefit from planned community improvements, and the revenue potential from each potential revenue source.

Community Improvements Funding Resources

The following sections review a number of potential revenue sources to fund proposed community improvements listed in Table 6, with a focus on the Market and Octavia Community Improvements Impact Fee. It includes revenue projections for sources thought to be particularly relevant to the Market and Octavia plan area. In other cases potential revenue sources are discussed more broadly.

First there is a detailed discussion of the Market and Octavia Community Improvements impact fee, which will be implemented by section 326 of the Planning Code. This section establishes a nexus between the fee rate and planned improvements, discusses how the fee was determined, and discusses some policy dimensions of the fee.

The second section reviews other revenue opportunities related to new development. It includes discussion about the proposed density bonus program, followed by a review of existing fees on new development, and finally, there is an overview of additional fees that should be pursued after adoption of the Plan.

The third section provides an overview of public funding resources that are dedicated to the Plan Area, available through a competitive grant process and public revenue opportunities that should be pursued after adoption of the Plan.

The fourth section discusses possible opportunities for maintenance funds for new community improvements.

The final section summarizes the potential revenue sources and discusses potential revenue relative to the costs of proposed improvements.

Market and Octavia Community Improvements Impact Fee

Growth creates demand for additional infrastructure. In order to fund the necessary infrastructure to support new development in the Market and Octavia plan area, the Planning Department proposes a development impact fee on new residential and commercial development in the Plan Area (see Appendix A for plan area boundaries).

Development impact fees are an effective approach to mitigate new development and associate the costs of new development with new residents, and workers. Since the passage of Proposition 13 and other measures limiting local agencies' general revenue sources, local agencies have increasingly required development projects to bear their own costs within the community. The notion is that development should pay its full share of the additional burden development places on public services and facilities.⁶

⁶ Exactions: Dedications and Fees Developers Paying Their Own Way; Institute for Local Self Government – California Community Land Use Project.

San Francisco, and the Market and Octavia plan area in particular, exhibit the characteristics of communities where impact fees work as an efficient solution for financing infrastructure needed to support new development. There are four common characteristics of communities that choose to implement an impact fee: (1.) a large population base; (2.) the community is experiencing moderate to rapid growth. When a city is growing and its residents wish to maintain a constant level of public services, both infrastructure and current services must increase over time; (3.) the community already faces high property taxes; and 4. There are large capital investment needs.⁷

The Market and Octavia community members have showed continued support for a neighborhood based community improvements impact fee to cover infrastructure for new development. Many municipalities have determined that area based rather than citywide impact fees create a more accurate relationship between costs of new infrastructure and benefits to new development.⁸

Establishment of a development impact fee has long been part of the Market and Octavia planning vision. The Neighborhood Plan recommended a development impact fee to recover the impacts of new residential development to fund transit, pedestrian, and bicycle improvements (Policy 5.1.3), the impacts of off-street parking (Policy 5.4.4), and the impacts of curb cuts (Policy 5.4.3).

Establishing a Nexus

The authority to levy an impact fee on new development is grounded in the City's right to assert police power, and would be accomplished in accordance with California Assembly Bill 1600 (AB1600). AB 1600, local government in California has had the right to require developers to fund public infrastructure necessary to mitigate the impact of their development.

This section establishes a nexus between the proposed community infrastructure and new development. Although the Market and Octavia Community Improvements fee would be collected as one fee, this section establishes a nexus between new development and following types of infrastructure:

- ❑ Open Space
- ❑ Pedestrian Amenities
- ❑ Vehicle Amenities
- ❑ Increased Transit Amenities
- ❑ Bicycle Amenities
- ❑ Childcare Facilities
- ❑ Recreational Facilities
- ❑ Program Implementation and Administration

⁷ Frank, James E., and Paul B. Downing, 1988. Patterns of Impact Fee Use. In *Development Impact Fees: Policy Rationale, Practice, Theory, and Issues*, edited by Arthur C. Nelson. Chicago: Planners Press, American planning Association, 3- 21.

⁸ See Phoenix, Arizona; Vancouver, BC; Woodland, CA;

Projected Growth and Development

Increased development potential in the Market and Octavia plan area is anticipated to generate nearly 5,960 new housing units in the Plan Area and just under 10,000 new residents. New commercial establishments are projected to produce approximately 4,290 new jobs in the Plan Area. Table 8 shows both existing and growth projections for Market and Octavia plan area. These projections were produced by the Planning Department's Land Use Allocation tool; the projections consider proposed new development, development potential under proposed Market and Octavia zoning, and proximity to transit facilities.

as shown in Table 9, the Market and Octavia area currently has a residential population of 26,650 and approximately 25,370 people work in the area. Over time, as the Market and Octavia Plan is implemented, the residential population is expected to grow by 9,875 to 36,525. Employment would increase from the current 25,370 to 29,660, an increase of 4,290 jobs.

Table 8. Population and Employment, Existing and Growth.

Population		
	Number	Percent of Total
Existing	26,650	0.73
Growth	9,875	0.27
2025 with Plan, Total	36,525	1.00
Employment		
Existing	25,370	0.86
Growth	4,290	0.14
2025 with Plan, Total	29,660	1.00

Impacts of New Development

The impacts of new development on a municipality's infrastructure are well documented. Residential growth creates demands for every element of urban infrastructure including water and sewer services, public school services, child-care services, transportation infrastructure including pedestrian, bicycle, vehicular, and transportation facilities, open space, recreational facilities, library services, and safety services such as police, emergency health care, and fire services. AB1600 requires that both the nature and amount of the proposed fee relate to each type of new development. Numerous existing nexus studies have demonstrated that both commercial and residential development generate demands on community infrastructure. See Appendix D for a listing of key studies demonstrating a demand for infrastructure related to new development.

As the community needs assessment section above discusses, the Market and Octavia Plan implements a plan based analysis of proposed community improvements. This section will determine which portion of that 'basket' of proposed community improvements requiring capital resources has a clear nexus with new residential and commercial development. See Table 6 for a summary of proposed community improvements and associated costs.

Proportion of Community Improvements Related to New Development

There are at least two accepted methodologies for establishing a nexus between new development and community infrastructure demands. The first method is the standards-based method, where a standard predicts demand such as each new household creates a demand for X portion of public education facilities, and therefore should provide funding for X portion of new facilities. This methodology is useful for infrastructure types where a correlation to facility demands can be made through the use of a standard based on service population. The Market and Octavia Community Improvements Fee accounts for new residential development's fair share of childcare, recreational facilities, and library standards using the service delivery standards discussed above. The Market and Octavia Community Improvements Fee will only finance those community improvements directly associated with new development.

In a suburban context, which establishes many of the precedents for impact fees, service standards are adequate to correlate most types of infrastructure demands to new growth. In this context, the developer often starts with a blank slate, or more accurately an open field, and then is asked to contribute for municipal facilities necessary to convert the open field to a working part of the municipality. When starting with an open field the length of new roads, sewer lines and parks needed is very clearly linked to new development.

In the context of an urban community, population-based standards are limited in their applicability. Specifically they are not able to address the conflicts of limited spatial resources and fluctuations in service demands resulting from the density of development patterns.

Density also complicates demand factors in urban areas; in fact in the suburban context higher densities result in lower demand rates, where in the urban context higher densities create needs for additional types of infrastructure. For example high-density development in the suburban context often means that less road and sewer need to be laid per household, in the urban context it means there is a heightened need for a more sophisticated type of transit services, open space, and recreational facilities.

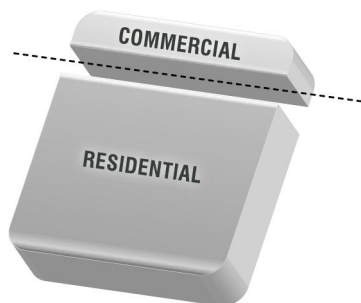
Because of these complications associated with applying standards to the dense urban context, most of the community improvements in the Market and Octavia plan area were identified through the plan-based model. This model is an established method for determining the nexus between new growth and community improvements. It is a derivative model, which relates a proportion of the needed infrastructure identified through the planning process to each member of a service population. In this manner, the service rate, or demand rate, is derived for the determined set of improvements.

The following text and diagrams will explain how this method was applied in this case also refer to Appendix E for a line item analysis. We start with the determined set of community improvements for the Market and Octavia plan area (Table 6). For the



purposes of this discussion let's refer to the Market and Octavia "basket" of goods.⁹

Both residents and employees make demands for community improvements. However, their demand rates vary. The Planning Department calculated a separate demand rate for commercial uses and residential uses. In California, when site-specific data is not available, it is common practice to determine demand rates by employee or resident based on hours served. If residents place demands on community infrastructure for 168 hours and workers for 40 hours, then their relative use rates are 1.00 for residential and .24 for commercial. That is to say that workers place roughly one quarter of the demand on community facilities that residents place. When the demand rate is applied to the basket of goods it splits the goods into two categories – those needed for commercial use and those for residential use, as pictured to the left.

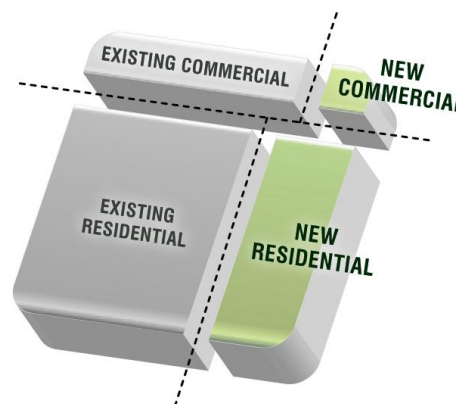


Appendix E shows the calculated demand rates for commercial and residential facilities. A 'zero' for a line item indicates that the service population is not considered to demand that community improvement. For example, the demand rate for childcare, library and recreational facilities are all 'zero' for commercial uses. The residential value and commercial value columns show the costs valid for impact fees divided by the demand ratio.

Impact fees that cover a larger geography often discount demand rates to avoid double counting an individual as both an employee and a resident. The scale of the Market and Octavia area reduces the likelihood of double counting. Since an insignificant number of individuals are both residents and employees of the Plan Area, this reduction is not applied to the demand rates.

It is possible to do further work to determine variations in use rates by type of commercial establishment (office, retail, institutional, light industrial) by using average trip generation rates per 1,000 sf of space as a proxy for use rates. Should this level of analysis be pursued staff could recommend a multi-tiered fee structure, or chose a fee rate that represented the lowest common factor, as was done with the San Francisco Transit Impact Fee.

Once the basket is divided by commercial and residential service populations, the Planning Department determined which portion of community improvements benefit new community members which portion services the existing population. The Planning Department assumed that in most cases the existing and new population would benefit proportionally from planned improvements. Community improvements, such as pedestrian



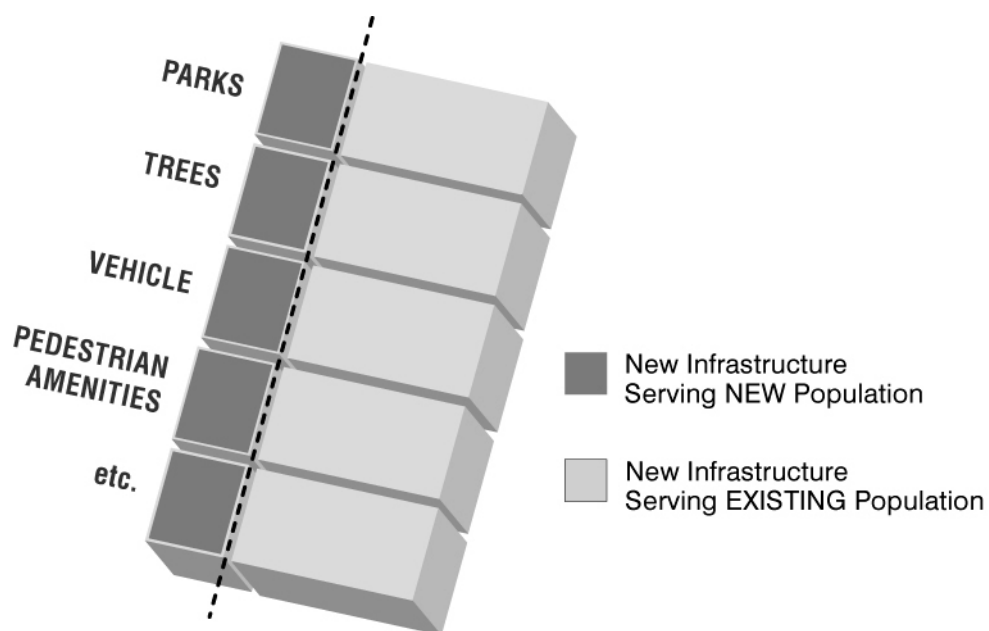
⁹ Note some improvements listed in this table were not considered

amenities and streetscape improvements were divided proportionately between new residents and existing residents. New residents will comprise 27 percent of the total residential population. New employees will comprise 14 percent of area employees (See Table 8). We use these ratios to divide the commercial and residential baskets.

The Planning Department adjusted the proportion attributable to new development for some specific community improvements. So far the basket of new improvements is divided proportionally between existing and new residential and commercial uses. However this analysis only considers new improvements. A significant portion of the existing infrastructure should be considered to help define which portion of the new infrastructure services the existing population and new populations. The Plan based needs assessment, which identified the necessary community improvements, considered the existing infrastructure in the evaluation of needs for the area.

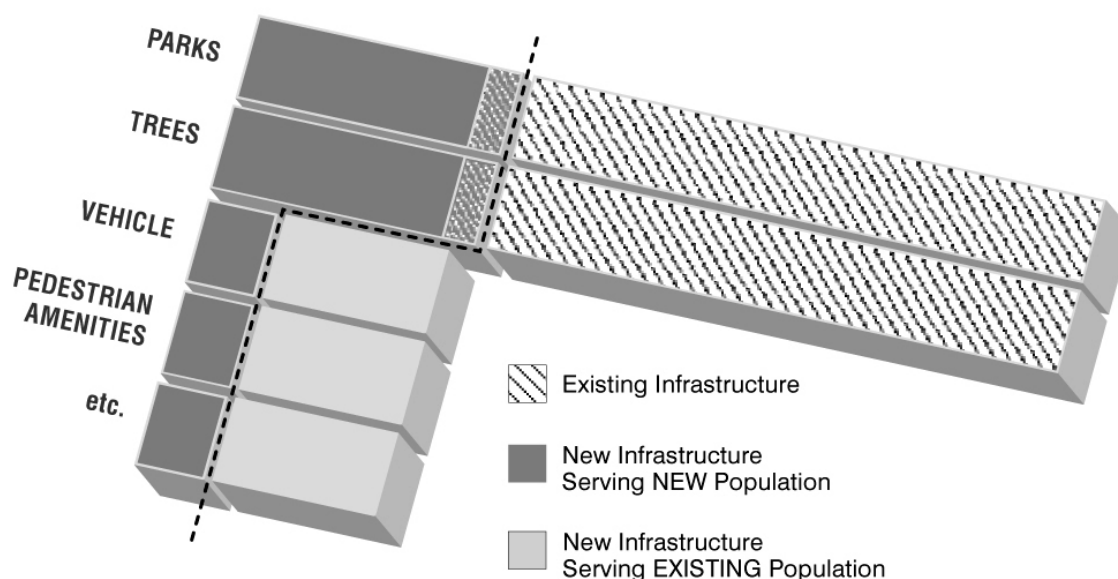
For the most part, we're considering the planned community improvements in terms of the cost to implement the improvement. It would be very difficult to quantify the existing infrastructure in terms of dollar value. Therefore we only consider some existing infrastructure.

