SAN FRANCISCO BETTER STREETS PLAN

POLICIES AND GUIDELINES FOR THE PEDESTRIAN REALM

FINAL PLAN

ADOPTED BY THE SAN FRANCISCO BOARD
OF SUPERVISORS ON DECEMBER 7, 2010

better streets
SAN FRANCISCO

SAN FRANCISCO PLANNING DEPARTMENT

Mayor's Office on Disability

SFPUC

SFMTA | Municipal Transportation Agency

The *Better Streets Plan* is intended to illustrate best practices and provide a guiding document for all actors wishing to make changes to the public right-of-way in San Francisco. The *Better Streets Plan* is explicitly intended as guidance only, as opposed to definitive standards. The *Better Streets Plan* describes and illustrates typical situations for the design of streets, sidewalks, and intersections, based on typical street types and standard street improvements. Intersection geometry, topography, transportation factors, and other existing conditions combine create many unique situations. The *Better Streets Plan* provides flexibility for the professional to design to specific conditions. To the greatest extent feasible, the guidelines contained in this document should be followed to create a pedestrian environment that serves all users.

Cover rendering by Allan B. Jacobs

Office of the Mayor
City & County of San Francisco

Gavin Newsom

June 2010

My Fellow San Franciscans:

I am pleased to present the Better Streets Plan Final Draft. This is a major milestone towards my vision of establishing a systematic, implementable program to bring about real and lasting change to San Francisco's streets.

Across the nation, forward-thinking cities are creating street design manuals as a tool to improve the quality and character of their neighborhoods and districts. In San Francisco, the Better Streets Plan creates a vision and provides guidelines for making the city's streets safer, greener and more enjoyable for all, following the City's Transit-First Policy and Better Streets Policy.

The Better Streets Plan is the result of a significant, inclusive public process. Department staff have held over 100 community meetings, gathered over 1,000 surveys, and received hundreds of comments into the Better Streets Plan. This plan truly represents the collective vision of the San Francisco community.

But the Better Streets Plan is just one step on the journey towards achieving truly world-class streets in San Francisco. As this document goes to print, my administration is bringing forward many street improvements towards a more livable public realm, including:

- **The Pavement to Parks program:** reclaiming underutilized portions of the roadway for vibrant public spaces
- **Better Market Street:** returning this once-great street to its rightful place at the center of San Francisco's civic life
- **The Great Streets Program:** improving neighborhood main streets such as Valencia Street, Leland Avenue, Divisadero Street, and Balboa Street to support local merchants and communities
- And many others

The Better Streets Plan illustrates that the City and community working together can realize actual street changes that improve San Francisco's streetscapes – to make our streets more useable and attractive and universally accessible to all, to make them safer and more welcoming, to improve their ecological functioning, and to return them to their rightful place as the center of civic life in this wonderful city. I commend all those involved in the drafting of this plan for their work.

We hope to have your full support in making San Francisco's streets part of a world-class public realm. We appreciate your on-going commitment to helping us plan Better Streets in San Francisco.

Warmest personal regards,

Gavin Newsom
Mayor, City and County of San Francisco

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www.sfbetterstreets.org

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Read this first:
Navigating the Better Streets Plan

The Better Streets Plan guides the design of the pedestrian environment for all users. It's a long document, but most of the time users will only need to read certain portions. This page will help you quickly figure out where to look in the document for particular guidance.

USERS

The Better Streets Plan is intended for a variety of users, including:

- → **Decision-makers:** The Plan recommends policy directions and next steps to achieve a great pedestrian environment. See Chapter 3.
- → **Street designers and managers:** The Plan sets guidelines to guide the design and use of the pedestrian environment, whether new streets, full streetscape re-designs, or design and placement of individual streetscape elements. See Chapters 4, 5, and 6.
- → **Stakeholders:** The plan provides a resource and guide for community members, organizations, or private developers making streetscape improvements or seeking to understand the rules regarding design and use of the pedestrian environment. See Chapters 4, 5, and 6.

DOCUMENT STRUCTURE

The Better Streets Plan consists of the following sections:

1. Introduction

Background, overview of the plan process, and next steps.

2. Context

Existing pedestrian and streestcape conditions, relevant federal, state, and local policies, and existing City planning efforts relating to street design.

3. Goals and Policies: The Path to Better Streets

Plan goals, objectives, and policy directions to achieve Better Streets.

4. Approach: Designing Great Streetscapes

Framework for design of the pedestrian realm by street type, and guidelines that apply to the pedestrian environment as a whole, such as sidewalk zones and general layout of streetscape elements.

5. Guide: Street Designs

Guidelines for curb lines and related features, such as medians, curb extensions, and crosswalks.

6. Guide: Streetscape Elements

Guidelines for individual streetscape elements, such as plantings, lighting, site furnishings, and utilities.

7. Implementation

Recommendations for implementing Better Streets, including maintenance, enforcement, and funding strategies.

Designing a street?

Follow these steps:

1. Determine street type (See Section 4.1)
2. Identify appropriate standard and additional elements for that street type (4.1)
3. See guidelines for overall design: sidewalk width, sidewalk zones, and layout of streetscape elements (4.2)
4. Follow specific guidelines for individual elements as necessary (Chapters 5 and 6)

Locating a specific element?

Follow these steps:

1. See guidelines for overall design: sidewalk width, sidewalk zones, and layout of streetscape elements (Chapter 4)
2. Follow specific guidelines for the particular element (Chapters 5 and 6)

Contents

"Streets are almost always public: owned by the public, and when we speak of the public realm we are speaking in large measure of streets. What is more, streets change. They are tinkered with constantly: curbs are changed to make sidewalks narrower or (in fewer cases) wider, they are repaved, lights are changed, the streets are torn up to replace water and sewer lines or cables and again repaved. The buildings along them change and in doing so change the streets. Every change brings with it the opportunity for improvement. If we can develop and design streets so that they are wonderful, fulfilling places to be, community-building places, attractive public places for all people of cities and neighborhoods, then we will have successfully designed about one-third of the city directly and will have had an immense impact on the rest."

Allan Jacobs,
Great Streets, MIT Press, 1995

Executive Summary

Rendering by Allan B. Jacobs

INTRODUCTION

The Better Streets Plan provides a blueprint for the future of San Francisco's pedestrian environment. It describes a vision, creates design guidelines, and identifies next steps to create a truly great pedestrian realm.

The Plan seeks to balance the needs of all street users, and reflects the understanding that the pedestrian environment is about much more than just transportation – that streets serve a multitude of social, recreational and ecological needs that must be considered when deciding on the most appropriate design. The Plan follows from the 'Better Streets Policy,' adopted by the Board of Supervisors and the Mayor in February 2006, which describes the varied roles that the City's streets should play.

The Better Streets Plan provides guidelines for the pedestrian environment, defined as the areas of the street where people walk, shop, sit, play, or interact – outside of moving vehicles. Generally speaking, this refers to sidewalks and crosswalks; however, in some cases, this may be expanded to include certain areas of the roadway. The Plan does not generally focus on roadway or vehicle travel characteristics.

If fully realized, the Better Streets Plan will bring a number of benefits to San Francisco. It will help retain families in San Francisco, support Muni and a transit-first city, help promote public safety, help to minimize sewer/stormwater overflows into the Bay, decrease the likelihood of pedestrian injuries and fatalities, increase accessibility for all street users, and enhance the everyday quality of life for San Francisco's residents.

This plan follows from a long public and technical process. City staff attended over 100 community meetings relating to the Better Streets Plan, held monthly meetings with a Community Advisory Committee, and received over 1,000 responses to the two Better Streets Plan surveys. As well, the Better Streets team has met with technical agency staff to gather comments regarding technical feasibility of initial concepts and proposals.

