



ROADMAP TO SAN FRANCISCO'S FUTURE

August 2023

Progress Update

sf.gov/roadmap

In February 2023, to address the economic implications of the pandemic, Mayor London N. Breed put forward a vision to position Downtown San Francisco for its next chapter. The Roadmap to San Francisco's Future focuses on five key priorities:

- An economically diverse and resilient job engine
- A welcoming clean and safe environment
- A dynamic destination active at all hours, every day
- A world class transportation experience
- An equitable economy that supports full participation by all

In the six months since the Roadmap's launch, the City has made significant progress fulfilling this vision, including achieving key milestones noted below.

Strategy 1: **Ensure Downtown is clean, safe, and inviting** with smart and strategic investments that increase public safety and improve street conditions in a coordinated, efficient, and effective manner.

- Strengthened police staffing, including funding 220 new police officers in new budget and expanding recruitment and retention strategies, expanded ambassador programs, and deployed retired police officers to supplement foot beats.
- Launched a multi-agency operation that includes local, state, and federal law enforcement to disrupt open-air drug markets.
- Funded 600 new shelter beds, over 1,000 permanent housing placements in new budget, expanded capacity in the City's mental health care and addiction programs incl. treatment beds, overdose prevention services, and other key services.

Progress Points

- Achieved largest new police academy class in three years; increased starting pay to be among highest in the Bay Area.
- Budgeted nearly \$50 million for non-police community-based ambassador programs over the next two years.
- Secured funding to ensure a total increase of over 15,000 housing slots and nearly 4,000 shelters beds since 2018.

Strategy 2: **Attract and retain a diverse range of industries and employers** by identifying and recruiting strategic sectors that support San Francisco's resilience.

- Extended tax relief for impacted businesses such as retail, restaurants, hospitality, and arts & entertainment.
- Passed a new Office Attraction Tax Credit to help bring in new businesses and fill vacant office space.
- Initiated a tax reform process to make San Francisco's business tax base more resilient, competitive, and balanced, with a goal of placing a measure on the 2024 November ballot.

Progress Points

- Increased office attendance by more than 38% since July 2022, the largest year over year back-to-office gain of any American city.
- Saw office demand increase by over 10% by the second quarter of 2023, the only major city aside from New York to see positive office demand.
- Continued growth among AI companies, with a reported demand of up to 800,000 additional square feet on top of current holdings.

Strategy 3: **Facilitate new uses and flexibility in buildings** by maximizing the ability to update and adapt buildings to meet the needs of new interested tenants.

- Amended City codes to ensure flexible zoning to accommodate the widest possible range of activities and uses.
- Established an Adaptive Reuse Program to facilitate the conversion of underutilized office buildings into housing.
- Initiated plans to bring more public employees Downtown, by working with the City Administrator, the School District, and City College to identify opportunities in underutilized buildings.

Progress Points

- Received submittals of interest for 5 potential downtown residential conversions, in response to recent Request for Information (RFI).

Strategy 4: **Make it easier to start and grow a business** by creating transparency, streamlining processes, and building out systems to support new businesses opening in San Francisco.

- Matched aspiring entrepreneurs and artists with vacant ground floor space Downtown through the Vacant to Vibrant program, with activators opening in September.
- Extended the First Year Free program to eliminate City permit costs for new business ventures.
- Provided grants, loans and trainings for new and existing small businesses through the Storefront Opportunity Grant Program.

Progress Points

- 4,873 businesses have benefitted from the First Year Free program to date.
- 5,578 new business registrations have been filed to date in 2023.
- Facilitating over 100 changes to the Planning Code to ease permitting of ground floor commercial spaces, via pending legislation.

Strategy 5: Grow and prepare our workforce by preparing San Franciscans for growing industry sectors, as well as new ways to unlock housing production to meet the demands of a growing labor force.

- As part of the Housing for All Plan, advanced sweeping changes to make housing construction financially feasible, and continued efforts to reform administrative City approval and permitting process.
- Expanded workforce outreach in the hospitality, health care, small businesses, and construction sectors; and increased job access points via Neighborhood Job Centers and job fairs.

Progress Points

- Enrolled 2,630 San Francisco job seekers in workforce services in the first six months of 2023, with over 1,954 of those job seekers referred through Neighborhood Job Centers.
- Connected over 1,000 job seekers connected with 80 employers at the Ferry Building job fair in April.

Strategy 6: Transform Downtown into a leading arts, culture, and nightlife destination by creating an entertainment zone and seeding new businesses, events, activities, and experiences for a more vibrant Downtown.

- Advocating for state legislation to allow for outdoor alcohol consumption in Entertainment Zones.
- Supported activations and events like Bhangra & Beats Night Market, Union Square in Bloom, UNDSCVRD SF Block Party events, and World Cup Village watch parties.

Progress Points

- Welcomed over 10,000 people at Bhangra & Beats Night Market with surveyed attendees spending \$89 on average downtown before or after each event.
- Drew crowds of approximately 4,350 attendees to Women's World Cup Village events, with 33 vendors who nearly sold out of food and beverages.
- Expanded the UNDSCVRD SF Block Party in its 7th year, bringing an average of 6,000 attendees downtown per event.

Strategy 7: Enhance public spaces to showcase Downtown by investing in and expanding plazas, alleyways, and other public spaces to improve people's experience of Downtown.

- Launched efforts to enliven public spaces and plazas, including the family-friendly Civic Center Carnival, a new skate park to be installed in UN Plaza.
- Funded efforts to reinvigorate Powell Street between the Cable Car turnaround at Hallidie Plaza and Union Square.

Progress Points

- Successfully adopted the Shared Spaces program permanently to allow businesses to operate in outdoor public spaces.
- On track to open Landing at Leidesdorff as a new public space Downtown in early September.

Strategy 8: Invest in transportation connections to maintain access to Downtown by every mode of transportation available while continuing to improve the reliability, efficiency, and quality of service.

- Secured one-time state funding for public transportation to prevent SFMTA, BART, and other public transit agencies from needing to cut service as long-term funding is stabilized.
- Launched programs to increase downtown accessibility, including a pilot program for express service on the 1X California Express line during the morning and evening rush hours and a partnership with Golden Gate Transit to add more capacity for downtown bound trips from the Marina and Cow Hollow.

Progress Points

- Increased morning rush hour service on the 1 California pilot, and supplemented service on other Citywide lines, to address growing demand.
- Launched the California Line Cable Car Day Pass, selling close to 10,000 more Cable Car tickets on-board on the California line and an additional 5,400+ day passes on MuniMobile.
- Saw MUNI daily boardings increase by approximately 33,000 weekday boardings from the start of 2023, and BART weekday ridership by approximately 25,000 daily riders.

Strategy 9: Tell our story through proactive marketing to emphasize our strengths and reclaim our brand.

- Promoted a national Always San Francisco visitor attraction campaign in targeted markets to remind potential visitors of San Francisco's unique allure.
- Launched the @HeartofSF social media campaign to engage local residents, and spurred resident-initiated campaigns like @WeLoveSF that showcase what makes San Francisco special.

Progress Points

- Expanding visibility to a broader national and international audience through fall events like Dreamforce, now the largest AI conference in the world, and APEC, with 21 heads of state including the President of the United States and hundreds of business leaders from Asia.