Let's start again with the Market and Octavia "basket of goods". Below we see the basket divided by the types of improvements and service population (existing or new).



This basket includes only new infrastructure. If we consider the existing infrastructure to parks and trees, the new parks and tree plantings are proportionately serving new residents. In the diagram below we've added the existing parks and trees to the basket.

New parks (Patricia's Green in Hayes Valley, Brady Park and McCoppin Square) represent approximately 5.5% of all park space in the Plan Area. The existing street trees represent more than 73% of the existing and proposed street trees.



As we see above, when the existing infrastructure is added to the basket the burden of new infrastructure is shifted to the new residents. The Planning Department was conservative in crediting the existing population, i.e. the public for only some of the existing infrastructure. A more detailed effort could increase the responsibility of new development to contribute to the provision of community improvements.

Appendix E identifies the percentage of an improvement is attributed to new development. Those with 0.27 for residential and 0.14 for commercial are assigned by the proportion of the population; those with 1.00 account for existing infrastructure.

Determining the Fee Rate

Once the basket of new improvements is divided, we find that the new residential development requires \$76 million of planned improvements and new commercial development requires \$10.9 million of planned improvements (see Appendix E).

A fee to cover these costs would be levied on new development on a square foot basis. Given the projected development (5,960 new residential units and 760,000 square feet of commercial facilities) a fee rate was set iteratively. We set the limit for the fee at 80%, as best practices indicate.

An impact fee should only recover 85 to 95 percent of the costs attributable to new development. This coverage ratio assures that the city avoids overcharging new development, and any potential legal dialogue regarding proportionality of fees to infrastructure demands. The Market and Octavia Community Improvements Fee will cover 80 percent of costs attributable to new development. The fee rate for residential

development has been set at \$10.00 per square foot of residential development, and \$4.00 per square foot of commercial development, as shown in Table 9.

Table 9. Projected Revenue of Market and Octavia Community Improvements Fee

	Projected Growth	Proposed Fee Rate	Projected Revenue
Residential	5,960,000	\$10.00	\$59,600,000
Commercial	760,000	\$4.00	\$8,590,000
Total			\$68,190,000

Testing the Fee Rate

The Market and Octavia Community Improvements Fee rate seems relatively modest, especially in the context of recent area plan impact fees such as Rincon Hill and Executive Park. The Market and Octavia Impact Fee in concert with other development fees may sound exorbitant to people not familiar with development costs. A survey of development impact fees in California provides a context: in 1999 California home builders paid fees averaging \$24,325 for each single family home constructed, with fees ranging from \$11,176 to a high of \$59,703.¹⁰ In San Francisco residential development is obliged to contribute approximately \$2.24 per square foot for schools and participate in the inclusionary housing program. The Public Utilities Commission is also considering a \$1,800 fee per unit. Regardless, San Francisco's development impact fees are moderate relative to other California municipalities.

In terms of development costs the Market and Octavia Community Improvements Fee also sounds reasonable. Residential development hard costs average between \$550 and \$620 per sf depending on construction type. The Market and Octavia Community Improvements Fee, at \$10 per square foot, adds less than 2 percent to these costs. The average dwelling unit will contribute \$10,000 dollars for community improvements.

No Duplicate Fees

Project sponsors will receive credits for portions of the Market and Octavia Community Improvements Fee covered by existing fees and requirements (see Table 11 for a list of some existing fees). For example parcels subject to the downtown parks fund can be granted a waiver for the portion of the Market and Octavia Community Improvements Fee that correlate to open space needs. Table 10 shows the proportionate contribution of each fee to various infrastructure types. For example, 41.1% of the \$10.00 per square foot fee on residential development will be used to fund open space improvements, therefore sponsors can waive up to 41.1% of their contribution for funds that contribute to other open space programs.

¹⁰ California, Department of Housing and Community Development, Pay to Play: Residential development Fees in California Cities and Counties 1999 103 (August 2001).

Table 10. Proportion of Market and Octavia Community Improvements Fee Associated with Infrastructure Demands.

	Residential	Commercial
Open Space	41.1%	61.5%
Vehicle	0.4%	0.4%
Pedestrian	6.6%	5.9%
Transportation	21.6%	19.3%
Bicycle	0.2%	0.2%
Childcare	8.4%	0.0%
Library Materials	0.9%	0.0%
Recreational Facilities	13.1%	0.0%
Future Studies	0.2%	0.4%
Program Administration	7.4%	12.4%

Planning Code requirements such as street trees or bicycle racks may qualify for a slight fee reduction or waiver when the requirement fulfills improvements specifically programmed in the Market and Octavia Community Improvements Plan.

Impacts on New Development and Land Costs

Development fees will either increase housing prices or reduce land values. Recent work conducted by the Affordable Housing Task Force indicates that landowners can absorb significant contributions to community infrastructure while maintaining a healthy return on their investment. The Planning Department does not anticipate a halt on development as a result of the Market and Octavia Community Improvements Fee structure. More progressive impact fees, such as the city of Davis currently imposes, which require nearly 50% of units to be affordable, have not halted development. It is conceivable that impact fees may cause a lag in land sales as a result of landowners adjusting to the shift in market dynamics.

Other Revenue from New Development

The development impact fee captures the resources needed to provide necessary infrastructure for new development. As discussed above, development impact fees are a standard way to finance basic infrastructure that has a clear nexus to new development. However some, but not all, new development imparts additional levels of impact on a neighborhood. The Planning Department has developed additional mechanisms to mitigate these increased levels of impact. Of these mechanisms only one, the density bonus, will be implemented with the adoption of the Plan. The others, discussed in the following section require further research and development.

Proposed Van Ness and Market Downtown Residential Special Use District – FAR Bonus

Currently development projects in the downtown C-3 districts may obtain an Floor Area Ratio (FAR) of 6:1 by right. These projects may obtain a maximum FAR of 9:1 by

participating in the existing historic transfer of development rights program¹¹ to. In an effort to encourage transit-oriented development the Planning Department structured zoning controls such that projects on some sites in the Van Ness and Market Downtown Residential Special Use District (VNMDR-SUD) could obtain FAR above 9:1 by participating in the FAR bonus program. To encourage the provision of necessary and desirable public infrastructure improvements and also in order to mitigate the impacts of this increased localized density, the Planning Department has established the Van Ness and Market Neighborhood Infrastructure Fund. Developers may provide in-kind public improvements (such as open space or streetscape improvements) or proportional in-lieu contributions to this fund that will allow the city to develop these facilities.

Because the bonus program is optional, revenue projections are based on the Planning Department's estimates of potential demand for density bonuses over the following 20-year period. The Planning Department estimates that no more than 6 potential development sites would benefit from participating in the program, to gain a combined maximum of 1.15 million additional square feet of buildable space. The Planning Department has set the value of the additional FAR at par with the current market value of historic TDR credits, that is \$15 per square foot. Given these projections the Van Ness and Market Neighborhood Infrastructure Fund could receive as much as \$17 million dollars in direct public infrastructure improvements or in-lieu contributions over the 20-year period.

Existing Fees and Programming

In addition to the proposed Market and Octavia Community Improvements Fee, new development projects may be subject to other existing, proposed, or future fees and programs which may generate revenue for the community improvements included in Table 6. These other new fees include the Citywide Transit Impact Fee, the Downtown Park Fund, the Downtown Art Fund and the Childcare Program. Development proposals subject to some of the fees listed below are eligible for proportionate waivers in the case where payment of both fees would be redundant.

In addition to the existing fee programs, new development in the Market and Octavia plan area will benefit from the purchase of Transfer of Development Rights (TDR), which will allow projects to achieve a Floor Area Ratio (FAR) of 9:1.¹² The Plan could create demand for nearly .95 million square feet of TDR credits, assuming full build out.¹³ Based on current market values for TDR credits this could generate over \$14 million dollars.¹⁴ The sale of TDR funds the retention of historic buildings that sell their development credits.

Below is a summary table of revenue projections for existing fees. The projections assume full build out of the Market and Octavia Plan Area over a 20-year period.

¹¹ See Planning Code Section 128

¹² See Section 128 of the San Francisco Planning Code.

¹³ Note that only projects in the C-3 district are eligible to participate in this program. In terms of the Market and Octavia Plan Area, only projects in the Van Ness and Market Downtown Residential Special Use District are eligible to participate in the existing TDR program. See Section 128 from the Planning Code.

¹⁴ Sale of development credits is a private transaction between two property owners; the value of a TDR credit is negotiated between involved parties.

Table 11. Projection of Revenue from Existing Fees on New Development

Existing Fees - New Development	Projected Growth (s.f.)	Fee Rate	Projected Revenue
Transit Impact Fee	2,148,000	\$9	\$19,330,000
Downtown Park Fund - Commercial	379,000	\$2	\$759,000
Artwork in C-3 - Office	180,000	1%	\$360,000
Childcare requirement - Office	180,000	\$1	\$180,000
School Impact Fee*	7,528,000	\$2.24	\$16,863,000
Proposed PUC Fee*	8,000	\$1,600	\$12,045,000
Transfer of Development Credits*	961,000	\$15	\$14,412,000
Total			\$63,948,000

*These revenue sources do not contribute to MOPB programming but illustrate revenue generated by plan

While much of the revenue generated by existing fees will not contribute directly to the community improvements outlined in this document, these funds are significant to the City's strategic capital and programs planning, and illustrate additional benefits of new development in the Plan Area.

Future Revenue Opportunities—New Development

The Plan suggests numerous potential funding mechanisms that would enable the city to mitigate impacts from specific components of some development projects such as a parking impact fee and a curb cut impact fee.¹⁵ Further studies are required to implement these fees, as there is a need to measure the potential impacts of these specific elements of new development projects on the community infrastructure. This document outlines the next steps for establishing these fees, accounts for the funding of necessary studies, and projects potential revenue from these revenue mechanisms.

Parking Impact Fee

As Policy 5.4.4 of the Market and Octavia Neighborhood Plan states, “the Market and Octavia neighborhood’s street system is fast reaching capacity. Because parking generates traffic on streets that have limited capacity, it isn’t possible to add parking for some users of the system without encouraging others to choose more space-efficient travel modes. In keeping with the goal of moving more people through the overall transportation system, the costs of encouraging other users to shift to alternatives to driving should be borne by new parking facilities built in the Plan Area.”

In keeping with the sentiment of this policy, the Planning Department proposes that a future study be conducted which explores the feasibility of a program that requires projects with higher ratios of parking to provide transit passes for tenants and homeowners. This program could be modeled on similar programs such as those in Santa Clara County and Portland, Oregon.

These programs have proved quite successful. A recent survey found that nearly 80 percent of residents living near the Portland MAX Orenco station stated their transit usage had

¹⁵ See Draft Market and Octavia Neighborhood Plan Policies 5.4.3 and Policy 5.4.4.

increased since moving into their new residence.¹⁶ Higher ridership was partly attributable to homebuyers having received annual transit passes when they purchased homes near the Orenco station. Orenco Station's program is not alone, First Community Housing, an affordable housing development group based in San Jose, California issues transit passes to their residents. A recent survey of their residents found that 1037 issued passes 56% of households reported that the transit pass has allowed households to change their transportation habits, and 22% of households were able to reduce the number of automobiles that they owned.¹⁷

In order to pursue this program, a study should be conducted which achieves the following objectives: 1) measures the impact of new parking spaces in the Market and Octavia Plan Area, 2) illustrates a nexus between impacts and mitigation, 3) surveys similar programs, 4) recommends an implementation strategy, 5) identifies an implementing/administration agency, and 6) drafts appropriate code and ordinance language. This work should be coordinated with a survey of parking in the Plan Area.

Based on available information and the performance of like programs, the Planning Department projects that the program could generate transit passes for nearly 1500 households for at least a six-year period. This program is valued at nearly \$4.5 million dollars. This estimate assumes that program development requires a maximum of two years.

The Planning Department should prioritize the implementation of this program both for the potential revenue generation and for the potential positive impacts on user transportation patterns in the Plan Area.

Curb Cut Impact Fee

Policy 5.4.3 of the Market and Octavia Draft Plan calls for the development of a curb cut impact fee that captures the long-term value of the street area no longer available for public use. In order to develop this fee program further study is necessary to determine the value of the streetscape and the proper administration of the program. The implementation framework includes funding for this study.

Since there are no known comparable programs, the Planning Department projected potential revenue based on the minimum possible calculable value of the public street space, that is the potential revenue at a parking meter for one year. Assuming that a meter operates for 10 hours a day, six days a week and generates \$1.50 an hour in revenue – the annual value of the street space is \$4700. The Planning Department projects that approximately 100 new curb cuts could be requested in the Plan Area over a 20 year period, making the total revenue potential projection for the curb cut fee \$470,000.

¹⁶ Cervero, Robert. Transit Oriented Development in America: Contemporary Practices, Impacts, and Policy Directives. September 2004.

http://www.smartgrowth.umd.edu/InternationalConference/ConferencePapers/Cervero_AmericanTOD_DataNA.pdf

¹⁷ First Community Housing, Residential Eco Pass Program, flier provided by Michael Santero.

Further study should start from this simple calculation and further consider how to calibrate the street space value by actual revenue potential, consider the long term value of the street space at a discounted rate for the current value of a dollar, and consider any benefit to the public from the creation of an off street parking space.

Further study should also consider:

1. An alternative revenue structure that would levy a special assessment on parcels that have curb cuts and limit the use of the street space. This model has the benefit of recapturing for existing as well as future curb cuts; allowing an annual assessment of value; and creating an incentive for homeowners to relinquish unused curb cuts. Unfortunately this model would reduce the annual costs such that it may become a hidden cost of homeownership that would not discourage requests for curb cuts.
2. Pursuing a citywide fee structure to protect all of San Francisco's streetscapes and to balance potential revenue with the costs of establishing a program.

Revenue from Public and Community Resources

Public and community funding should fund community improvements that service the existing population, both existing service deficits and a proportionate share of community improvements that increase service standards. Public investment can take the form of an incremental implementation of proposed improvements as scheduled maintenance occurs or major capital projects funded by city, state, or federal sources. City agencies must respond in earnest to established policy directives; it is essential that implementing agencies responsible for community improvements - the San Francisco County Transportation Authority, the Department of Public Works, the Municipal Transportation Agency, the Department of Parks and Recreation, and the Planning Department – integrate the community vision into their strategic planning.