PLAN HIGHLIGHTS

The Better Streets Plan contains a wide range of guidelines relating to streetscape and pedestrian facilities. Major themes and ideas include:

- **Distinctive, unified streetscape design:** Street trees as defining the streetscape rhythm; integrated site furnishings; regular pedestrian-oriented lighting; minimizing cluttering elements.
- **Space for public life:** Safe, useable public seating for neighborhood gathering; generous curb extensions for seating and landscaping; reclaiming of excess street space for public use; space for outdoor café and restaurant seating and merchant displays.
- **Enhanced pedestrian safety:** Safe, convenient pedestrian crossings; curb radii and curb extensions that slow traffic, shorten crossing distance, and enhance visibility; pedestrian countdown signals and other pedestrian priority signals (head-start, pedestrian scramble).
- **Improved street ecology:** On-site stormwater management to reduce combined sewer overflows; resource-efficient elements and materials; streets as green corridors and habitat connectors.
- **Universal design and accessibility:** Generous, unobstructed sidewalks, curb ramps for all users, accessible pedestrian signals.
- **Integrating pedestrians with transit:** Transit rider amenities at key stops; safe, convenient pedestrian routes to transit; mutual features that benefit pedestrian safety and comfort and transit operations, such as bus bulb-outs and boarding islands.
- **Creative use of parking lanes:** Permanent curb extensions with seating and landscaping; landscape planters in the parking lane; flexible, temporary use of the parking lane for restaurant seating or other uses.
- **Traffic calming to reduce speeding and enhance pedestrian safety:** Raised crossings and speed tables; landscaped traffic circles; chicanes.

- **Pedestrian-priority designs:** Shared public ways; temporary or permanent street closures to vehicles; sidewalk and median pocket parks.
- **Extensive greening:** Healthy, well-maintained urban forest; expanded sidewalk plantings; efficient utility location to provide more potential planting locations.

NEXT STEPS

The Better Streets Plan is a vision for the future of the City's pedestrian environment. These suggested improvements are not extravagant or uncommon—they are in use in many cities across the state and nation. However, even typical street improvements cost money to build and maintain. To build out the Plan's recommendations on the City's streets, the City must have capital and maintenance funding in place—funding the City does not currently have. The City must continue to seek funding to realize the vision of the Better Streets Plan.

Better streets rely on successful implementation—ongoing capital funding, efficient maintenance, and effective education and enforcement. This plan describes a vision for ideal streets, and recognizes the need to have detailed implementation strategies. The plan identifies high-level implementation measures. Other recommendations have been developed in an accompanying report by the Controller's Office.

The Better Streets Plan is merely the first step to realizing an improved pedestrian environment and public realm in San Francisco. It sets high-level guidelines that should be used in the City's on-going streetscape and pedestrian design. It does not seek to prioritize or create a project list of Better Streets projects. Nor does it give specific engineering guidance on a number of technical topics—those standards may be found in other existing or planned documents.

In order to implement the vision of the plan, the City must take a variety of next steps, including the following:

- Improve the coordination and delivery of street improvements.
- Create an easy to use Better Streets guide and website.
- Develop a framework for implementation and prioritization of street improvement projects.
- Develop additional technical guidance on a number of topics, including: urban forest, stormwater, street and pedestrian lighting, street furnishing, and roadway design guidelines.

CHAPTERS

The Better Streets Plan consists of the following chapters:

1. Introduction
2. Context
3. Goals and Policies: The Path to Better Streets
4. Approach: Designing Great Streetscapes
5. Guide: Street Designs
6. Guide: Streetscape Elements
7. Implementation

1.0 INTRODUCTION

Chapter 1 gives background on the plan, describes the plan development, and identifies next steps, and is summarized above.

2.0 CONTEXT

Chapter 2 describes existing conditions and policies relating to streets and the pedestrian environment in San Francisco today.

2.1 Existing conditions

Walking accounts for 20% of all trips made in San Francisco[1]. Major activity generators include transit hubs, schools, hospitals and shopping centers. Pedestrian volumes are highest in the northeast quadrant of the city, and along major transit corridors. Pedestrian collisions and fatalities have been generally declining over time, though still remain significant. Many pedestrian collisions are concentrated in a few areas of the city.

Streetscape and pedestrian infrastructure includes signs and signals, sidewalks, curb ramps, street trees, street lighting, site furnishings, and stormwater infrastructure. San Francisco's street and sidewalk infrastructure varies greatly, as does data on the condition of these features. The City is engaged in collecting on-going data on a number of features.

2.2 Existing policies

Street design in San Francisco is subject to federal, state, and local policies, standards, and guidelines. Key federal and state policies and standards include the Americans with Disabilities Act (ADA) and related documents, the California Manual on Uniform Traffic Control Devices (MUTCD), the California Vehicle Code (CVC), American Association of State Highway and Transportation Officials (AASHTO) standards, the California Environmental Quality Act (CEQA), and the Clean Water Act and National Pollutant Discharge Elimination System (NPDES) permit, which regulates stormwater runoff into receiving waters.

Locally, San Francisco has passed the 'Transit-First Policy' (City Charter Section 16.102) and the 'Better Streets Policy' (Administrative Code Chapter 98), which prioritize street improvements that enhance transit trips over other transportation modes, and require the City to coordinate to create streets that are pedestrian-oriented and multi-functional, respectively. Additional City policies can be found in the San Francisco General Plan and its constituent elements. The Countywide Transportation Plan also

1 San Francisco County Transportation Authority

guides street improvements. City standards and guidelines relating to street design can be found in the Administrative Code, Building Code, Fire Code, Planning Code, Public Works Code, Transportation Code, and in departmental orders, design guidelines, and standard plans.

2.3 Existing City efforts

The City has a number of on-going projects and programs relating to street improvement. Responsibility for street planning, design, funding, regulation, maintenance, education, and enforcement is spread over several departments. Though there are many good projects, there is often inconsistency in the results, and the process can be expensive, time-consuming, and confusing.

3.0 GOALS AND POLICIES: THE PATH TO BETTER STREETS

Chapter 3 describes an overall vision for better streets. It describes goals, objectives, policies, guidelines, and next steps to achieve a great pedestrian environment, based on the following "10 Elements of Better Streets."

Streets should (be):

1. **Memorable:** San Francisco's streets should be designed to give the city and its neighborhoods a recognizable image and provide a means of orientation and understanding of the city.
2. **Support diverse public life:** San Francisco's streets should provide opportunities for diverse experiences and encourage people to spend time engaging in social and recreational activities.
3. **Vibrant places for commerce:** San Francisco's streets should be designed and managed as attractive and exciting destinations that encourage residents and visitors to walk to and use local shopping areas, rather than to drive to regional shopping centers.
4. **Promote human use and comfort:** San Francisco streets should be designed to prioritize the everyday needs of people and to support human comfort and enjoyment.
5. **Promote healthy lifestyles:** San Francisco's streets should promote healthy lifestyles by encouraging walking to daily and occasional destinations, minimizing pedestrian injuries and helping to decrease major chronic diseases related to air quality and pedestrian activity.
6. **Safe:** San Francisco's streets should be designed to create a street environment that supports a high level of pedestrian safety and security.
7. **Create convenient connections:** San Francisco's streets should be designed to facilitate safe, accessible, and convenient connections among major nodes, hubs, destinations, transit centers, and major land use and activity centers.
8. **Ecologically sustainable:** San Francisco's streets should be designed as a green network, enhancing the City's long-term ecological functioning.
9. **Accessible:** San Francisco streets should be designed for ease of use and access to destinations for all populations, particularly those with visual or mobility impairments.
10. **Attractive, inviting, and well-cared for:** San Francisco's streets should be beautiful, create an engaging visual impression, appeal to senses of sight, smell, and sound, and encourage a sense of ownership and civic pride that is reflected in streets' physical appearance and level of activity.

4.0 APPROACH: DESIGNING GREAT STREETSCAPES

Chapter 4 sets a framework for overall streetscape design. It is divided into two sections: 4.1 Street Types; and 4.2 Overall Streetscape Guidelines.

4.1 Street Types

Different streets play different roles, so this chapter begins by categorizing streets into different street types for the purposes of streetscape design. Street classifications are based on land use characteristics (residential, commercial, industrial, mixed-use) and transportation roles (downtown, throughway, neighborhood). Special streets (parkways, park edge streets, boulevards and ceremonial (civic) streets), and small streets (alleys, shared public ways, and pedestrian-only streets) are called out separately. These classifications are not intended to replace technical transportation classifications, but to help make decisions about streetscape design.

Section 4.1 shows a typical site plan and section for each street type, using recommended sidewalk widths, pedestrian facilities, and streetscape amenities. For each street type, the Plan lists standard improvements (such as street trees, curb ramps, marked crossings, and site furnishings) and case-by-case additions (such as mid-block crosswalks, landscaped center medians, perpendicular or angled parking with corner plazas, and extended bulb-outs with landscaping and seating). Standard additions should generally be included in any streetscape design project on a particular street type. Case-by-case additions should be considered as budgets, physical conditions, and neighborhood preferences allow.

4.2 Overall Streetscape Guidelines

Section 4.2 provides overall guidelines for the streetscape environment. Streetscapes should be designed to encompass a variety of features and amenities, and reflect a unified design sensibility. Streetscape projects should be combined wherever possible to provide 'completeness' in streetscape design. For example, curb ramp projects may be combined with building curb extensions, which could house seating, landscaping, and stormwater treatment measures.

Section 4.2 describes appropriate elements and treatments for intersection design, including marked crosswalks, curb ramps, parking restrictions at corners, tight turn radii, curb extensions, pedestrian refuge islands, street trees, street and pedestrian lighting, and site furnishings. These elements should be combined to create a safe, convenient, inviting intersection for pedestrians.

Next, Section 4.2 discusses sidewalk widths and zones. Sidewalks are divided into five zones: frontage, throughway, furnishings, edge, and 'extension.' These terms are used throughout the document. Minimum and recommended sidewalk widths are given for each street type. Sidewalks below minimum width should be considered deficient, and should be widened as opportunities and funding allow. Recommended widths are wide enough to allow for desired streetscape amenities. Sidewalks on new streets should meet or exceed recommended widths.

Finally, this section describes guidelines for overall layout of streetscape elements. Streetscapes should wisely allocate limited space, strive for 'wholeness', and accommodate pedestrian needs. Street trees should define the rhythm of the streetscape, and be the primary organizing element. Conflicts with ideal street tree locations should be minimized to achieve this rhythm. Street and pedestrian lighting may be placed in an off-setting rhythm. Other site furnishings should be placed in relation to these elements, per appropriate clearances, discussed in Chapter 6.

5.0 GUIDE: STREET DESIGNS

Chapter 5 describes guidelines for street designs such as curb geometries, crosswalks, parking lanes, and special street conditions. It is divided into eight sections: 5.1 Crosswalks and Pedestrian Signals; 5.2 Corner curb radii; 5.3 Curb extensions; 5.4 Medians and Islands; 5.5 Transit-Supportive Streetscape Design; 5.6 Parking lane treatments; 5.7 Traffic calming and roundabouts; and 5.8 Pedestrian-priority designs.

5.1 Crosswalks and Pedestrian Signals

Crosswalks are an essential part of a safe, convenient pedestrian realm, and may also be an urban design treatment. This section describes guidelines for location and design of marked crosswalks at intersections and mid-block locations, special treatments such as raised crossings, special paving treatments, and special signals, pedestrian signals, and vehicle movements at intersections, including right turns on red and multiple turn lanes.

5.2 Corner curb radii

Corner curb radii (turn radii) have a major impact on pedestrian safety and quality. Tight turn radii slow turning vehicles, shorten crossing distances and enhance visibility. Turn radii should be as tight as possible to enhance pedestrian comfort; however, they should be designed to accommodate turning vehicles as well per the guidelines. This section also presents alternative strategies for dealing with intersections with frequent large turning vehicles.

5.3 Curb extensions

Similar to curb radii, curb extensions slow turning vehicles, shorten crossing distances and enhance visibility by extending the sidewalk into parking lanes. Corner curb extensions should be a standard treatment on most street types. They should be designed to maximize pedestrian space. Generous curb extensions may allow opportunities for landscaping, seating, and stormwater management. They may also be placed at mid-block locations to create a small plaza.

5.4 Medians and islands

Medians are continuous raised areas within the roadway that control traffic, and may have a traffic calming, greening, and ecological benefit. They may also provide pedestrian refuges at crossings. Medians should include trees and other landscaping as appropriate. Islands are smaller raised areas within the roadway. They may provide a pedestrian refuge, traffic calming, or design feature.

5.5 Transit-Supportive Streetscape Design

Most transit rides begin or end on foot. People waiting at transit stops are some of the most frequent users of the pedestrian realm. Transit waiting areas should be designed with amenities for waiting riders. They must also be accessible to all users and provide clear paths to and from the transit shelter and vehicle. Bus bulbs and transit boarding islands may be used to improve transit operations and also provide greater sidewalk space.

5.6 Parking lane treatments

In many cases, the pedestrian environment may be extended into the parking lane, either permanently or temporarily. Curb extensions are one way of achieving this. Providing perpendicular or angled parking where roadway width allows can also allow for the creation of significant corner plazas. Alternative uses for the parking lane are also considered, including landscaped planters, bicycle parking, and flexible (temporary) use of the parking lane for outdoor seating.

5.7 Traffic calming and roundabouts

Traffic calming enhances pedestrian safety and neighborhood character by slowing traffic. Traffic calming measures discussed in this plan include traffic circles and chicanes. These should be designed to slow traffic by visually narrowing the street and forcing cars to shift laterally. They may also present opportunities for landscaping, stormwater treatment, and community stewardship. Roundabouts are traffic control devices with limited applicability in San Francisco. Where they are used, consideration should be given to pedestrian safety, accessibility, and wayfinding.

5.8 Pedestrian-priority designs

Pedestrian-priority designs are special cases that provide more than the standard sidewalk space for pedestrians. These include: sidewalk and median pocket parks, shared public ways, local lanes and medians on multi-way boulevards, pedestrian-only streets, and public stairs. In all cases, the pedestrian area or shared pedestrian/vehicle area should be designed to slow traffic and indicate areas of pedestrian priority. They may also be opportunities to create significant public spaces.

6.0 GUIDE: STREETSCAPE ELEMENTS

Chapter 6 describes guidelines for streetscape elements typically found in sidewalks or curb extensions, including: street trees and plantings, stormwater control measures, street and pedestrian lighting, paving, site furnishings, utilities, and driveways.

6.1 Urban forest

The urban forest consists of street trees, understory plantings (ground landscaping), and above-ground plantings (planter boxes or hanging planters). Urban forest elements should be appropriate to soil and microclimate zones. Drought-tolerant and climate-adapted species should be used. Native plantings should be used when it is possible to maintain healthy plantings.

Street trees should be the primary organizing element of the streetscape; restrictions and conflicts with other elements should be minimized to ensure consistent plantings. Tree basins should be optimized to ensure tree health and minimize root interference with sidewalks. Tree furnishings such as grates, guards or railings may be used for a design treatment; however, they may be difficult to maintain or inhibit tree health.

Understory plantings should be used in furnishings zones on most street types, with sufficient area for healthy plantings. They may have a formal or more naturalistic treatment, depending on the context. Sidewalk landscaping may be present and still allow access to parked cars and utilities if designed properly. Above-ground landscaping is appropriate in limited circumstances such as in special design areas, or where in-ground landscaping is not possible due to utilities or other constraints.

6.2 Stormwater control measures

Stormwater control measures are on-street stormwater facilities that capture stormwater before it enters the City's combined or separate stormwater systems. This treatment can result in fewer combined sewer overflows into the bay or ocean. Stormwater control measures can be designed to infiltrate, retain, detain, convey, and treat stormwater. Infiltration may not be possible in all locations. For more technical details, refer to the San Francisco Stormwater Design Guidelines.

Stormwater management tools include permeable paving, bioretention facilities, swales, channels and runnels, infiltration trenches, infiltration boardwalks, vegetated gutters, and vegetated buffer strips. All of these features may be designed to be integral, aesthetic parts of the streetscape in addition to their stormwater management role.

6.3 Lighting

Street lighting is a key organizing element that defines the daytime and nighttime environment and enhances personal safety and security. Street lights should light the entire right-of-way; specific pedestrian-oriented lighting is appropriate in downtown, civic, and commercial areas with high numbers of pedestrians. Lighting should be spaced to optimize light distribution and not interfere with other streetscape elements, particularly street trees. Street lights should use energy efficient technologies, and minimize light loss to the night sky. Lighting guidelines should be further developed through a street lighting master plan.