- The Planning Department should work with other implementing agencies to complete proposed improvements through interdepartmental cooperation, General Plan referrals, and coordination with development proposals and city projects.
- Implementing agencies, including DPW, MTA, SFCTA, and BART should incorporate Market and Octavia community improvements into their strategic planning, especially the City's transportation improvements plan, 5-year utility plan, planned curb ramps for ADA purposes, and the streetscape master plan.
- The Planning Department and other implementing agencies should seek grants, such as MTC's "Transportation for Livable Communities" Program. The Planning Department should work with implementing agencies on one or two 'pilot' projects for grant funding.
- The Planning Department, the Board of Supervisors, and other city agencies should prioritize and expedite processing of projects that implement proposed improvements, especially in instances where timesaving could result in cost savings.
- The City should give high priority to projects in the Market & Octavia plan area in recognition and support of the neighborhood's contribution in helping the city meet its fair share housing goals.

- The City should earmark revenue generated from development projects in the Market and Octavia Plan area through the Transit Impact Fee, Child Care, Downtown Park Fee, and other community infrastructure revenue streams to relevant community improvements outlined in the Market and Octavia Plan and prioritized by the community.

This section provides an overview of dedicated revenue and on-going projects, existing revenue opportunities that are available through the competitive process, and future revenue opportunities.

Dedicated Public Revenue and Ongoing Projects

In some cases public and community revenue has already been dedicated to community improvements in the Plan Area. Below is a list of major community improvements or revenue sources that have been dedicated to or contribute to on-going community improvements in the Plan Area. See Table 12 for a summary of dedicated public funds.

Major Projects

- Patricia's Green in Hayes Valley improvements – funded through a variety of public funds
- Octavia Boulevard improvements – funded through a variety of public funds
- Market Street Bicycle Lane – Prop K grants obtained by MTA
- Van Ness Bus Rapid Transit Project – the San Francisco County Transportation Authority is currently developing a finance strategy for this project

Dedicated Revenue

- Prop K – a portion of these funds are earmarked for traffic calming improvements in the Plan Area.
- Central Freeway Ancillary Projects – A pool of money will be made available upon the sale of the Central Freeway parcels for a variety of community improvements identified by the Central Freeway Citizen's Advisory Committee.
- Castro Community Business District – the majority of funds are allocated by the community board for street cleaning and other related services, a portion may be spent on public art improvements within the Castro CBD boundaries

Since 2000, when the Market and Octavia planning process was initiated, the area has benefited from upwards of \$100 million in public investment, including the development of Octavia Boulevard, the new Central Freeway replacement ramp, Patricia's Green in Hayes Valley and related projects. Additionally private individuals and businesses have responded to these public projects by improving their private property and creating new commercial establishments. Community members have further invested in the area by creating a Community Benefits District in the adjacent Castro neighborhood, organizing design competitions, and lobbying for community programming such as a rotating arts program on Patricia's Green in Hayes Valley. At least two community groups have started envisioning and pursuing funding for "living street" improvements in their alleyways.

Table 12. Value of dedicated public funds to date

Dedicated Public Revenue	
Source	Amount
Hayes Green	\$1,500,000
Octavia Boulevard	\$42,000,000
Market Street Bike Lanes	
Van Ness BRT Project	
Proposition K funds	
Central Freeway Ancillary Projects	\$5,750,000
Total	\$49,250,000

Existing Revenue Opportunities

Numerous existing public and community resources will be leveraged for Market and Octavia Community Improvements. Implementing city agencies and neighborhood groups must make a concerted effort to obtain these funds for projects in the Plan Area. See Table 13 for a list of major grant opportunities.

Table 13. Existing Public and Community Revenue Opportunities

Public Revenue Sources
MTC Livable Communities Grants
Sister City Arts Program
Bay Area Quality Management District Transportation Fund for Clean Air
Department of City Greening
Caltrans Community Based Transportation Planning Grants
Proposition K
Proposition 47
Public utilities Commision, Green Streets Program
Private Revenue Sources
Friends of Urban Forest
Friedel Klussmann Grant (sf beautiful)

Future Revenue Opportunities

The following sections identify potential community revenue and estimate their revenue potential. The revenue estimates are based on a 20-year term, less the projected term necessary to establish the revenue mechanism. Table 14 provides a summary of the total projected revenue by new mechanisms and an estimate of the portion that would contribute directly to the Market and Octavia Community Improvements (MOCI) listed in Table 6.

Table 14. Projected Community Revenue Resources.

Projected Community Revenue Resources		
	Projected Revenue	Estimated Contribution to MOCI
Hayes CBD	\$4,500,000	\$2,300,000
SoMa CBD	\$2,900,000	\$1,500,000
Parking Benefits District	\$32,900,000	\$21,400,000
Residential Parking Permit Reform	\$5,100,000	\$3,400,000
Total	\$45,200,000	\$28,300,000

In addition to these proposed revenue mechanisms the City should pay careful attention to future revenue sources that could support high density transit oriented development, such as the proposed Housing and Infill Infrastructure Zones bill (SB 1754). This bill is currently being considered at the State Senate. The City should follow state and federal legislation that may be relevant.

Community Business Districts

Community Benefits Districts (CBDs), also frequently called Business Improvement Districts (BIDs) have proved a useful tool in the development of community-controlled revenue for community improvements in many cities. Establishment of CBDs in San Francisco requires a minimum of one year. The Mayor's Office of Economic and Workforce Development facilitates the development of these districts and offers grants to fund the development of these districts. Five CBDs have been established in San Francisco.

There are three main commercial corridors in the Market and Octavia plan area that could establish a CBD: SoMa West, Hayes Valley, and Upper Market Street/Castro. The Castro has already established a CBD. Based on the revenues of the Castro CBD, the Planning Department estimated the potential revenue of future CBDs in Hayes Valley and SoMa West. We assume that Hayes Valley CBD could be established in three years and the SoMa West CBD could be established in seven years. Of the total projected revenue generated by future CBDs, the Planning Department projects that only 50% will contribute to the community improvements discussed in this document. The other portion of CBD revenue would likely fund other programming deemed appropriate by the community board such as additional street cleaning or community arts.

See Table 14 for revenue projections.

Parking Benefits District

Much has been written by policy makers and planners about the multiple benefits of establishing "parking benefits districts". The establishment of these districts achieves both transportation and community facility improvement objectives. Additionally it empowers community members to prioritize community improvements based on their preferences.

Parking benefits districts essentially capture increased revenue from parking meters in a pool that can be expended on community improvements. Parking meter revenue can be

increased through fee increases, an extension of metered hours and the addition of new meters. These districts have been established first in Pasadena and more recently in Redwood City.

Establishment of a parking benefits district requires additional work to determine the appropriate fee rate. The San Francisco County Transportation Authority (SFCTA) has recently surveyed San Francisco community members regarding parking benefits districts. Based on the research conducted by the SFCTA, the City should take the necessary steps to pursue parking benefits districts where appropriate in the Plan Area.

The Planning Department projected that it will take 5 years to establish a Market and Octavia Parking Benefits District. We estimate that the existing 1400 parking meters in the Plan Area is a good proxy for the number of participating parking meters. While the number of metered parking spaces may rise in the Plan Area, all metered parking may not be included in the benefits district. We estimate an increase in metered pricing by one dollar per hour; Based on initial results from the SFTA work, this price increment seems reasonable to San Franciscans in return for improved neighborhood amenities. We assume that meters will operate for 12 hours a day, 6 days a week. We estimate that no more than fifty percent of the projected revenue will contribute to planned improvements detailed in the previous sections. Other revenue may be spent on additional community concerns, such as increased street cleaning, or could be routed to other city agencies, such as Muni, which traditionally generate operating revenue from parking meters.

See Table 14 for revenue projections.

Residential Parking Permit Reform

Reforming the residential parking permit program is yet another opportunity to achieve transportation policy objectives while generating revenue for community improvements. The Plan suggests that better management of the on street parking resources could improve the experience of users, improve the transportation infrastructure, and generate revenue for community improvements. Residential parking permits as currently structured, are a complicated privilege that both allows residents to pay a minimal fee (currently \$60 a year) but do not alleviate frustrating parking searches. Policy 5.4.1 of the draft neighborhood plan suggests a few key improvements such as extending parking permit hours, relating the number of permits to the number of spaces on the street, and creating permit sharing opportunities among commercial and residential uses.

Currently there are 3400 potential residential parking permit spaces in the Plan Area. The Planning Department estimates that if residential parking permit reform were to happen in the next five years, each permit could generate an additional one hundred dollars per space annually. See Table 14 for revenue projections.

Community Improvements Maintenance Program

The Market and Octavia community improvements programming calls for the development of new parks, new recreational facilities, and new street trees. Implementing

agencies and community members want to be sure that the new facilities are accompanied by the appropriate maintenance funds. The development of San Francisco's Capital Improvements Plan is a testament to the difficulty that cities have justifying maintenance costs over other service costs. In fact many of the improvements that the Market and Octavia Plan proposes are the very type of improvements that have historically suffered severe maintenance shortfalls in San Francisco – residents and city agencies have a good reason to fret over maintenance funding.

The process outlined by the Capital Improvements Advisory Committee (CIAC) provides some assurance that decision makers will not be able to defer important maintenance costs. The CIAC plans to gradually increase the extent of their budgeting to nearly \$80 million annually. Unfortunately even when they reach their goal of \$80 million annually they will not be able to address a number of existing deferments. This indicates that any new programming will be hard pressed to receive funding for maintenance, as funds are sparse for existing facilities.

New development will expand the existing property tax revenue by approximately \$55.7 million dollars annually, upon full build out of the Market and Octavia Plan.¹⁸ See Table 15 below. Of this new revenue, approximately 57 percent will be diverted directly to the City for local expenditures. Theoretically new property tax revenue should cover the maintenance of new facilities as they support the tax base. Given San Francisco historic under expenditure on facilities maintenance and Proposition 13's crippling impact on local revenue generation, it is not realistic that the tax rates on the new development will be able to adequately fund maintenance in the future. It is likely that some of the increase in tax revenue will be applied to more pressing city expenses. Regardless, a portion of the nearly \$32 million that will enter the local coffers should balance out the expenses associated with maintenance of new facilities.

Table 15. Projected Incremental Property Tax Growth from New Development over the 20-year plan term

Projected Housing Unit Growth	5,960
Average Size of Units (Square Feet)	850
Total New Taxable Area (Square Feet)	5,066,000
<i>Assessed Value Assumed at \$550 per Square Foot</i>	
Total Assessed Value of New Residential Units	\$ 2,786,300,000
<i>Annual Property Tax Rate 2%</i>	
Annual Property Tax Value	\$ 55,726,000

The Planning Department may develop a seed fund program to cover maintenance and operating expenses in initial years before additional property taxes are generated. It would be feasible to predict the funds needed for this programming as the funding for new development is integral to the provision of new facilities, therefore the provision of new facilities guarantees that the property tax base will increase.

¹⁸ This estimate is based on completion of the projected 5,960 housing units that are attributed to the Market and Octavia Plan. It does not include commercial property taxes, sales taxes or other potential tax revenue or gains from property sales.

Potential Revenue in Summary

In summary the projected costs for planned improvements is in relatively in balance with the projected revenue opportunities. Column 7 of Table 16 provides a summary of the projected revenue from most of the sources discussed previously. It should be noted that this table does not include some dedicated funds such as the Market and Octavia Bike lane, any funds secured for the Van Ness Bus Rapid Transit project, or any projections for competitive public grants and San Francisco General Funds. These sources should easily be able to cover the remaining 15% of costs, which amounts to approximately \$38 million over a 20-year period.

Table 16. Summary Table of Projected Revenue

	Projected Revenue	Percent of Total Need (\$253.7 million)
Market and Octavia Community Improvements Fee		
Residential	\$59,600,000	23.5%
Commercial	\$8,600,000	3.4%
Van Ness FAR Bonus	\$17,290,000	6.8%
Existing Development Fees	\$20,630,000	8.1%
Future Impact Fees	\$33,050,000	13.0%
		0.0%
Public Funds		0.0%
Dedicated Revenue	\$49,250,000	19.4%
Existing Revenue Opportunities		0.0%
Future Revenue Opportunities	\$28,280,000	11.1%
Total	\$216,700,000	85.4%

Community Improvements Program Administration

Upon adoption of the Market and Octavia Area Plan many of the concepts of the Plan will be implemented. The plan's vision for development and land use will be implemented through new Planning Code language; many of the Plan's guiding policies will inform future decisions as a part of the Area Plan; and some key programming such as the development impact fee and program monitoring will be adopted as part of the Planning Code. The Market and Octavia Neighborhood Plan calls out specific community improvements and programming. The Plan associates relevant City and County departments to each community improvement or program. See Appendix C for details. The implementation program has begun to articulate major steps to achieve some programming. However there is a need for an organized body to insure that community improvements are funded and built and programming that needs further study is pursued.

The Planning Department is vested in developing a strong implementation strategy. Implementation of the Better Neighborhoods Plans has captured significant political attention. A primary motivation for the recent Better Neighborhood Plus legislation proposal was a strengthening of the implementation programming. Other legislation under consideration by the Board of Supervisors, further considers strategies to implement Better Neighborhoods improvements and programming. Neighborhood groups have requested 'proof' that the community improvements will accompany new development.

Coordination with City Departments¹⁹

Coordination with other departments is critical to the successful implementation of the community improvements and programming. The implementing body's relationship with other City Departments could take a variety of forms; the nature of the improvement/programming should determine the devolution of authority. For instance it makes good sense that a department, such as Department of Children, Youth and their Family which has an existing structure for receiving impact fees should have a high degree of autonomy when implementing community services in the Plan Area. In this instance the implementing body could set restrictions on allocated funds regarding geography and timing, but leave project development and design to the responsible department. These specifications would be articulated in a Memorandum of Understanding. In other instances – where the scope of projects is more encompassing the 'implementing body' could be more directive in its relation to City Departments.

One thing is clear; the Planning Department must coordinate with these agencies to alert them to upcoming projects and capital programming. This could be accomplished by integrating the Market and Octavia Community Improvements Programming into the City's Capital Improvements programming, annually sending the Planning Department's Development Pipeline Report to planning divisions of city departments, particularly Muni

¹⁹ See Reader's Guide for complete list of related city departments.

and the SFCTA who may want to adjust service levels to accommodate growth, and/or through the creation of a Interagency Plan Implementation Committee²⁰.

Priority of Projects

The implementation chapter outlines a broad timeframe for major projects. Transit improvements, especially low cost improvements, are prioritized. Community improvements should be coordinated with other city efforts such as repaving of streets etc., and private development projects, especially when it results in cost savings. Further direction regarding priorities should be based on an analysis of funding resources and restrictions.

Citizens Advisory Committee

A Market & Octavia Community Improvements Citizen Advisory Committee should be established to protect the community interest and ensure that Market & Octavia Plan realizes the full range of public benefits identified during the community planning process in an equitable manner.