6.4 Paving

Paving materials in the pedestrian realm can be either standard concrete or non-standard materials, such as brick, stone, or unit pavers. Paving should be functional—stable, firm, slip-resistant, and relatively easy to maintain. It may also provide a unique design treatment, particularly on special streets or in areas of the street environment meant for pausing rather than walking through. Special paving may be considered at transit stops, crosswalks, pedestrian refuges, shared public ways, local lanes of boulevards, transit malls, pedestrian-only streets, flexibly used parking lanes, curb extensions, or in the furnishings zone of the sidewalk.

6.5 Site furnishings

Site furnishings consist of all streetscape amenities in the sidewalk, including: benches and seating, bicycle racks, bollards, flowerstands, kiosks, newsracks, parking meters, public art, sidewalk restrooms, traffic and parking signs, trash receptacles, and signage and gateways. Generally, site furnishings should be located in the furnishings zone. Site furnishings should be considered design elements, and use consistent, aesthetic design along a particular street or corridor. They should meet basic clearances and requirements for accessibility, maintenance, and safety.

6.6 Utilities and driveways

Utilities and driveways are functional elements that provide necessary access and facilities. Utilities may be poles, overhead wires, surface-mounted boxes, underground vaults, mains and laterals. They are a necessary and ubiquitous element of streetscape environments; however, they often conflict with other streetscape elements, and vice versa.

Utilities should be efficiently located to minimize impacts on other existing or potential streetscape elements, maintain basic access and maintenance requirements, and be consolidated into shared vaults, boxes, or trenches wherever possible. Likewise, driveways should be minimized and located to avoid impacts to existing or potential streetscape elements.

7.0 IMPLEMENTATION

Chapter 7 describes implementation measures necessary to carry out the vision of the Better Streets Plan, including funding, maintenance, and enforcement strategies. The Controller's Office report: "Better Streets Plan: Recommendations for Improved Streetscape Project Planning, Design, Review and Approval" contains additional implementation recommentations.

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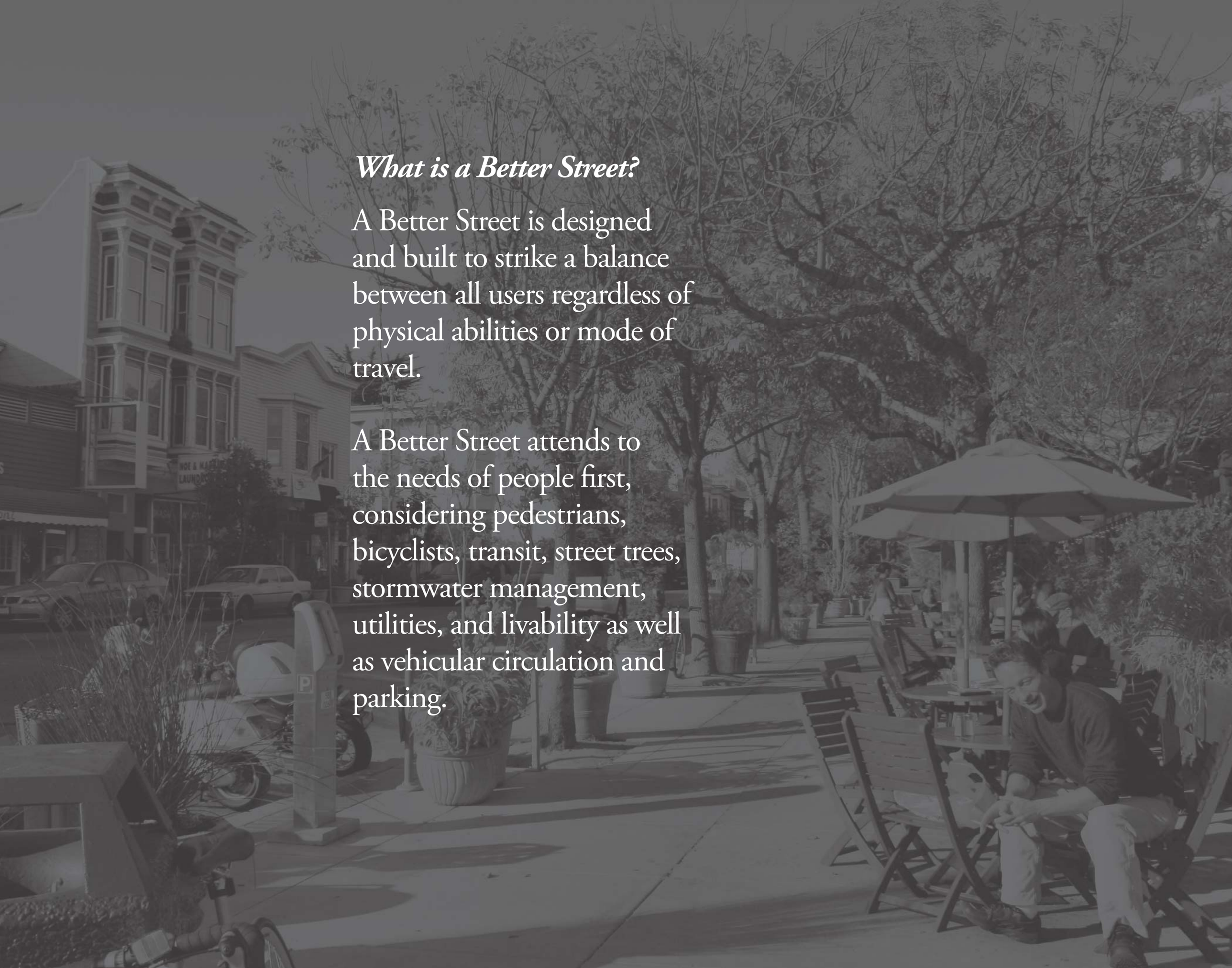
CHAPTER 10

CHAPTER

1.0

INTRODUCTION

The Better Streets Plan provides a blueprint for the future of San Francisco's pedestrian environment. It describes a vision, creates design guidelines, and identifies next steps for the City to take to create a truly great pedestrian realm.



What is a Better Street?

A Better Street is designed and built to strike a balance between all users regardless of physical abilities or mode of travel.

A Better Street attends to the needs of people first, considering pedestrians, bicyclists, transit, street trees, stormwater management, utilities, and livability as well as vehicular circulation and parking.

Background

1.1

BETTER STREETS PLAN PURPOSE

Streets make up fully 25% of San Francisco's land area, more area even than is found in the city's parks. The City's streets are one of its most memorable features; the city's famous hilly terrain is made all the more scenic by the steady march of streets over its rolling topography to the water's edge. However, the scenic vistas visible from and along so many of the city's streets have made it too easy to ignore the untapped potential of the streets themselves—San Francisco's streets are vastly underutilized resources.

San Francisco is renowned for its quality of life, commitment to social equity and growing concern for environmental sustainability. The City's Charter declares that transit, bicycle, and pedestrian use of street space take precedence over private vehicle use. The City strives to provide services, infrastructure, and lifestyle opportunities for people from all walks and stages of life: families with children, young professionals, senior citizens, and everyone inbetween. These goals seek to maintain and enhance San Francisco's role as one of the premier world cities.

As San Francisco continues to mature and evolve it faces many challenges in supporting this vision of itself as a world-class city. Families with children are leaving the city more quickly than they are arriving. Pedestrian injuries and fatalities continue to occur on busy streets. Many neighborhoods lack open space for recreational activities or places for neighbors to gather. The quality of streets and public spaces is slowly deteriorating amid structural budget deficits. The need to address concerns about air and

Noe Street

water quality and global climate change grows increasingly urgent each passing day. Well-designed streets that serve a multitude of uses can help to address these concerns.

Each year, the City spends millions of dollars maintaining and improving city streets, yet too often the streets serve only a single purpose—the movement of automobiles. With improved planning and coordination, San Francisco could use this money to transform its streets to meet the City's many objectives for streets, including enhancement of all types of travel, improved ecological performance, encouragement of physical activity for public health, and restoring the streets' rightful role as the heart of the city's public life.

The Better Streets Plan provides a blueprint for achieving this multi-use vision of streets – streets that continue to function as corridors of movement while at the same time reach their potential for enhanced community life, recreational opportunities, and ecological benefits. As San Francisco continues to grow, the Better Streets Plan will help to ensure that it can fulfill its vision of a world-class city – one that is renowned not just for the views from its streets, but for the quality of the streets themselves and the vibrant public life that they foster.

PLAN BENEFITS

The Better Streets Plan describes a set of guidelines for the pedestrian realm. As street improvements are built over time using the Better Streets Plan, the City will realize a number of essential benefits from improved street design. These benefits include:

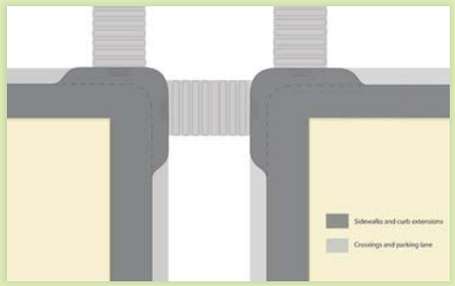
- **Help retain families in San Francisco:** Streets that are safe from fast-moving traffic, are clean and well-maintained, and have spaces for neighbors to gather or children to play will help to retain families in San Francisco, much as affordable housing or good public schools will do the same.
- **Support Muni and a transit-first city:** Every transit trip begins and ends with a walking trip. Well designed streets that are safe and convenient for pedestrians and connect to important transit lines will encourage greater use of the transit system.
- **Help promote public safety:** Active streets that provide 'eyes on the street' will enhance peoples' sense of safety and security from crime and violence.
- **Help improve public health:** Walkable, livable streets encourage physical activity and social cohesion, leading to a decrease in obesity, chronic diseases, and social isolation.

Benefits of the Better Streets Plan

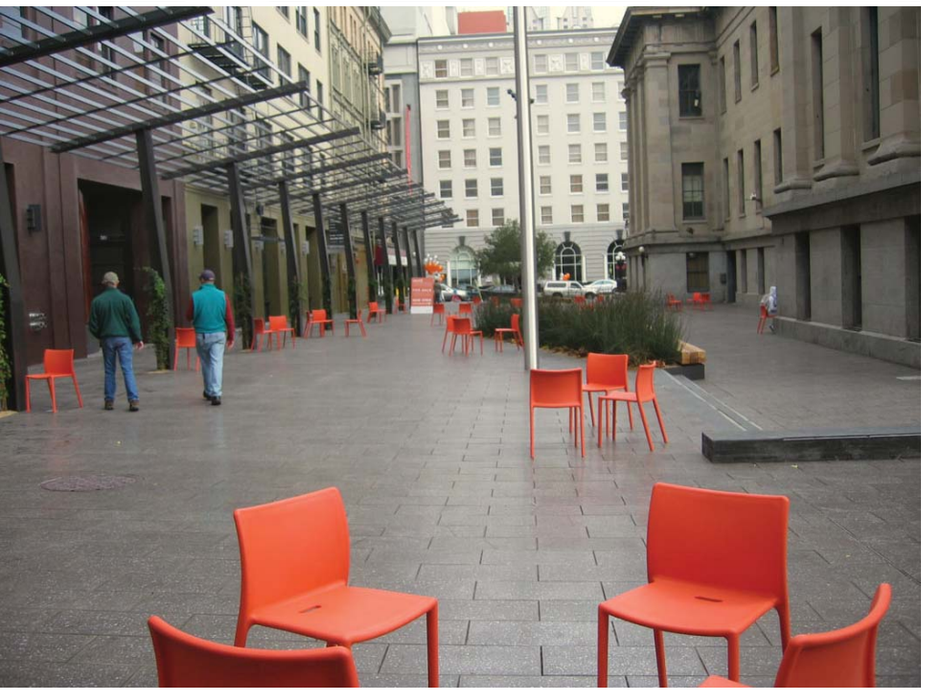
- Help retain families in San Francisco
- Support Muni and a transit-first city
- Help promote public safety
- Help improve public health
- Help to minimize impact on global climate change and local air pollution
- Help to minimize sewer/stormwater overflows into the Bay
- Decrease the likelihood of pedestrian injuries and fatalities
- Increase accessibility for all street users
- Support the City's local shopping districts and small businesses
- Support neighborliness, civic interaction, and identity
- Enhance the everyday quality of life for San Francisco's residents

What is the pedestrian environment?

The term "pedestrian environment" refers to the areas of the street where people walk, shop, sit, play, or interact – outside of moving vehicles. Generally speaking, this refers to the sidewalk areas between the property line and the curb, and the crossing areas at intersections. However, the pedestrian environment can also include portions of the street normally associated with vehicular traffic—such as during street fairs or farmer's markets, or the entire street on small streets such as alleys or pedestrian pathways.



The pedestrian environment



▲ Recent San Francisco projects such as Octavia Boulevard (top) and Mint Plaza (bottom) show how streets can be transformed into active and green public spaces

→ **Help to minimize impact on global climate change and local air pollution:** Streets that are designed to promote walking, cycling, and transit use over private automobile use will help to minimize San Francisco's contribution to global climate change and reduce local air pollution.

→ **Help to minimize sewer/stormwater overflows into the Bay:** Streets can be designed to detain a certain percentage of water during big storms, to reduce overflows of the City's combined stormwater and sewer infrastructure into the bay and minimize local flooding problems.

→ **Decrease the likelihood of pedestrian injuries and fatalities:** Streets that are designed with the safety of pedestrians in mind will decrease the likelihood of pedestrian/auto collisions and the number of pedestrian injuries and fatalities that occur each year.

→ **Increase accessibility for all street users:** Streets that have a clear, accessible path of travel and are free from barriers and obstructions will result in increased usability for all users, including people with disabilities, seniors, children, parents with strollers, and everyone else.

→ **Support the City's local shopping districts and small businesses:** A street system that encourages people to walk to neighborhood commercial districts rather than drive to regional shopping centers for their daily needs helps to support the small commercial areas and small businesses that make up an important part of San Francisco's character and economy.

→ **Provide open space in areas that are lacking:** There is increasing pressure on the City's existing open spaces, and a need for open space in new neighborhoods. The city's street system can complement and link to the larger open space network, bringing more open space to underserved neighborhoods.

→ **Support neighborliness, civic interaction, and identity:** Cities depend on peaceful interactions of colleagues, neighbors, and strangers who share a collective identity and pride as the residents of a place. Well-designed streets that include places to sit, stop, gather, and play create the spaces for this interaction to take place.

→ **Enhance the everyday quality of life for San Francisco's residents:** Above all, a well-designed street system will enhance the City's livability for San Francisco's residents, workers, and visitors, by providing pleasant places to stroll or sit, opportunities for neighborly interaction, freedom from excessive noise and pollution, and a green, attractive cityscape.

For the Better Streets Plan to help achieve these benefits, the City must reform many of its current standards, guidelines, and practices relating to street design, construction and maintenance. These practices, standards and guidelines—found in the City's codes, plans, and departmental orders—are strong determinants of the resulting street environment that we see and use everyday. Many of these codes are old or out of date, and often conflict with one another. Many were adopted during times when thinking about streets, technologies, and ecological best practices was different than it is today, and often reflect a single-use vision for streets that does not account for the multitude of uses that streets can serve.

The Better Streets Plan seeks to balance and reconcile these codes while considering all potential street uses; the legislation accompanying the Better Streets Plan adoption updated many of these codes.

Additionally, there must be an on-going commitment from the City to ensure that future changes to the public right-of-way are consistent with the Better Streets Plan. This document provides a guide for City agencies, community members, and private developers and anyone else making changes to the pedestrian realm. This guide must be complemented with an on-going commitment from the City's elected officials and department heads to funding, staffing, building, and maintaining Better Streets improvements.