Setting Up the

Market & Octavia Community Improvements Citizens Advisory Committee

Within six months of plan adoption, the Supervisors of Districts Five, Six, and Eight and the Mayor should appoint 7-11 members of the public to serve on the Market & Octavia Community Improvements Citizens Advisory Committee (MOCI CAC). In establishing the committee members, consideration should be given to the composition of the committee so as to best represent the diversity of the area. The following factors should be considered among others: geographic distribution, socio-economic factors, and the ethnicity, racial, gender, and sexual orientation of the committee. The committee should be staffed by the Mayor's Office, given their position relative to involved city agencies.

Role of Citizens Advisory Committee

The advisory committee will provide quarterly recommendations to the Board of Supervisors and to the Mayor. The recommendations should address the following

- **Prioritize capital improvement projects as established in the Market and Octavia Plan.** The Committee's recommendations should encompass the full range of funding sources described in the Plan including public, private, and community revenue sources. The Capital Implementation Advisory Committee should brief the MOCI CAC in a timely manner so that the committee's recommendations would reach the Mayor and the Board in time to influence the City's annual budget process.
- **Prioritize pursuit of additional studies as identified in the Market and Octavia Plan.** Some of the Plan's projects are conceptual and require further

²⁰ Per Supervisor McGoldrick's proposed implementation legislation.

study and development, in these instances additional, potentially expensive studies would be required. While it is attractive to fund an immediately implementable capital project, it may be more important to pursue the advancement of larger projects by first funding studies that define conceptual projects.

- **Prioritize pursuit of additional funding strategies.** As it will take some time for funds from private development to accumulate in the Market & Octavia Development Impact Fee, it is expected that early emphasis of the advisory group's recommendations will focus on public funding sources and developing additional private and community funding streams. The Board and the Mayor may forward this committees recommendations to the Capital Implementation Advisory Committee or other appropriate committees, commissions, and departments.

Running the Citizens Advisory Committee

Once a citizens advisory committee is established, it must have the resources and information to achieve its goal. The staff of the Mayor's Office should ensure that the MOCI CAC has the necessary administrative support and professional briefings to make informed decisions.

Brief Overview of MOCI Fee Administration

The administration of the Market and Octavia Community Improvements Fee follows the model outlined by the Rincon Hill Fee ordinance. The fee is collected by DBI when a site permit is issued; this is the most effective time to collect the fees.²¹ The controller will maintain the fund. The Planning Commission must approve use of funds. Funds may not be used from programming not included in the Market and Octavia Community Improvements plan.

The fee is eligible for annual revision to accommodate for increases in cost of capital improvements, etc. The ordinance suggests that this effort be done in coordination with like revisions suggested in five other sections of the Planning Code. San Francisco does not have a good track record of revising fees – a recent controller's study found that failure to adjust other impact fees resulted in significant loss of capital.²² As the capital financing for important community infrastructure becomes more reliant on impact fees – a coordinated effort to index fee rates will need to be coordinated by the Planning Department in coordination with relevant City agencies.

Project sponsors have the option to pursue a waiver by way of in-kind donations or participation in a Mello-Roos district. These options have proved favorable with

²¹ *Review of San Francisco's Development Impact Fees*. Office of the Controller. May 30, 2001.

²² *Review of San Francisco's Development Impact Fees*. Office of the Controller. May 30, 2001. This report illustrates that if Childcare, Park fees, and transit fees – had been adjusted for inflation by the CPI on 32 sample projects the city could have generated an additional \$2.1 million in revenue.

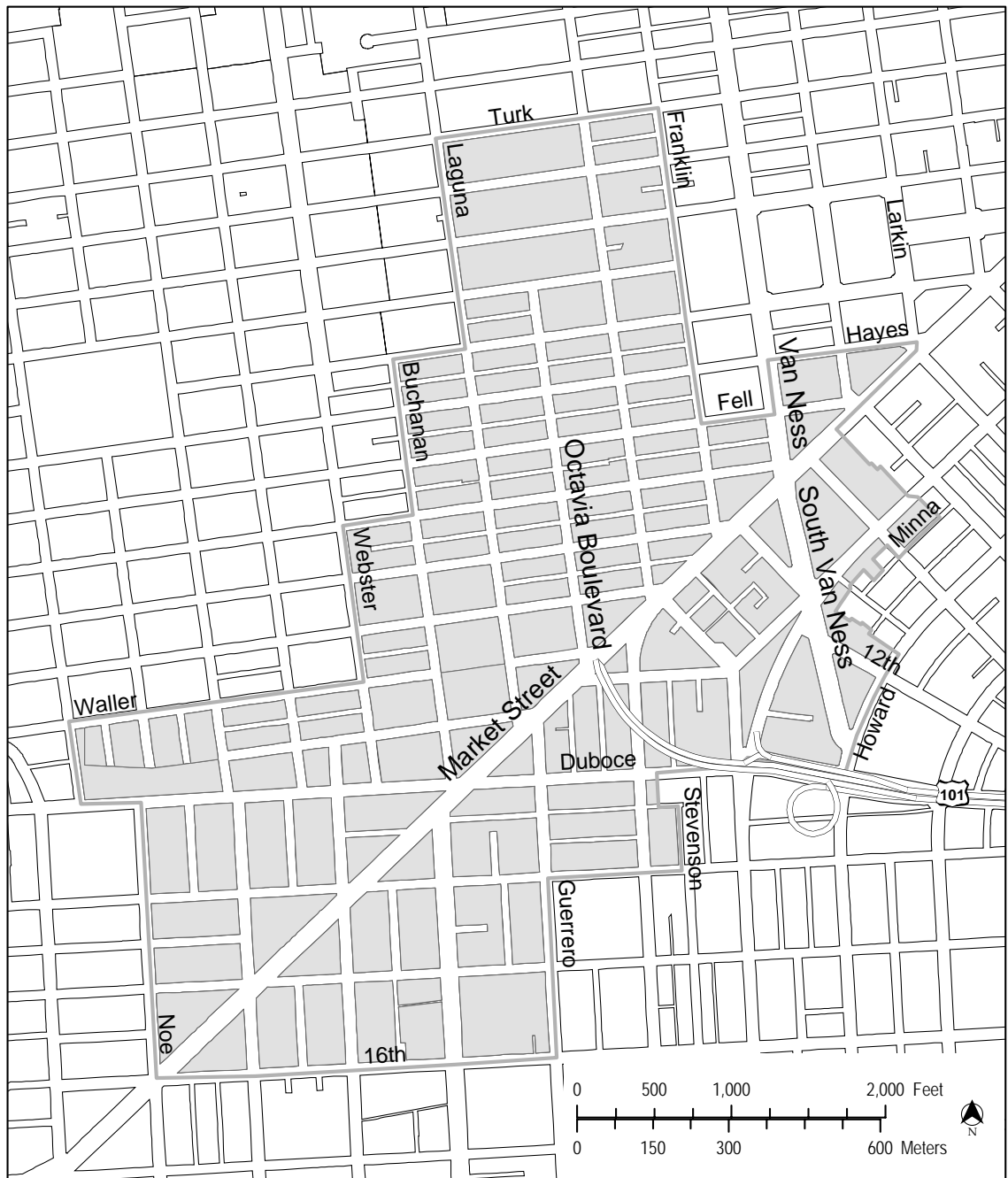
developers. A survey of political and academic literature discussing impact fees suggests that flexibility, such as that provided through in-kind and Mello-Roos, increase the effectiveness of the program. The Planning Department and MOCIP CAC should pursue additional models of contribution, while always insuring that alternatives to direct payment of the fee do not on balance increase burdens on the public sector or community. In this vein project sponsors that pursue an in-kind or Mello Roos waiver are responsible for all additional administrative costs. The Planning Department should develop a rough estimate of these costs, or a base fee, to add clarity for project sponsors.

Accountability - Reporting and Monitoring

Monitoring and reporting requirements for impact fees are outlined clearly in AB 1600. The procedures include both annual and five year reporting requirements. These reporting deadlines align neatly with the monitoring program proposed for the general Market and Octavia Area Plan. These reporting efforts shall be coordinated in a way that will allow decision makers to have a comprehensive perspective on the state of the Market and Octavia Plan and Implementation program. Refer to the proposed amendment to Planning Code Section 341 for further explanation of the monitoring program.

Appendices

Appendix A. Market and Octavia Boundaries



Appendix B. Market and Octavia Community Improvements Reader's Guide

What is meant by Community Improvements?

The term community improvement mostly refers to physical improvements such as new parks, living alleyways, pedestrian amenities such as bulb outs, new open space, and other planned infrastructure improvements. Maps and model design schemes are called out in the plan. In addition to these physical improvements, The Market and Octavia Community Improvements programming also refers to service improvements such as childcare, recreational facilities, and library services.

What is meant by Programming?

Many of the policies suggested by the Plan could not be implemented without further study. Examples include – parking benefits districts, residential parking permit reform, community benefits districts, parking impact fees, and curb but fees. Additionally plan monitoring and studies on the central freeway and the Gough/Hayes street intersection could also be included.

Which Municipal agencies should be involved in the Market and Octavia Community Improvements Plan?

Implementing Agencies

Planning Department
 Department of Public Works
 Municipal Transportations Agency
 Municipal Railway
 San Francisco County Transit Authority
 Department of Children, Youth and Their Families
 Public Library
 Department of Recreation and Parks
 Mayor's Office of Housing

Coordination

Mayor's Office of Economic and Workforce Development
 Bay Area Rapid Transit
 San Francisco Historical Society
 Mayor's Office and Community Development
 Mayor's Office of Neighborhood Services
 San Francisco Arts Commission
 Public Utilities Commission
 Department of Real Estate

Administration

Controller
 Mayor's Office of Public Finance
 Department of Building Inspection
 Budget Analysts Office
 City Attorney
 Director of Administrative Services
 Capital Improvements Advisory Committee

Appendix C. Market and Octavia Community Improvements, Detailed Project Scope and Costs

This appendix corresponds to Table 6. For each line item in Table 6 we provide:

- **The Project Scope**, usually referring to the Neighborhood Plan policies, as they are more descriptive;
- **A Cost Projection Strategy**, describing how cost estimates were made; and
- A list of **Relevant Agencies**

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“Living Street” Improvements for Select Alleys

Project Scope

Policy 4.1.6 Introduce traffic-calming measures for residential alleys. Consider improvements to alleys with a residential character to create shared, multipurpose public space for the use of residents.

Traffic calming can improve residential streets and alleys in a number of ways. Parking can be concentrated along the curbside with the fewest driveway breaks; new pedestrian-scaled lighting can be added; trees can be planted (if residents desire trees), with agreement on a single tree species and a unified planting pattern. Narrow traffic lanes are more conducive to slow vehicular movement than are wide lanes. Because these alleys carry relatively little traffic, they can be designed to provide more public space for local residents—as a living street with corner plazas to calm traffic, seating and play areas for children, with space for community gardens and the like—where people and cars share space. By calming traffic and creating more space for public use, the street can become a common front yard for public use and enjoyment.

Working closely with DPT’s “Livable Streets” traffic-calming program, prototypes should be developed for more extensive improvements to residential alleys. And a process should be developed whereby local residents can propose living-street improvements and participate actively in the design for their alley.

- Develop prototypes for residential alley improvements, to be used as part of the “Livable Streets” traffic-calming initiative.
- Develop a process whereby local residents can propose living street improvements and participate in the design and implementation of improvements to their alley.

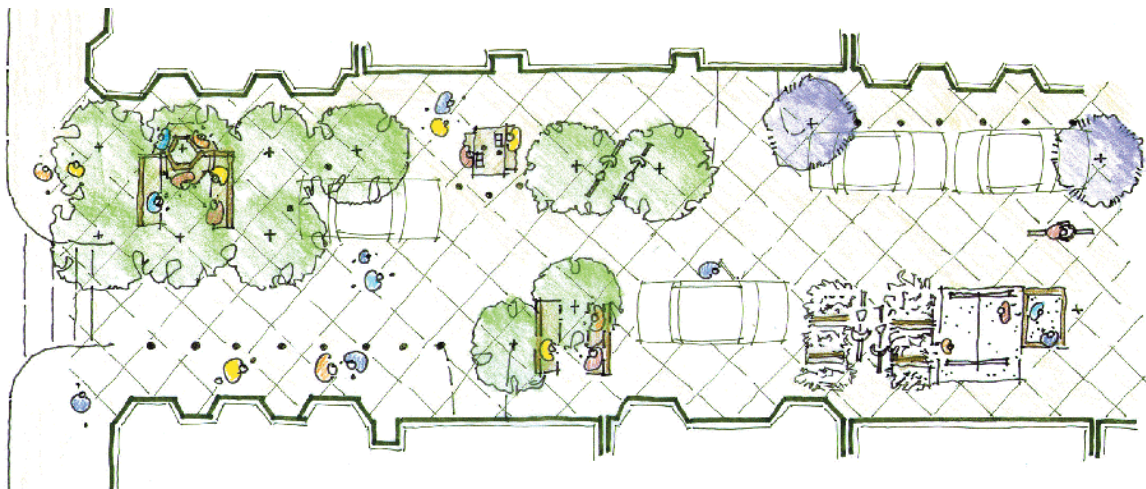
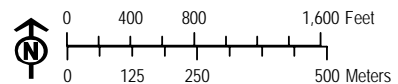
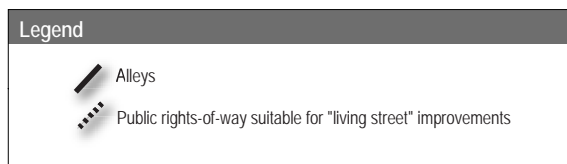


Figure 1. Schematic of Living Street Alleyway Concept



Map 1 Alleys for "Living Street" Improvements

Cost Projection Strategy

"Living Streets Improvements" Woonerf Streetscape				
	Spacing (unit: linear feet per item)		Cost	unit
curb	1		\$25	\$25.00
demo curb	1		\$5	\$5.00
Concrete Curb Ramp with Truncated Domes @ Bulb Outs	103		\$3,000	\$29.27
Benches	100		\$1,500	\$15.00
tables	100		\$1,500	\$15.00
Shrubs (med)	5		\$35	\$7.00
special trees	20		\$2,000	\$100.00
tree grates	20		\$850	\$42.50
trash bins	100		\$600	\$6.00
Drainage	410		\$35,000	\$85.37
Bollards	51		\$1,800	\$35.12
Signage	68		\$100	\$1.46
ped lighting	40		\$10,000	\$250.00
			cost/lf	\$616.72

	Total linear ft	Average cost per lf	Construction Costs
Living Alleyways	31867	\$616.72	\$19,653,001
Soft Costs			\$13,102,000
Total Costs			\$32,755,001

Relevant Agencies

DPW
MTA
Mayor's Office of City Greening

Street Tree Plantings

Project Scope

Policy 4.1.2 Enhance the pedestrian environment by planting trees along sidewalks, closely planted between pedestrians and vehicles.

Closely spaced and sizeable trees parallel and close to curbs, progressing along the streets to intersections, create a visual and psychological barrier between sidewalks and vehicular traffic, like a tall but transparent picket fence. More than any other single element, healthy street trees can do more to humanize a street, even a major traffic street. On many streets within the Market and Octavia neighborhood, successful environments can be created through aggressive tree infill, for example on Otis, Mission, Franklin, and Gough Streets north of Market Street. On other streets, such as Gough Street south of Market, Fell, and Oak Streets, and Duboce Avenue, it will mean major new tree planting.

Consistent tree plantings make an important contribution to neighborhood identity. Different tree species can be used on different streets, or even different blocks of the same street, thereby achieving diversity on a broader basis. Rather than removing existing trees from any given street, the dominant tree species—or preferred tree species—on each block should be identified and future tree planting should be of that tree type.

Map 2 Streets scheduled for intensive street tree plantings



Cost Projection Strategy

Typical streetscape (excl. paving)			
	spacing lf		
trees	20	850	\$42.50
curb	1	25	\$25.00
demo curb	1	5	\$5.00
tree grates	20	850	\$42.50
trash bins	100	600	\$6.00
ped lighting	40	10,000	\$250.00
bench	200	1500	\$7.50
cost/lf		cost/lf	\$378.50

special streets (excl. paving)			
trees special	20	2000	\$100.00
curb	1	25	\$25.00
demo curb	1	5	\$5.00
tree grates	20	850	\$42.50
trash bins	100	600	\$6.00
ped lighting	40	10,000	\$250.00
bench	200	1500	\$7.50
cost/lf			\$436.00

	Linear Feet	Cost	Cost (Including Soft Costs)
Trees	11,444	\$ 4,331,743	\$ 6,064,440
Special Trees	19,035	\$ 8,299,089	\$11,618,724
Soft Costs			\$42,000,000
Total		\$12,630,832	\$17,683,164

Relevant Agencies

DPW
MTA
Mayor's Office of City Greening

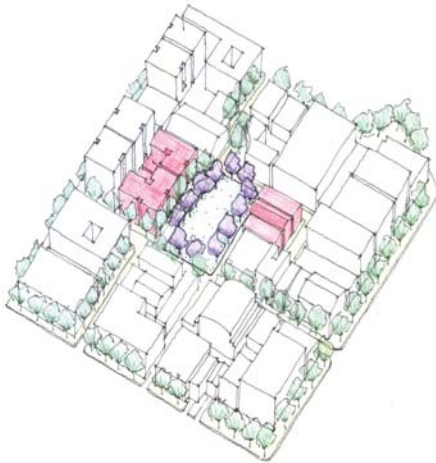
Brady Park

Project Scope

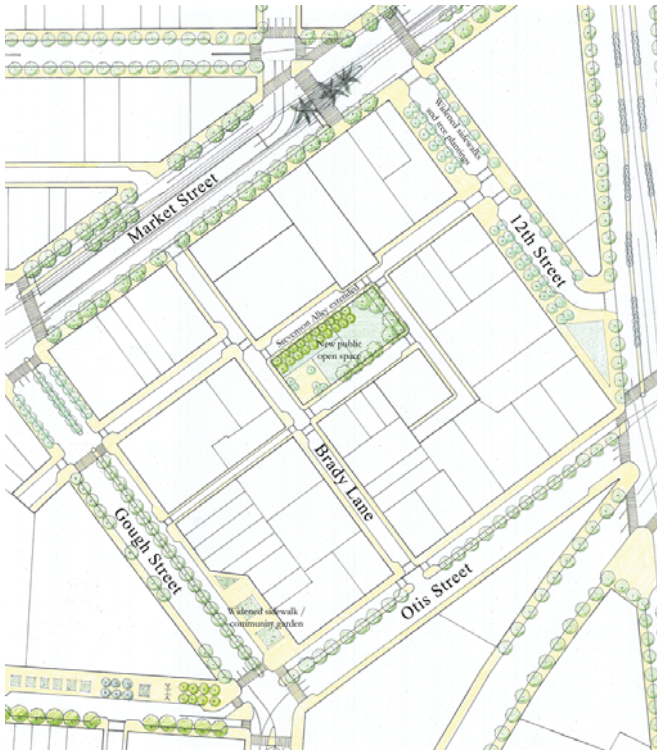
Policy 7.2.5 Make pedestrian improvements within the block bounded by Market, Twelfth, Otis, and Gough Streets and redesign Twelfth Street between Market and Mission Streets, creating a new park and street spaces for public use, and new housing opportunities.

The block bounded by Market, Gough, Otis and 12th Streets, known as the "Brady Block" is a unique place, in that its interior is divided and made publicly-accessible by four different alleys bisecting it in different directions. At its core, the block shows the signs of many years of neglect; surface parking lots and a large ventilation shaft for the BART system create a large swath of undefensible space.

The block has tremendous potential despite its present conditions. It is an intimate space of small buildings facing on narrow alleys. It isn't hard to envision a small neighborhood here-on the scale of Southpark: small residential infill and existing buildings framing a new public park at the core of the block's network of alleys. The addition of new housing and the development of a small-scaled living area with a narrow but connected street pattern can make this an enviable mini-neighborhood. Existing uses can stay, but new uses can, by public and private cooperation, create a residential mixed-use enclave.



A small new open space can be developed in the center of the Brady Block, taking advantage of a small, approximately 80-foot-square BART-owned parcel that provides access to its tunnel below, and through purchase, an additional 100 foot by 80 foot parcel, currently surface parking. By creating a small open space here and connecting the existing alley network, the city would have created a magnificent centerpiece for this intimate mini-neighborhood. The park will be surrounded by several housing opportunity sites and would be accessed via a network of mid-block alleys designed as "living street" spaces, in accordance with policies for residential alleys outlined in Element 3 of the Neighborhood Plan. The BART vent shaft rather than a hindrance, could be the site of a central wind driven, kinetic sculpture.



Cost Projection Strategy

Brady Park	Need	Unit	Cost per unit	Cost
Land cost	11,800	sf	\$80	\$944,000
Open Space (soft)	13,000	sf	\$20	\$263,250
Lawn	7,500	sf	\$3	22500
Irrigation	10,000	sf	\$6	\$60,000
Benches	6	each	\$1,500	\$9,000
tables	2	each	\$1,500	\$3,000
Shrubs (large)	30	each	\$150	\$4,500
Trees	15	each	\$850	\$12,750
brick paving	1,500	sf	\$40	\$60,000
soil	333	cubic yard	\$40	\$13,320
drinking fountain	1	each	\$4,500	\$4,500
ped lighting	8	each	\$10,000	\$80,000
subtotal				\$1,476,820
Soft Costs				\$984,547
Total (incl soft costs)				\$2,461,367

Relevant Agencies

DPW
DPR
Mayor's Office of City Greening
Department of Real Estate
DCP

McCoppin Plaza

Project Scope

Policy 4.2.4 Create new public open spaces around the freeway touchdown, including a plaza on Market Street and a plaza in the McCoppin Street right-of-way, west of Valencia Street.

Bringing the freeway down to ground south of Market Street offers the opportunity to create two new small public open spaces: a plaza along Market Street west of the freeway touchdown, and a plaza or other form of small open space within the closed last block of McCoppin Street, west of Valencia Street. The plaza on Market Street will enhance the pedestrian experience of the street, and facilitate safer pedestrian crossings. Because of its prominent location at the end of the freeway and beginning of Octavia Boulevard, it should be designed with elements that signal an entry to the city, including seating, trees and other pedestrian amenities. The leftover space on McCoppin Street is an appropriate place for a community-serving open space, integrated into the overall “green street” treatments proposed for McCoppin Street east of Valencia Street, as well as the proposed bikepath on the east side of the touchdown. The triangular parcel immediately south of the McCoppin Street right-of-way, currently serving as a truck-rental office, could be part of a larger open space at this location.



Relevant Agencies

DPW
MTA
DPR
Mayor's Office of City Greening

Cost Projection Strategy

(D1) McCoppin Community Park -Conceptual Cost Estimate, 2/15/2005				
PROJECT COSTS				
NO.	ITEM	QUANTITY	UNIT	UNIT COST EXTENSION SUBTOTAL
PLANNING				\$55,368
	1 Community Outreach (7% of Const. Cost)	1 LS	\$38,758	\$38,758
	2 Project Development (3% of Const. Cost)	1 LS	\$16,610	\$16,610
DESIGN				\$55,368
	3 A&E services (10% Total Construction Cost)	1 LS	\$55,368	\$55,368
CONSTRUCTION				\$553,680
	4 Demolition	1 LS	\$20,000	\$20,000
	5 Hazardous Material Assessment & Abatement	900 Tons	\$50	\$45,000
	6 Import Fill	671 CY	\$80	\$53,680
	7 Grading and Drainage	1 LS	\$35,000	\$35,000
	8 Landscape Construction	1 LS	\$300,000	\$300,000
	9 Planting and Irrigation	1 LS	\$100,000	\$100,000
CONTINGENCY 15%				\$83,052
TOTAL CONSTRUCTION COST AND CONTINGENCY				\$636,732
CONSTRUCTION MANAGEMENT				\$127,346
	10 Inspection (15% total const. & contingency cost)	1 LS	\$95,510	\$95,510
	11 Construction Support (5% total const. & contingency cost)	1 LS	\$31,837	\$31,837
ESTIMATE OF TOTAL PROJECT COST				\$874,814
Project Scope: When the new Central Freeway touches down at Market Street, McCoppin Street west of Valencia Street will no longer connect with Market Street. The proposal for the resulting right-of-way cul-de-sac is to convert the roadway into a secured community park, approximately 7,210 square feet. This particular estimate includes a community garden including low terraces conforming to the existing slope. The design of the community park will be coordinated with the proposed bike lane connecting Valencia Street with Market Street and Octavia Boulevard.				

McCoppin Plaza Extension

Project Scope

Following Policy 4.2.4 reprinted on page 51, this project explores as a long term strategy the possibility of acquiring lot 3502113 west of Valencia Street, currently owned by U-haul, with the purpose of using the site as an addition to the McCoppin Community Park.

Cost Projection Strategy

McCoppin Stub Extension and Improvements				
	Need	Unit	Cost per unit	Cost
acquisition of lot 3502113	4929	sf	\$120.00	\$591,432
Greening of U-Haul lot	4929	sf	\$80.00	\$626,001
Subtotal				\$1,217,433
Soft Costs				\$811,622
Total (including Soft Costs)				\$2,029,055

Relevant Agencies

DPW
MTA
DPR
Mayor's Office of City Greening

McCoppin Street Greening

Project Scope

Policy 7.2.4 Redesign McCoppin Street as a linear green street with a new open space west of Valencia Street.

With the new freeway touchdown, traffic accessing the freeway will no longer have the option of using McCoppin Street as a cut-through. As a result, the street will carry only a fraction of the traffic that it does today. Anticipating this change, there is the opportunity to reconfigure McCoppin Street from Otis to Valencia Streets as a linear green street, with a substantial portion of the vehicular right-of-way reclaimed as open space on the north side (the sunny side) of the street, and a calmed right-of-way for local traffic. The portion of McCoppin Street west of Valencia Street will no longer be needed for vehicular traffic, providing the opportunity for a small open space. The space, approximately 80 feet by 100 feet, would provide an excellent location for a small plaza or other form of community space for the use of local residents.



Relevant Agencies

DPW
MTA
Mayor's Office of City Greening

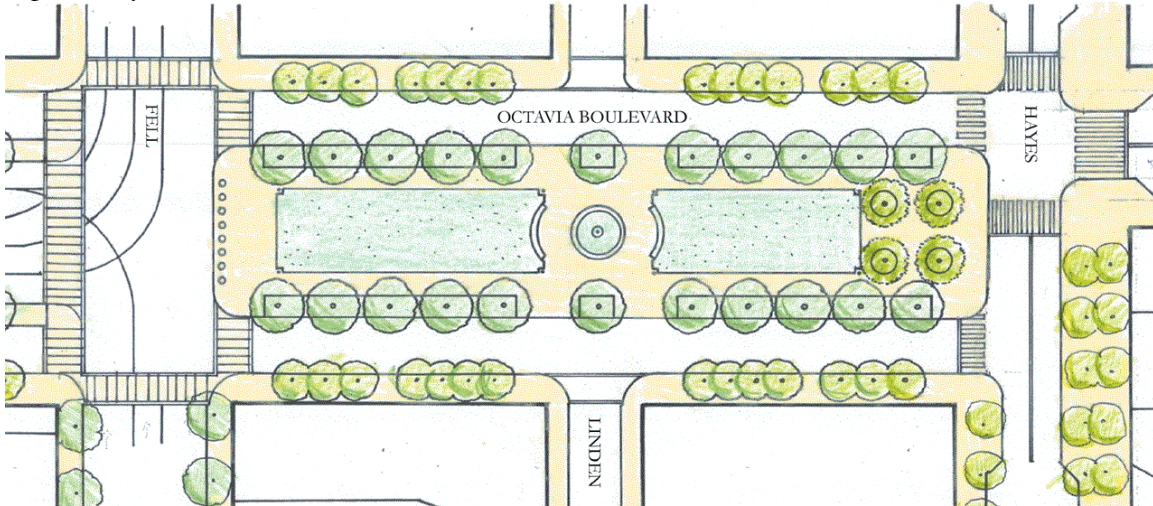
Cost Projection Strategy

(B1) McCoppin Streetscape Improvements- Conceptual Cost Estimate, 2/15/2005					
CONSTRUCTION COSTS - (McCoppin Option 3 - Full Chicane)					
NO.	ITEM	QUANTITY	UNIT	UNIT COST	EXTENSION SUBTOTAL
PLANNING					\$85,402
1	Planning Community Outreach (10% total construction)	1	LS	\$85,402	\$85,402
DESIGN					\$85,402
3	Design (10% of total construction costs)	1	LS	\$85,402	\$85,402
CONSTRUCTION					\$854,022
S&H					
4	Demolition	1	LS	\$50,000	\$50,000
5	Asphalt Concrete Wearing Surface	275	TON	\$70	\$19,250
6	8-Inch Thick Concrete Base	6,500	SF	\$10	\$65,000
7	6-Inch Wide Combined Concrete Curb and 2-Foot Concrete Gutter	1,300	LF	\$40	\$52,000
8	3 1/2-Inch Thick Concrete Sidewalk	26,000	SF	\$6	\$156,000
9	12-Inch Diameter VCP Sewer, Culverts, Sewer Vents, & Base Over Sewer	600	LS	--	\$150,000
10	Concrete Catch basin with New Frame and Grating	2	EA	\$10,000	\$20,000
11	Relocate Catch basin	3	EA	\$10,000	\$30,000
12	Relocate Low-Pressure Fire Hydrant	2	EA	\$15,000	\$30,000
13	Relocate Utilities for Sidewalk Widening	37	EA	\$2,000	\$74,000
14	Typical Concrete Curb Ramp	17	EA	\$1,500	\$25,500
15	Detectable Warning Surface	160	SF	\$60	\$9,600
16	6-Inch Wide Concrete Curb at Curb Return	170	LF	\$22	\$3,740
17	3 1/2-Inch Thick Concrete Sidewalk at Curb Return	400	SF	\$6	\$2,400
18	Relocate Utilities for Sidewalk Widening	37	EA	\$2,000	\$74,000
DPT					
19	Double Yellow Line	500	LF	\$4	\$1,750
20	Raised Pavement Markers (white or Yellow)	22	EA	\$8	\$182
21	Parking Stalls	100	EA	\$20	\$2,000
LA					
22	36" Box Trees	50	EA	\$800	\$40,000
23	36" Root Barrier	1,200	LF	\$10	\$12,000
24	Mulch	20	CY	\$50	\$1,000
25	Irrigation System	8,900	SF	\$4	\$35,600
CONTINGENCY 15%					\$128,103
TOTAL CONSTRUCTION COST AND CONTINGENCY					\$982,125
CONSTRUCTION MANAGEMENT					\$196,425
26	Inspection (15% const. total & contingency cost)	1	LS	\$147,319	\$147,319
27	Construction Support (5% const. total & conting cost)	1	LS	\$49,106	\$49,106
ESTIMATE OF TOTAL PROJECT COST					\$1,349,354

Patricia's Green Hayes in Hayes Valley

Project Scope

Opened by 2005.