PLAN HIGHLIGHTS

DISTINCTIVE, UNIFIED OVERALL DESIGN

- Integrated site furnishings [Section 6.5]
- Pedestrian-oriented lighting [6.3]
- Minimize site cluttering [6.5]

SPACE FOR PUBLIC LIFE

- Reclaim excess street space for public use [5.8]
- Safe public seating for neighborhood gathering [6.5]
- Merchant participation [6.5]

PEDESTRIAN SAFETY

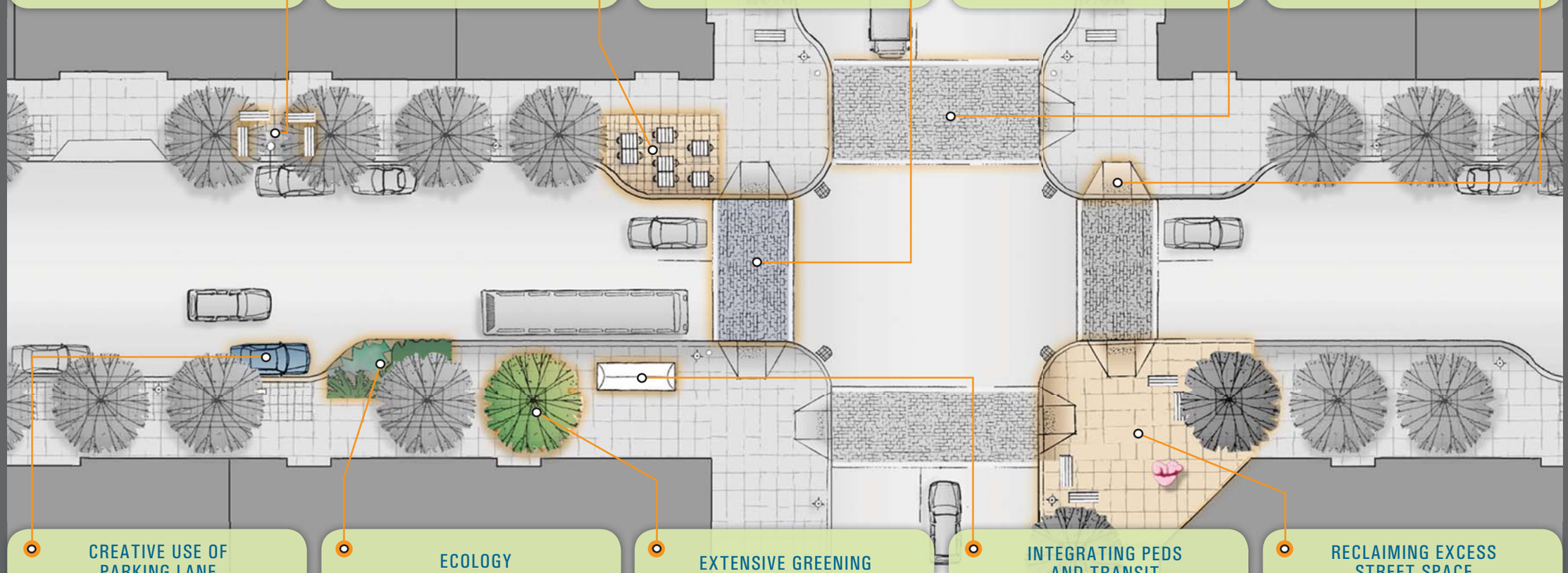
- Visible crossings [5.1]
- Slower turning speed [5.2]
- Shorter crossing distances [5.3]

PEDESTRIAN PRIORITY

- Shared public ways [5.8]
- Temporary or permanent street closures [5.8]
- Raised crossings [5.1]

UNIVERSAL DESIGN

- Generous, unobstructed sidewalks [4.2]
- Curb ramps for all users [5.1]
- Accessible pedestrian signals [5.1]



CREATIVE USE OF PARKING LANE

- Flexible use for cafe seating [5.6]
- Permanent mini-plazas [5.3]
- Landscaping in the parking lane [6.1]

ECOLOGY

- Stormwater management [6.2]
- Permeable materials [6.2]
- Streets as habitats [6.1]

EXTENSIVE GREENING

- Healthy urban forest [6.1]
- Expanded sidewalk plantings [6.1]
- Utility consolidation [6.6]

INTEGRATING PEDS AND TRANSIT

- Transit rider amenities [5.5]
- Bus bulbouts and boarding islands [5.5]
- Safe, convenient routes to transit [5.5]

RECLAIMING EXCESS STREET SPACE

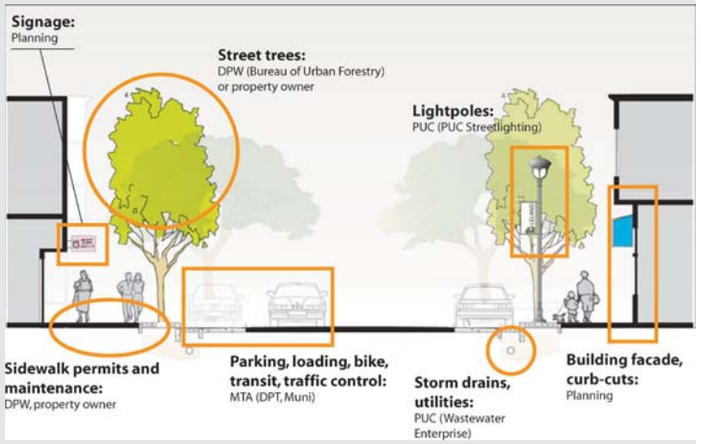
- Street parks and new plazas [5.8]
- Traffic circles [5.7]
- Landscaped medians [5.4]

Street Delivery in San Francisco

Streets in San Francisco are regulated and managed by a variety of agencies, reflecting specific areas of expertise. Although this is sometimes necessary to provide specific technical know-how, there is no one body coordinating streetscape design projects. As a result, individual decisions about street design, use, prioritization, and management do not add up to streets that reflect the City's goals for the character of our streets.

The Better Streets Plan posits a new manner of designing and building streets in San Francisco. Streets should be designed with greater agency coordination, and individual decisions should add up to an integrated whole that prioritizes the needs of people. Each design or management decision should bring the City closer to the collective vision for streets.

As a follow-up action to the Better Streets Plan, the Controller's Office has analyzed the City's street design process and made recommendations for its improvement. See the Controller's Office report: "Better Streets Plan: Recommendations for Improved Streetscape Planning, Design, Review, and Approval," available at *www.sfbetterstreets.org*.



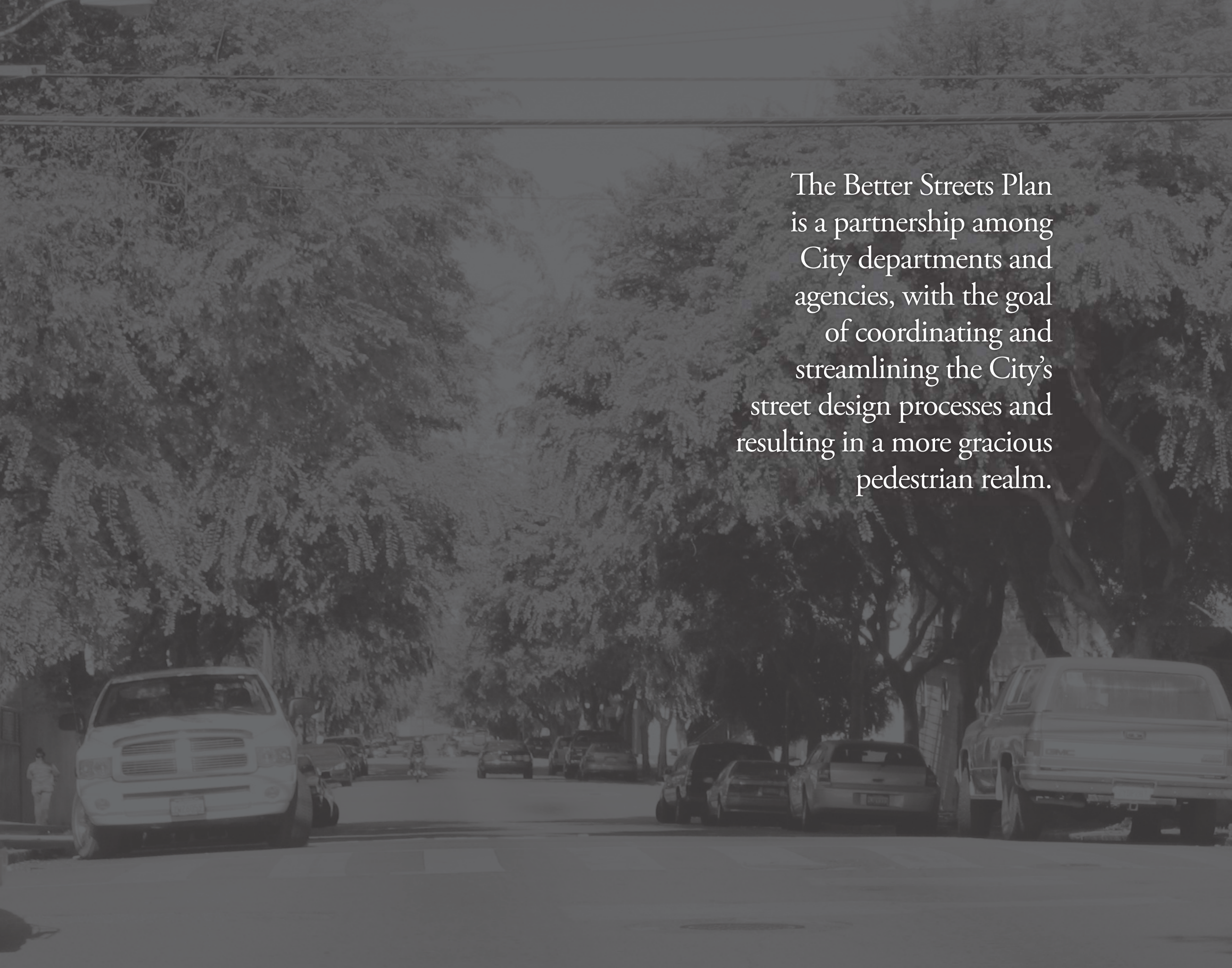
▲ Jurisdiction over streets is divided among numerous agencies, including those shown here, and others as well