Project Costs

\$1,500,000

Relevant Agencies

Caltrans
DPW
MTA
SFCTA

Under Freeway Park/ McCoppin Plaza

Project Scope

Use the Caltrans parcels beneath the new Central Freeway structure for uses other than parking (unless parking revenue could fund additional maintenance of ancillary projects), such as recreational open space (for example, a dog run) and/or temporary structures housing cultural arts programs.

Cost Projection Strategy

Under Freeway Park	
Establishment and ROW	\$2,500,000

Source: Central Freeway Ancillary Projects, item D3

Relevant Agencies

Caltrans
DPW
MTA
DPR
SFCTA
MOEWD

Hayes Green Rotating Art Project

Project Scope

The community and the San Francisco Arts Commission has identified Hayes Green as a wonderful opportunity to feature a variety of temporary public art pieces. David Best's temple, which was temporary by design, certainly influenced the community's dedication to this very progressive method of selecting art for public spaces.

Cost Projection Strategy

Hayes Green Rotating Art Project - per year				
	Need	Unit	Cost per unit	Cost
Acquisition		2piece	\$50,000.00	\$100,000.00
Insurance		2piece	\$15,000.00	\$30,000.00
Re-habilitation		2piece	\$10,000.00	\$20,000.00
				\$150,000.00
Soft Costs				\$100,000
Total				\$250,000

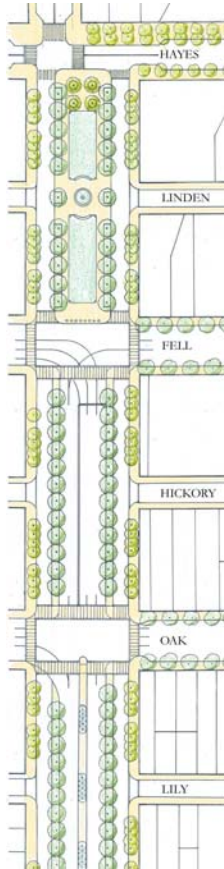
Relevant Agencies

San Francisco Arts Council
DPW
DPR

Octavia Boulevard

Project Scope

Opened 2005.



Project Cost

\$42 Million

Relevant Agencies

Caltrans
DPW
MTA
DPR
SFCTA

Immediate Freeway Mitigation

Project Scope

Install 6 trees at Freeway touchdown.

Install Sculpture at Market Street

Install lighting below freeway at Valencia and other key pedestrian areas.

Cost Projection Strategy

Freeway mitigation	Need	Unit	Cost per unit	Cost
Trees for Highway touchdown	6	ea	\$2,000	\$12,000
Slender sculpture or column for market and highway	1	ea	\$223,000	\$223,000
Lighting for below the freeway	16	ea	\$10,000	\$160,000
Subtotal				\$395,000
Soft Costs				\$263,000
Total				\$660,000

Relevant Agencies

Caltrans
DPW
MTA
DPR
SFCTA
MOEWD

Study Central Freeway

Project Scope

1. Evaluate the impacts of traffic flow from new central freeway.
2. Consider the further dismantling of the Central Freeway.

Cost Projection Strategy

\$200,000

Relevant Agencies

Caltrans
MTA
SFCTA
MOEWD
DCP

Hayes Street Two Way Study

Project Scope

The Market & Octavia Neighborhood Plan calls for the administration of a traffic study to explore the feasibility of eliminating one-way streets in the northern half of the plan area. One-way streets may no longer be necessary to move high volumes of automobile traffic through the neighborhood districts as Octavia Boulevard and related changes to the Central Freeway has altered regional and local traffic flows.

Objectives:

Evaluate vehicle and pedestrian traffic along Van Ness Avenue, Hayes, Fell, Oak, Franklin and Gough Streets. Recommend alternative traffic strategy in which Hayes Street carry one-way traffic east of Franklin Street, but would be converted to two-way traffic west of Franklin.

- With a focus on the following:
- Private and commercial vehicle traffic on the aforementioned streets in the study area;
- Existing and planned transit services circulating on these streets and adjacent area; and
- Pedestrian movements along adjacent sidewalks and at study area intersections.

Cost Projection Strategy

Estimated Cost: \$200,000

Relevant Agencies

MTA
SFCTA
DCP

Improve Safety of City Parking Garages

Project Scope

“Access and personal safety improvements should be made to the Civic Center Garage to serve patrons of area cultural institutions.” (*Draft Plan, p. 120*)

Cost Projection Strategy

Improve Safety and Accessibility of City Parking			
lights	4	\$10,000.00	\$40,000
cameras/staff			
Subtotal			\$40,000
Soft Costs			\$30,000
Total			\$70,000

Relevant Agencies

Parking Authority
MTA
MOEWD

Parking Supply Survey and Analysis

Project Scope

Parking Inventory Survey

Objectives:

1. Take inventory of on and off street parking stock in the plan area, this data should serve as a base for the plan monitoring effort as well as informing further analysis of parking management strategies.
2. Research the implementation of on street parking management strategies, especially parking benefits districts, and residential parking permit reform. Make specific policy recommendations that consider administration of the program, social justice issues, economic impacts of programming on individuals and the neighborhood, and impacts on the transportation networks. Develop executable implementation strategies which identify agency, procedures, and an approval strategy.
3. Study mechanisms to re-capture the impacts of off street parking in the neighborhood and curb cuts, especially associating additional parking with housing unit based transit passes. Survey like programs, suggest an implementation strategy and agency.

Cost Projection Strategy

Estimated Cost: \$300,000

Relevant Agencies

MTA
SFCTA
DCP

Pedestrian Improvements for Priority Intersections

Project Scope

Policy 4.1.1 Widen sidewalks and shorten pedestrian crossings with corner plazas and boldly marked crosswalks.

On streets throughout the plan area, there is a limited amount of space on the street to serve a variety of competing users. Many streets have more vehicular capacity than is needed to carry peak vehicle loads. In accordance with the city's Transit-First Policy*, street right-of-way should be allocated to make safe and attractive places for people and to prioritize reliable and effective transit service—even if it means reducing the street's car-carrying capacity. Where there is excessive vehicular capacity, traffic lanes should be reclaimed as civic space for widened sidewalks, plazas, and the like.

The plan calls for full bulbouts on every corner at identified intersections.
See page 67 and 69 for design concept

Bulbouts are planned at 42 intersections for 179 corners.
See Map for specific corners

Cost Projection Strategy

The Market and Octavia Plan calls for pedestrian improvements at 42 intersections. The Department of Public Works generated site specific cost estimates [**Site Specific Cost Estimate** column in table on next page] for nearly half of these intersections as part of the Central Freeway Ancillary Project effort, see the Table on the next page. The Department of City Planning used these cost projections to estimate an average cost for improvements to one corner [**Inferred Cost Estimate**]. The average cost was over \$48,000. This factor was used to estimate the costs for the remaining intersections.

Relevant Agencies

DPW
MTA
DCP
Mayor's Office of Greening

Appendix C. Market and Octavia Community Improvements, Detailed Project Scope and Costs

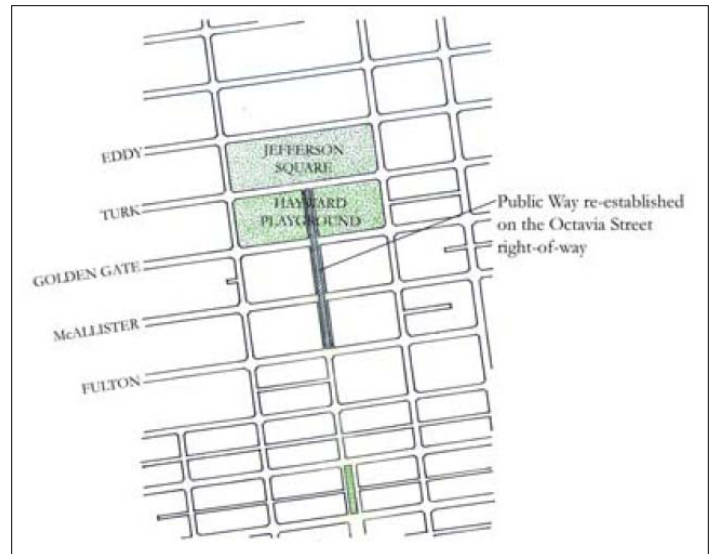
Intersection between Street			Number of Corners at Intersection	Site Specific Cost Estimate	Inferred Cost Estimate	Estimated Cost
Otis	Gough	McCoppin	4	\$ 213,271		\$ 213,271
Mission	S Van Ness	12th Street	6	\$ 654,400		\$ 654,400
Van Ness	Market	S Van Ness	5	\$ 199,088		\$ 199,088
Van Ness	Fell		4	\$ 43,136		\$ 43,136
Market	Sanchez	15th Street	4		\$ 194,814	\$ 194,814
Market	Church	14th Street	6		\$ 292,220	\$ 292,220
Buchanan	Fell		4	\$ 232,760		\$ 232,760
Buchanan	Oak		4	\$ 165,560		\$ 165,560
Buchanan	Market	Duboce	5	\$ 118,576		\$ 118,576
Laguna	Fell		4	\$ 83,870		\$ 83,870
Laguna	Oak		4	\$ 172,185		\$ 172,185
Laguna	Market		5	\$ 184,797		\$ 184,797
Octavia	Fell		4		\$ 194,814	\$ 194,814
Octavia	Oak		4		\$ 194,814	\$ 194,814
Octavia	Market		5		\$ 243,517	\$ 243,517
Gough	Turk		4		\$ 194,814	\$ 194,814
Gough	Golden Gate		4		\$ 194,814	\$ 194,814
Gough	McAllister		4		\$ 194,814	\$ 194,814
Gough	Fulton		4		\$ 194,814	\$ 194,814
Gough	Grove		4		\$ 194,814	\$ 194,814
Gough	Hayes		4	\$ 344,846		\$ 344,846
Gough	Fell		4	\$ 194,035		\$ 194,035
Gough	Oak		4		\$ 194,814	\$ 194,814
Gough	Page		4	\$ 211,296		\$ 211,296
Gough	Market		4	\$ 299,897		\$ 299,897
Franklin	Turk		4		\$ 194,814	\$ 194,814
Franklin	Golden Gate		4		\$ 194,814	\$ 194,814
Franklin	McAllister		4		\$ 194,814	\$ 194,814
Franklin	Fulton		4		\$ 194,814	\$ 194,814
Franklin	Grove		4		\$ 194,814	\$ 194,814
Franklin	Hayes		4	\$ 276,846		\$ 276,846
Franklin	Fell		4	\$ 215,910		\$ 215,910
Frankllin	Oak		4	\$ 169,537		\$ 169,537
Franklin	Page	Market	5	\$ 297,747		\$ 297,747
Mission	Duboce	13th Street	5	\$ 117,616		\$ 117,616
Mission	10th Street		4	\$ 196,687		\$ 196,687
Mission	11th Street		4	\$ 330,171		\$ 330,171
South Van Ness	Howard	Division	4		\$ 194,814	\$ 194,814
Polk	Market		5	\$ 117,786		\$ 117,786
Noe	Market	16th	4		\$ 194,814	\$ 194,814
Larkin	Market	9th	4		\$ 194,814	\$ 194,814
Herman	Steiner		4		\$ 194,814	\$ 194,814
Subtotal			179	\$ 4,840,017	\$ 4,042,380	\$8,882,397
Soft Costs						\$5,921,598
Total						\$14,803,995

Extend Octavia ROW to Golden Gate

Project Scope

Policy 4.2.7 Re-introduce a public street along the former line of Octavia Street, between Fulton Street and Golden Gate Avenue.

Damage done to the San Francisco grid by land-assembly projects of the 1960's and 1970's can be partially repaired through the reestablishment of Octavia Street as a public right-of-way from Fulton Street to Golden Gate Avenue, providing improved access to existing housing developments, helping to knit them back into the areas south of Fulton Street, and providing a "green connection" between the new Octavia Boulevard and Jefferson Park and Hayward Playground. Bicycle movement in a north-south direction would also be improved by this policy.



Cost Projection Strategy

Reintroduce public right of way on Octavia between Fulton and Golden Gate				
	Need	Unit	Cost per unit	Cost
Land acquisition	11485	sf	\$60.00	\$689,105
Site prep	11485	sf	\$2.00	\$22,970
Signage	2	blocks	\$1,600.00	\$3,200
Create sidewalks/streetscape	275	lf	\$378.50	\$104,088
Paving	7700	sf	\$20.00	\$154,000
Subtotal				\$973,362
Soft Costs				\$648,908
Total				\$1,622,271

Land cost is assumed comparatively low relative to price/square foot otherwise found in plan area because of the vacant and for the time being non-buildable nature of the site.

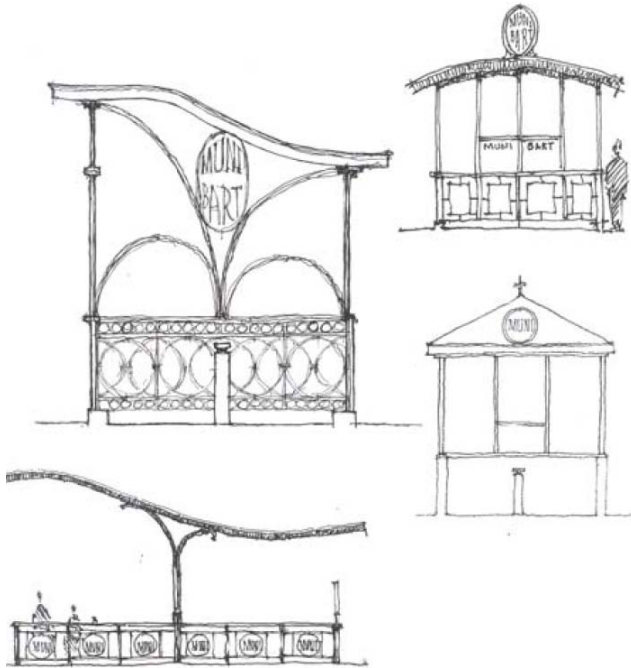
Relevant Agencies

DPW
San Francisco Redevelopment Agency
DCP

Market Street & Church or Van Ness Muni Entrances

Policy 4.3.6 Improve BART and Muni entrances and exits to give them a sense of identity and make them less intrusive on sidewalk space.

The very wide BART and Muni entrances and the sidewalks behind them, presently somewhat moribund and hard to recognize, offer opportunities for Market Street: to create more visible entranceways with modest vertical elements and to create small open spaces with sitting areas, integrated news-vending boxes, pedestrian lighting, and information and sales kiosks.



Cost Projection Strategy

	Need	Unit	Cost per unit	Cost
Identity markers	6	Pieces	200000	\$1,200,000
Lighting	8	Lights	10000	\$80,000
Subtotal				\$1,280,000
Soft Costs				\$853,333
Total				\$2,133,333

Relevant Agencies

MTA
SFCTA
MOEWD
DCP

Widen Hayes Street Sidewalk

Project Scope

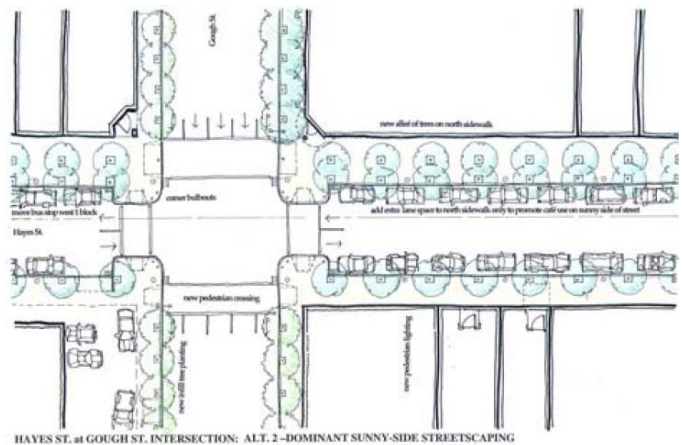
Policy 4.2.6 Widen the sidewalk on the northern side of Hayes Street, between Franklin and Laguna Streets, to create a linear pedestrian thoroughfare linking commercial activities along Hayes Street to the new Octavia Boulevard.

Hayes Street is a special commercial street within the neighborhood. It is at once locally-focused, with small cafes and restaurants, and citywide focused, with its numerous galleries and proximity to cultural institutions in the Civic Center. It is often alive with pedestrian activity.

Between Franklin and Laguna Streets, where traffic rerouting policies suggested in Element 5 allow a return to two-way traffic, the roadway is wider than it needs to be. Widening the sidewalk on the north side of the street, planting new trees, and installing new pedestrian-scaled light fixtures and benches will create a much needed public open space and lend additional grace to the street. Café seating should be allowed to spill out onto the widened sidewalk. The sidewalk widening should not adversely affect turning movements for Muni buses.



see page 86



Cost Projection Strategy

	Need	Unit	Cost per unit	Total
Widening	18,455	sf	\$ 65.32	\$1,393,048
Soft Costs				\$928,699
Total				\$2,330,000

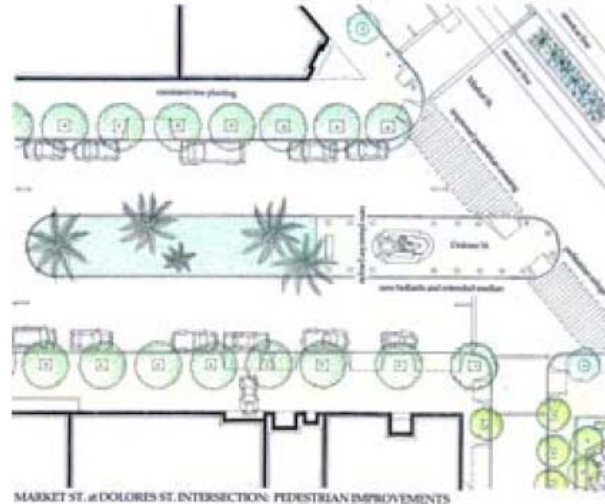
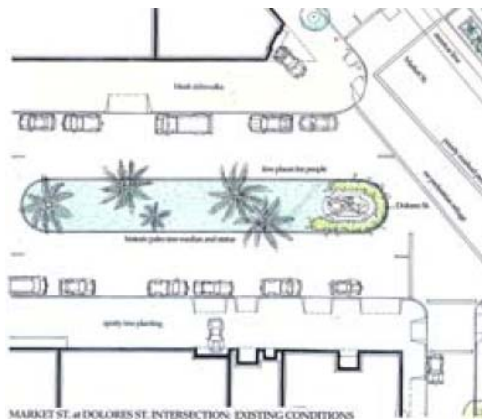
Relevant Agencies

MTA
SFCTA
DPW
DCP

Dolores Street Median Extension

Project Scope

Dolores Street has special historic significance to the people of San Francisco and is one of the most visually memorable streets in the city, because of its palm-tree-lined central median. The intersection of Dolores Street and Market Street should be celebrated by extending the median to Market Street and creating a small paved plaza in front of the statue for people to meet, talk, and sit, and by announcing this significant city street, the location of Mission Dolores. Over the years, it may be expected that the large property bordering the west side of this block of Dolores Street will be redeveloped, privately, with housing and commercial uses that will be made all the more attractive by this improvement.



Cost Projection Strategy

Dolores Street Median Extension				
	Need	Unit	Cost per unit	Cost
Median extension	4	Bulbouts	\$22,200.00	\$88,800
Bollards	17	Bollards	\$800.00	\$13,600
Subtotal				\$102,400
Soft Costs				\$68,000
Total				\$170,667

The cost to extend the median is estimated from the cost of a bulbout construction.

Relevant Agencies

DPW
DCP

Re-establishment of Select Alleyways

Project Scope

Policy 4.1.5 Do not allow the vacation of public rights-of-way, especially alleys. Where new development creates the opportunity, extend the area's alley network.

Pursue the extension of alleys where it would enhance the existing network:

Purchase the easternmost portion of Plum Alley that is in private ownership.

- Pursue the extension of Stevenson Alley from Gough Street to McCoppin Street as part of any proposal for demolition and new construction on parcel 3504030.

Further, as a part of this effort:

- Parcel 3505029, which is currently vacant, will have to be purchased and dedicated to DPW as a public right-of-way connecting Stevenson Alley with Colton and Colusa Alleys.
- Approximately 4,000 sf. of parcel 3505035, which is currently a surface parking lot, will have to be purchased and dedicated to DPW as a public right-of-way connecting the two disconnected halves of Stevenson Alley.

The alleys differ with respect to how ready they are for right-of-way reconnection. Some are vacant, whereas some still have structures. It should be stressed that in those cases, the reconnection is a long-range policy to be triggered whenever there is a proposed change to the building on the site.





Map 1 Alley ROWs Programmed for Re-Establishment

Cost Projection Strategy

Alleyway Reconnections				
	Need	Unit	Cost per unit	Cost
Brady Block Connect Stevenson with Colton and Colusa				
purchase vacant parcel 3505029	2,787	sf	\$80.00	0**
development of streetscape	100	lf	\$378.50	\$37,850.00
Concrete paving	2,787	sf	\$20.00	\$55,740.00
Brady Block Stevenson Alley Re-connection				
purchase 4000sf of parcel 3505035 to connect Stevenson alley	4,000	sf	\$80.00	0**
development of streetscape	180	lf	\$378.50*	\$68,130.00
Concrete paving	4,000	sf	\$20.00	\$80,000.00
Stevenson to McCoppin Alley Re-connection				
Purchase portion of parcel 3504030	9,725			
development of streetscape	460	lf	\$378.50	\$174,110.00
Concrete paving	9,725	sf	\$20.00	\$194,503.00
purchase of right of way	3,225	sf	\$50.00	\$161,250.00
development of streetscape	0	lf	\$378.50	\$0.00
Concrete paving	0	sf	\$20.00	\$0.00
Alley Reconnection Subtotal				\$1,314,543.00
Soft Costs				\$876,362
Total				\$2,200,000

*See how this figure is derived below.

** Included as costs in the Brady Block Community Park Estimate.

Typical streetscape (excl. paving)			
	spacing	lf	Cost/item
trees	20	850	\$42.50
curb	1	25	\$25.00
demo curb	1	5	\$5.00
tree grates	20	850	\$42.50
trash bins	100	600	\$6.00
ped lighting	40	10,000	\$250.00
bench	200	1500	\$7.50
cost/lf			\$378.50

Relevant Agencies

MTA
SFCTA
DPW
DCP

Van Ness Bus Rapid Transit Project

Total capital costs:	\$70M
Part of project within Market and Octavia Plan Area:	50%
Derived cost for Market and Octavia section:	\$35M

Transit Preferential Streets

Project Scope

Time the lights from Duboce Avenue to The Embarcadero precisely according to the length of time it takes for Muni to board passengers then travel to the next intersection. Consider reverting to the signal timing prior to the Loma Prieta earthquake.

Use a colored asphalt overlay, typically red, and signage to make transit lanes clearly identifiable.

Implement transit preferential treatments, such as stop sign removal and signal preemption/ prioritization, on bus route streets such as Haight/Page, Hayes, Fillmore/Church and Mission Streets. (DPT, Muni)

Implement transit preferential treatments outside the neighborhood along the J, K, L, M and N lines, 22 line, and entire Haight Street and Mission Street corridors to improve frequency and capacity within it. (DPT, Muni).

Cost Projection Strategy

	Number of Intersections	Cost per Fixture Total	
Install Transit preferential signals	33	\$ 150,000	\$ 4,950,000
Install signs	132	150	\$ 19,800
Total		\$	4,969,800
Soft Costs			\$3,313,200
Total			\$8,283,000

Relevant Agencies

MTA
SFCTA
DPW
DCP

Dedicated Transit Lanes

Project Scope

Transit-only lanes should be created on Duboce Avenue just west of Church Street to speed passenger boarding at the stops there.

Transit-only lanes should be created along the four-lane segment of Church Street between Duboce Avenue and 16th Street, ensuring that the J and 22 lines will not have to wait more than a single traffic-light cycle.

Implement enforceable transit-only lanes on Market Street east of Octavia Boulevard and Mission Street north of 16th Street. (DPT, Muni) Seek legislation for video enforcement of transit only lanes. (State legislative delegation)

Implement dedicated bus lanes on Van Ness Avenue for Muni and Golden Gate Transit. (DPT, Muni, Caltrans).

See map.

Cost Projection Strategy

Dedicated Transit Lanes	\$2,990,000
Soft Costs	\$2,000,000
Total	\$4,990,000

Relevant Agencies

MTA
SFCTA
DPW
DCP

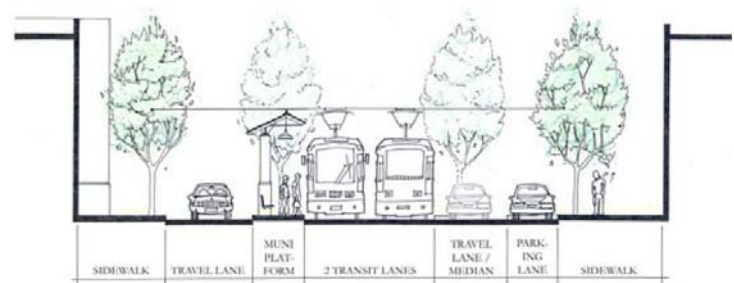
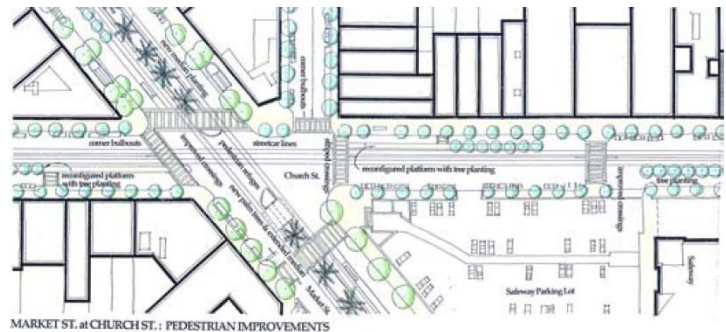
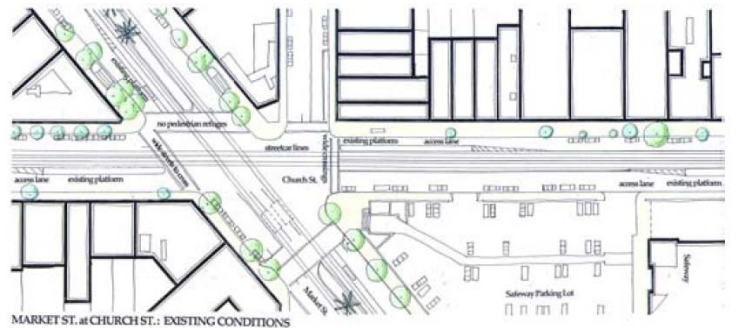
Church Street Improvements

Project Scope

Policy 4.3.4 Enhance the transit hub at Market and Church Street. The length of Church Street from Market Street to Duboce Avenue is one of the city's most important transit centers. It is the transfer point between the Muni Metro and several surface bus and streetcar lines. It is also a center of neighborhood activity, with large volumes of pedestrian and bicycle traffic at all times of the night and day. Despite its importance, the area lacks all but the most basic pedestrian amenities. Relatively simple improvements would dramatically enhance pedestrian and transit rider comfort in the area, making transit a more attractive travel option.

Church Street, north of Market Street, can be re-designed as a pedestrian- oriented transit boulevard with the center reserved for streetcars, but with auto travel still permitted to the right and left. The opportunity for an enhanced streetcar-loading platform on Duboce Street, west of Church Street, exists as well. When these transit-preferential treatments are installed, care should be taken to ensure safe and comfortable pedestrian connections to transit facilities and to accommodate bicycle traffic on Duboce Street.

Church Street, south of Market Street, features wide sidewalks. The intersection should receive special light fixtures, and the streetcar platform shelters could receive a special "Market Street" design.



Section of Church Street Transit Platforms

Cost Projection Strategy

	Square Feet	Cost per SF	Total Cost
Church Street Transit Improvements	41372	\$ 65.32	\$2,703,000
Soft Costs			\$1,803,000
Total			\$4,510,000

Relevant Agencies

MTA
SFCTA
DPW
DCP

Neighborhood Fast Pass

Project Scope

Cost Projection Strategy

Neighborhood Fast Pass	\$4,470,000	1/4 of new units (5960) times 3000
Administration	\$447,000	
Total	\$4,917,000	

Relevant Agencies

MTA
SFCTA
DPW
DCP

Bicycle Network Improvements

Project Scope

Cost Projection Strategy

Bicycle Network Improvements	\$100,000
Soft Costs	\$66,667
Total	\$166,667

Relevant Agencies

MTA
DPW

Muni Bike Racks

Project Scope

Policy 5.5.3 Support and expand opportunities for bicycle commuting throughout the city and the region.