PROCESS	Business as usual	Better Streets Plan
	• Independent agencies with competing goals • Lack of overall framework for street improvements • Lack of coordination for street programming and funding	• Coordinated agencies working toward citywide goals • Integrated framework for street improvements • Coordinated programming and funding for street improvements
	• Ad hoc coordination on street design and use • Planning for individual elements • Competing visions for streets/lack of overall vision for streets	• Centralized coordination on street design and use • Planning for streets as a whole • Unified vision for streets
RESULT	• City priorities not clearly defined • Uncoordinated use of City resources • Cluttering streetscape elements • Streets with lack of unifying aesthetic • Streets that do not serve well as public spaces • Lack of greenery • Lack of ecological functioning	• Citywide priorities clearly defined • Efficient use of City resources • More numerous and more complete street projects • Multi-purpose projects with greater competitiveness for funding • Unified street design • Fewer cluttering streetscape elements • Streets with a healthy public realm • Increased greenery and ecological functioning • Enhanced safety and accessibility

This photo-simulation illustrates how the Better Streets Plan guidelines could be applied to a typical mixed-use San Francisco street to improve the pedestrian environment

Photosimulations are for visualization purposes only, and are not intended to show specific details and dimensions

This photo-simulation illustrates how the Better Streets Plan guidelines could be applied to improve the pedestrian environment on a typical residential San Francisco street



The Better Streets Plan is a partnership among City departments and agencies, with the goal of coordinating and streamlining the City's street design processes and resulting in a more gracious pedestrian realm.

Plan Development

1.2

HISTORY OF THE PLAN

In February 2006, the Board of Supervisors passed the 'Better Streets Policy' (Administrative Code Section 98.1—shown in Attachment A), which requires the City to consider the multiple objectives for streets in all decisions about the public right-of-way. Responding to this policy, City departments joined together to work on the Better Streets Plan, to provide a single comprehensive, consistent set of guidance for the design of the pedestrian realm.

Work on the Better Streets Plan began in Fall 2006, with a public kick-off in April 2007. The Better Streets Plan Draft for Public Review was published in June 2008, Plan Revisions in October 2009, and the Final Draft in July 2010. The Better Streets Plan and accompanying amendments to the City's General Plan and Municipal Codes were adopted by the Board of Supervisors on December 7, 2010.

The Better Streets Plan is a unique collaboration among all of the agencies involved in the funding, design, and management of streets citywide, including the Planning Department, San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), Department of Public Works (DPW), Department of Public Health (DPH), Mayor's Office on Disability (MOD), Mayor's Office on City Greening, and the San Francisco County Transportation Authority (SFCTA). Staff from each of these agencies (the "Better Streets team") met bi-weekly to develop the plan, and gave frequent updates to Department leadership.

The Better Streets team convened a wider Technical Advisory Committee (TAC) of over 50 staff from 15 City departments who work in design and management of the public right-of-way. The Better Streets Plan TAC met multiple times over the course of the project to comment on the technical feasibility of plan proposals.

Additionally, the Better Streets team convened a 15 member Community Advisory Committee, which met monthly over a two-year period to provide input into plan as it was developed. Finally, the Better Streets Team held a significant public outreach program, summarized in the following section.

SUMMARY OF PUBLIC OUTREACH

In order to create the Better Streets Plan, the Better Streets Team conducted significant community involvement efforts to present plan concepts and gather public input. Over five rounds of community involvement, the Better Streets Team held over 100 community meetings, and received over 1,000 responses to two Better Streets Plan surveys.

Mayor Gavin Newsom kicked off the community involvement for the Better Streets Plan in April 2007, at a project kick-off meeting at City Hall attended by over 200 members of the public. Following the kick-off meeting, in April through June 2007, City agencies held four public workshops around the city, seven focus groups, and over 25 neighborhood meetings with community groups by request.

The second round of outreach took place from July through September 2007, and consisted of over 40 events, including focus groups, stakeholder interviews with a variety of advocacy and community organizations, neighborhood meetings with community groups, street-side tabling events, and a youth walking tour.

In June 2008, Mayor Gavin Newsom formally released the Draft Better Streets Plan for Public Review at a public event in Mint Plaza. Following the plan release event, the Better Streets Team held a third round of outreach to gather feedback on the Draft Plan, consisting of several community meetings and a walking tour. The fourth round of outreach, held in October 2009 to coincide with the release of the Plan Revisions, consisted of public informational hearings to the City's Boards and Commissions, and public discussions hosted by local organizations. The fifth and final round of outreach involved public hearings to adopt the Plan and associated legislative amendments.

A full list of community meetings is included in Appendix D.

Through the public outreach, participants could give their input in multiple ways, including facilitated small group exercises, comment boards, questions and answer sessions, surveys, comment sheets, and informal discussion and correspondence.

Respondents to the first Better Streets Plan survey rated the five most important street improvements as:

- street trees;
- greenery (landscaping other than trees);
- sidewalk maintenance;
- clear sidewalks (free from obstructions); and
- slower traffic.