Bicycle commuting reduces peak-period commutes by car and has a markedly positive effect in reducing traffic congestion. From a citywide and regional perspective, every effort should be made to support peoples' commute by bicycle. The largest obstacle to bicycle commuting, aside from unsafe streets, is the difficulty in taking bicycles on regional transit and the lack of secure bicycle parking at transit facilities.

To support bicycle commuting, bicycles need to be permitted on all regional transit operators at peak commute times and secure bicycle parking needs to be provided at regional transit stations.

- Allow bicycles or provide bike racks on all Muni vehicles.

Cost Projection Strategy

Bike bus racks			
Sportsworks racks	30	\$600	\$18,000
Installation	30	\$200	\$6,000
Total			\$24,000
Soft Costs			\$16,000
Total			\$40,000

Relevant Agencies

MTA

On-Street Bike Racks

Project Scope

Policy 5.5.2 Provide secure and convenient bicycle parking throughout the plan area.

Providing bicycle parking is important to "closing the loop" in making cycling an attractive alternative to driving. In urban areas like San Francisco, secure and convenient bicycle parking, placed in appropriate locations, is an essential amenity for everyday cyclists. Such bicycle parking reduces theft and provides a needed sense of security.

- Building on DPT's bicycle parking program, ensure that adequate bicycle parking is provided in centers of activity such as Hayes Street, Market Street, and the new Octavia Boulevard.
- Require a minimum amount of bicycle parking on-site for any new development that includes automobile parking

Cost Projection Strategy

Bicycle parking on Hayes, Market and Octavia	20each	\$500.00	\$10,000
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Relevant Agencies

MTA
DPW

Page St Bicycle Boulevard

Project Scope

Policy 5.5.1 Improve bicycle connections, accessibility, safety, and convenience throughout the neighborhood, concentrating on streets most safely and easily traveled by cyclists.

The entirety of Page Street has been designated a “Bicycle Priority Street,” and it should be treated as a bicycle boulevard. To the greatest extent practicable, stop signs should be removed from Page Street. Where necessary, stop signs can be replaced by traffic circles or roundabouts, as illustrated at right.

Cost Projection Strategy

Bike Boulevards	Need	Unit	Cost per Unit	Total Cost
Intersection Roundabout	5	Is	\$75,000	\$375,000
Signs	20	each	\$150	\$3,000
Total				\$378,000
Soft Costs				\$252,000
Total				\$630,000

Relevant Agencies

MTA
DPW

Childcare Facilities

Project Scope

Construction costs for new child development centers was provided by the Department of Children, Youth and their Family.

Cost Projection Strategy

	slots with capital costs	Interior sq ft	exterior sq ft	capital costs	
Existing Need	721	476	35,699	35,699	\$10,709,660
Future need	435	287	21,514	21,514	\$6,454,088
Total need	1,156	763	57,212	57,212	\$17,163,748

Relevant Agencies

Department of Children, Youth and Their Family

Library Infrastructure

Project Scope

Growth induced by the Market and Octavia plan should contribute its fair share to the provision of new library services for new residents.

Cost Projection Strategy

The San Francisco Public Library estimates that providing services to new residents requires a minimum of \$69 per new resident.

Relevant Agencies

San Francisco Public Library

Recreational Facilities

Project Scope

Growth induced by the Market and Octavia plan should contribute its fair share to the provision of new recreational facilities for new residents. Examples of recreational facilities include:

- Community centers
- Adult education facilities
- Community Performance Venues

Cost Projection Strategy

Cost per square foot is based on costs of like projects.

Relevant Agencies

DPW

Department of Recreation and Parks

Duboce Street Museum

Project Scope

Cost Projection Strategy

Relevant Agencies

DCP
MTA

Policy 4.3.5 Reclaim excess right-of-way around the Muni portal on Duboce Street, west of Market Street, to create a focal point museum that celebrates the reconstruction of historic streetcars.

East of Church Street, beyond the Muni Portal and beneath the Mint, Duboce Street is presently not much more than a utility yard, albeit one where colorful old streetcars are kept and an important, well-used bike path passes through. This site can be transformed into a museum that celebrates San Francisco's streetcar history. An overhead shed-like structure would provide space for a working museum, while at the same time retaining a public path along its southern edge for bicycles and walkers. The new building would provide a much friendlier edge to this public right-of-way than currently exists.

Historic Survey

Project Scope

There is an increasing recognition that an important part of what makes a place special lies its historic resources and the manner in which these are preserved and enhanced. In order to further this goal, the Market and Octavia Plan will now as an important pillar of this effort incorporate a comprehensive survey of the Plan Area in order to chart what resources might need protection.

Cost Projection Strategy

The Department has issued an RFP and selected for the contract Page & Turnbull. Their task will be to complete the survey of the more than 2,000 properties in the Plan Area by 2007 at an estimated cost of \$254,640.

Relevant Agencies

DCP
DPW
MTA
SFCTA

Plan Area Monitoring

Project Scope

The Market & Octavia Neighborhood Plan outlines plan goals that cumulatively frame the community's vision for management of growth and development. The plan introduces innovative policies and land use controls to achieve these goals. Successful fruition of the goals requires a coordinated implementation of land use controls, key policies, and community improvements.

In order to track implementation, the Planning Department will monitor key indicators. The plan's performance will be gauged relative to benchmarks called out below.

If monitoring surveys indicate an imbalance in growth and relevant infrastructure and support, the Planning Department may recommend policy changes to balance development with infrastructure. Appropriate responses may include temporary or permanent alterations to Market & Octavia Neighborhood Plan policies, or heighten prioritization of plan area improvements.

Cost Projection Strategy

The anticipated cost of this will primarily consist of staff time, estimated at .5 Full Time Equivalent for each of the four reports.
\$200,000

Relevant Agencies

DCP
DPW
MTA
SFCTA

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Capital Improvements Program Administration

Project Scope

The Market and Octavia Plan implementation program aims to project necessary funding in concert with projections for community needs over a 20-year period. The Better Neighborhoods Plans are the first in San Francisco to traverse a 20-year time period with this depth of detail; The Market and Octavia Plan is in many ways a pilot effort. As such, it is exploring implementation strategies that will both service the programming and set a precedent for future area plans that include an implementation program.

Implementation of the community improvements programming requires at a minimum: commitment from city agencies, a venue for community input, a managing agent for funds, an agent for program administration, and a long-term finance strategy.

The City family will continue to explore implementation strategies that include the necessary elements and also attempt to rely on existing administrative processes and procedures. For example capital improvements should be incorporated into various agencies capital programming and the citywide capital improvements program. Additionally existing analysis of priorities and phasing, such as the utility and paving 5-year plan, should consider improvements planned for the Market and Octavia Plan Area. The Planning Department should advocate for a consideration of land use and housing development as a criteria for prioritization of capital improvements by all relevant city agencies

Cost Projection Strategy

4 Percent of program costs.

Relevant Agencies

DCP
Mayor's Office
Board of Supervisors
Capital Improvements Advisory Committee

Appendix D. Catalog of Relevant Nexus Studies*

	Open Space	Pedestrian Amenities	Vehicle Amenities	Increased Transit Amenities	Bicycle Amenities	Childcare Facilities	Recreational Facilities	Implementation Administration
San Francisco								
San Francisco Transit Impact Fee				C				
Rincon Hill Impact Fee	R	R	R				R	
California								
Assoc Monterey Bay Area Governments			R,C	R,C				
Fairfield	R							
Gilroy	R,C						R, C	R, C
Kern COG			R,C	R,C				
Palo Alto		R,C			R,C			
Redwood City	C							
Sacramento, CA	R,C		R,C	R,C			R,C	
San Bernadino AG			R,C	R,C				
South San Francisco						R,C		
Western Riverside Council of Governments			R,C	R,C				
Woodland, CA	R,C		R,C	R,C			R,C	R, C
Other High Density Neighborhoods								

R - nexus with residential development,

C - nexus with commercial development.

**Additional studies may be added to this table*

Appendix E. Determining Service Population's Fair Share Demand of New Infrastructure

	Total Costs	Costs Valid for Impact Fee	Residential Demand Rate	Commercial Demand Rate	Residential Value	Commercial Value	Percentage of Residential Demand Attributable to New Development	Percentage of Commercial Demand Attributable to New Development	New Residential	New Commercial
Open Space										
"Living Street" Improvements for select Alleys	\$32,760,000	\$32,760,000	1.00	0.24	\$26,420,000	\$6,340,000	0.27	0.14	\$7,150,000	\$920,000
Street Tree Plantings for Key Streets	\$21,050,000	\$21,050,000	1.00	0.24	\$16,980,000	\$4,080,000	1.00	1.00	\$16,980,000	\$4,080,000
Brady Park - New Open Space SoMa West	\$2,470,000	\$2,470,000	1.00	0.24	\$1,990,000	\$480,000	1.00	1.00	\$1,990,000	\$480,000
McCoppin Plaza - New Open Space	\$900,000	\$900,000	1.00	0.24	\$730,000	\$180,000	1.00	1.00	\$730,000	\$180,000
McCoppin Plaza Extension - New Open Space	\$2,030,000	\$2,030,000	1.00	0.24	\$1,640,000	\$400,000	1.00	1.00	\$1,640,000	\$400,000
McCoppin Street Greening	\$1,350,000	\$1,350,000	1.00	0.24	\$1,090,000	\$270,000	1.00	1.00	\$1,090,000	\$270,000
Patricia's Green in Hayes Valley - Recently Built	\$1,500,000	\$0	1.00	0.24	\$0	\$0	1.00	1.00	\$0	\$0
Under Freeway Park - Near Valencia Street	\$2,500,000	\$2,500,000	1.00	0.24	\$2,020,000	\$490,000	1.00	1.00	\$2,020,000	\$490,000
Hayes Green Rotating Art Project	\$250,000	\$250,000	1.00	0.24	\$210,000	\$50,000	0.27	0.14	\$60,000	\$10,000
Moving People and Goods										
Octavia Boulevard - Recently Built	\$42,000,000	\$0	1.00	0.24	\$0	\$0	0.27	0.14	\$0	\$0
Immediate Freeway Mitigation	\$660,000	\$660,000	1.00	0.24	\$540,000	\$130,000	0.27	0.14	\$150,000	\$20,000
Study Further Central Freeway Removal	\$200,000	\$200,000	1.00	0.24	\$170,000	\$40,000	0.27	0.14	\$50,000	\$10,000
Hayes Street Traffic Study	\$200,000	\$200,000	1.00	0.24	\$170,000	\$40,000	0.27	0.14	\$50,000	\$10,000
Improve Safety of City Parking Garages	\$70,000	\$70,000	1.00	0.24	\$60,000	\$20,000	0.27	0.14	\$20,000	\$10,000
Parking Supply Survey and Program Recommendations	\$300,000	\$300,000	1.00	0.24	\$250,000	\$60,000	0.27	0.14	\$70,000	\$10,000
Pedestrian Improvements for Priority Intersections	\$14,810,000	\$14,810,000	1.00	0.24	\$11,940,000	\$2,870,000	0.27	0.14	\$3,230,000	\$420,000
Extend Octavia ROW to Golden Gate Avenue	\$1,630,000	\$1,630,000	1.00	0.24	\$1,310,000	\$320,000	0.27	0.14	\$360,000	\$50,000
Church Street and Van Ness Avenue Muni Metro Entrances	\$2,140,000	\$2,140,000	1.00	0.24	\$1,730,000	\$420,000	0.27	0.14	\$470,000	\$60,000
Widen Hayes Street Sidewalk	\$2,330,000	\$2,330,000	1.00	0.24	\$1,880,000	\$450,000	0.27	0.14	\$510,000	\$70,000
Dolores Street Median Extension	\$180,000	\$180,000	1.00	0.24	\$140,000	\$40,000	0.27	0.14	\$40,000	\$10,000
Re-establishment of Vacated Alleyways	\$2,200,000	\$2,200,000	1.00	0.24	\$1,770,000	\$430,000	0.27	0.14	\$480,000	\$70,000
Van Ness Bus Rapid Transit Project	\$58,340,000	\$58,340,000	1.00	0.24	\$47,050,000	\$11,300,000	0.27	0.14	\$12,720,000	\$1,640,000
Transit Preferential Street Improvements	\$8,290,000	\$8,290,000	1.00	0.24	\$6,680,000	\$1,610,000	0.27	0.14	\$1,810,000	\$240,000
Dedicated Transit Lanes	\$4,990,000	\$4,990,000	1.00	0.24	\$4,020,000	\$970,000	0.27	0.14	\$1,090,000	\$140,000
Church Street Improvements	\$4,510,000	\$4,510,000	1.00	0.24	\$3,640,000	\$880,000	0.27	0.14	\$990,000	\$130,000
Transit Pass Program, as parking mitigation	\$4,920,000	\$0	0.00	0.00	\$0	\$0	0.00	0.00	\$0	\$0
Bicycle Network Improvements	\$170,000	\$170,000	1.00	0.24	\$140,000	\$40,000	0.27	0.14	\$40,000	\$10,000
Muni Bike Racks	\$40,000	\$40,000	1.00	0.24	\$40,000	\$10,000	0.27	0.14	\$10,000	\$10,000
On-Street Bike Racks	\$20,000	\$20,000	1.00	0.24	\$20,000	\$10,000	0.27	0.14	\$10,000	\$10,000
Page St Bicycle Boulevard	\$630,000	\$630,000	1.00	0.24	\$510,000	\$130,000	0.27	0.14	\$140,000	\$20,000
Childcare Facilities										
Existing Needs (deficit)	\$10,710,000	\$0	0.00	0.00	\$0	\$0	0.00	0.00	\$0	\$0
Future Needs	\$6,460,000	\$6,460,000	1.00	0.00	\$6,460,000	\$0	1.00	0.00	\$6,460,000	\$0
Library Materials	\$690,000	\$690,000	1.00	0.00	\$690,000	\$0	1.00	0.00	\$690,000	\$0
Recreational Facilities	\$11,310,000	\$11,310,000	1.00	0.12	\$10,100,000	\$1,220,000	1.00	0.00	\$10,100,000	\$0
Duboce Streetcar Museum	\$3,750,000	\$0	1.00	0.00	\$0	\$0	0.27	0.00	\$0	\$0
Historic Resource Survey										
Historic Resource Survey	\$260,000	\$0	1.00	0.24	\$0	\$0	1.00	1.00	\$0	\$0
Plan Area Monitoring	\$200,000	\$200,000	1.00	0.24	\$170,000	\$40,000	1.00	1.00	\$170,000	\$40,000
Capital Improvements Program Administration	\$7,060,000	\$7,060,000	1.00	0.24	\$5,700,000	\$1,370,000	1.00	1.00	\$5,700,000	\$1,370,000
Total	\$253,750,000	\$190,740,000			\$156,260,000	\$34,690,000			\$77,020,000	\$11,180,000