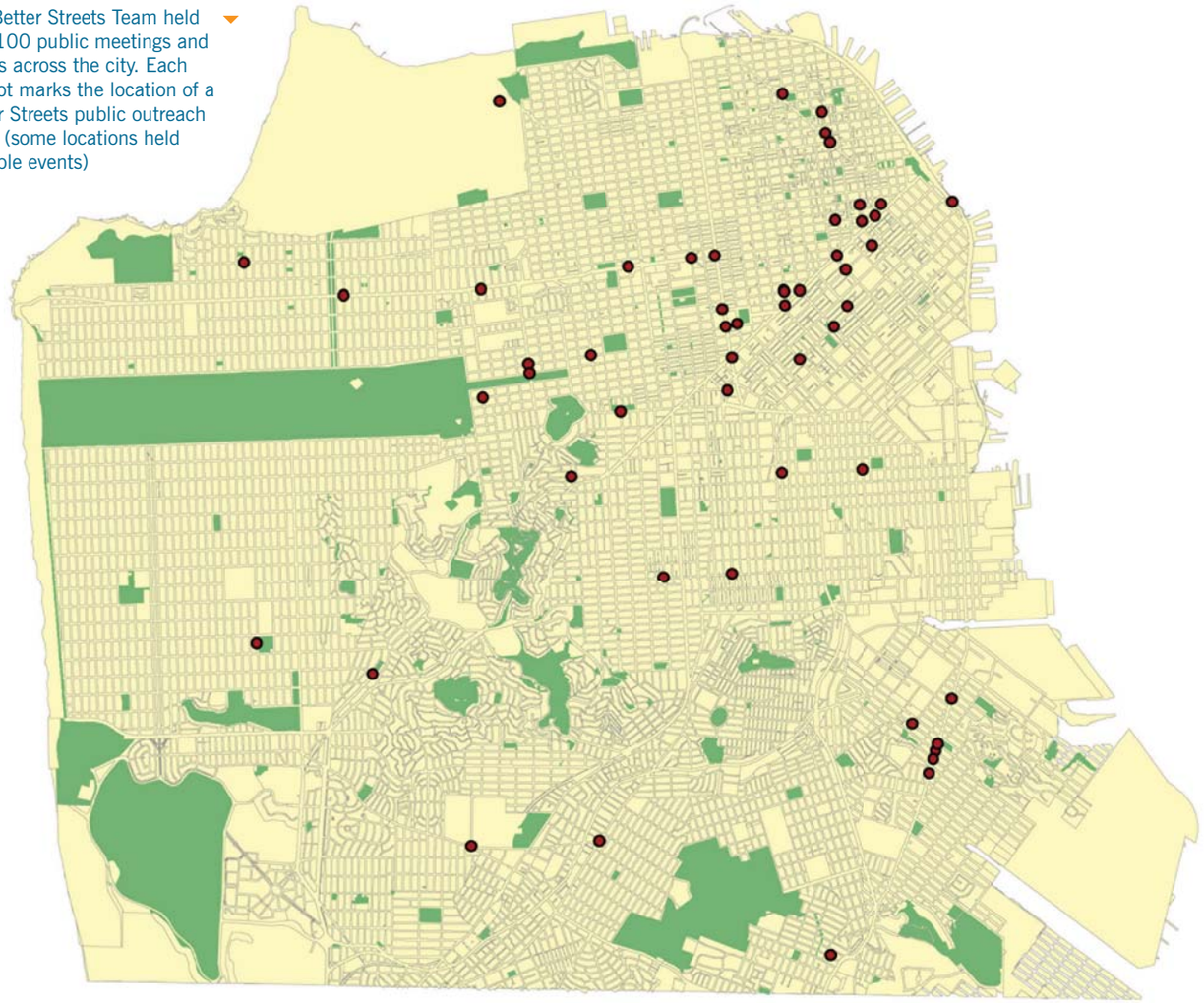
Round 1 Survey Responses:

Average Score for Street Improvements
(Scale of 1 to 7, 7 being most important)

Trees	5.6
Greenery	5.4
Sidewalk Maintenance	5.3
Blocked Sidewalks	5.3
Slower Traffic	5.3
Pedestrian Lighting	5.1
Places to Sit	5.0
Crosswalk Conditions	5.0
Sidewalk Materials	4.8
Countdown Signals	4.8
Wider Sidewalks	4.6
Narrow Street Crossings	4.1
Curb Ramps	4.0

Better Streets Plan kick-off event at City Hall (left) and street-side tabling event (right)

A broader summary of community input is included in Appendix D.



The Better Streets Team held over 100 public meetings and events across the city. Each red dot marks the location of a Better Streets public outreach event (some locations held multiple events)

Community Involvement Milestones to Date

- 5 rounds of community involvement
- Over 100 community meetings
- Over 500 attendees
- Over 1,000 responses to two Better Streets Plan surveys

Participants at the Better Streets Plan youth walking tour

ADA Transition Plan Outreach

In coordination with the Better Streets Plan, the CIty conducted public outreach to provide input to the City's ADA Transition Plans for Curb Ramps and Sidewalks, which describe the City's priorities for installing accessible curb-ramps and barrier-free sidewalks. Five meetings were hosted by community organizations and directed at seniors and people with mobility, visual, or cognitive impairments. Participants were asked their priorities for installing these features.

The priority improvements identified by participants included:

- install new curb ramps instead of fixing existing (unless unsafe);
- focus on high-need areas throughout the city instead of moving district-by-district;
- fix sidewalks broken by tree roots;
- provide accessible wayfinding signage;
- remove obstructions such as low branches, parked cars, tables, merchant signs and displays, and bikes and skateboards;

For more information on the ADA Transition Plans for Curb Ramps and Sidewalks, see:

http://www.sfgov.org/site/mod_index.asp?id=36604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TEAM RIDER

Moving Forward

1.3

FUTURE ACTIONS

The Better Streets Plan provides a comprehensive vision and guidelines for the design of the City's pedestrian realm. However, it is not enough for the City to simply adopt the Better Streets Plan. The City must also follow through to consistently use the Better Streets Plan and build projects that adhere to the Plan's vision.

To achieve this, the City should take a number of additional steps. Some of these steps are already funded and on-going; others have not yet begun and lack adequate funding.

Improve the City's street design process

The Better Streets Plan process has illustrated how City agencies can work together in the design of streets. However, it has also highlighted the challenges of doing so on an on-going basis. The Better Streets Team is working with the Controller's Office to study the City's existing street design and maintenance process and make recommendations for its improvement. See the Controller's Office report, available at *www.sfbetterstreets.org*.

Develop a Better Streets Plan user guide and interactive website

The City should create a user-friendly guide and website to easily communicate the relevant guidelines, permits and resources in one place to anyone proposing to make changes to the public right-of-way. The Better Streets Plan is a 'living document' and will be amended over time to reflect new thinking. The user guide and website would be updated accordingly, such that there is a single, comprehensive location for information about making street changes.

Moving Forward: Summary

- Improve the City's street design process
- Develop Better Streets Plan user guide and website
- Develop implementation and funding framework
- Develop additional technical plans (street and pedestrian lighting, street furnishings, roadway design manual)

Develop a funding and implementation program

Using information from on-going planning efforts, long-range plans, and capital projects, the City should coordinate among agencies to develop a set of priorities, specific implementation projects, and a long-term capital plan for street improvements, recognizing opportunities to combine funding sources into single projects for cost efficiency and completeness. The City should identify existing and potential new funding sources for pedestrian realm improvements.

Develop additional technical guidance

The Better Streets Plan provides high-level guidance on how to design and layout the pedestrian realm. These guidelines complement existing City street design guidance, such as the Bicycle Plan design guidelines, Stormwater Design Guidelines, and Traffic Calming Guidelines. City guidelines that are not consistent with the Better Streets Plan should be amended to make them consistent.

In addition, the City should create guidelines for areas of the right-of-way that are not covered by the Better Streets Plan or other existing guidelines, including the development of:

- street furnishings palette;
- street and pedestrian lighting plan;
- roadway design manual.

PAYING FOR BETTER STREETS IMPROVEMENTS

The Better Streets Plan's premise is that streets and sidewalks must be improved comprehensively to meet a variety of functions, in a way that offers a safe and pleasant experience for everyone using them. To achieve this in any significant and efficient measure requires an agreed upon plan, which depends for its success and implementation on the full range of partners who make changes to the street: individuals and community groups through their personal interests in improving their immediate streetscapes, the development community as a condition of their right to build, the City through its capital improvement program, and the integrated actions of utilities working in the public realm.

For those streetscape improvements initiated by the City, the holistic improvements envisioned in the Better Streets Plan will require significant amounts of funding to build and maintain. Despite record investments in capital improvements proposed over the next decade, the City has an estimated $885 million of deferred capital improvements required to merely maintain the city's streets and right-of-ways in their current condition. Funding this backlog alone would require more than doubling this historic investment and would only bring our infrastructure to current standards, not the significantly higher standards envisioned within this document.

Complete streetscape improvements currently cost several million dollars per block to construct. For publicly funded projects, funding sources for these improvements (including transportation sales tax funds and federal and state grant sources) are limited. This means the City can only improve a select number of streets with Better Streets-type improvements each year at current funding levels. (Private developers and community members may also build or improve streets, constituting a significant source of streetscape improvements.)

Given limited capital funding, this may require significant trade-offs and decision points: should there be fewer projects with a more complete set of improvements, or a greater number with fewer improvements per street? Should a project cross an entire corridor, or just a few blocks? Which streetscape elements or corridors should be prioritized? The Better Streets Plan posits that street improvements should be made holistically, such that improvements have a greater impact and capital and operating efficiencies can be realized—however, it is important to note the trade-offs that this entails given funding limitations.

As a next step to the Better Streets Plan, the City should develop a recommended program for implementing the envisioned improvements. That program must be integrated into the city's ten-year capital plan so that it can be appropriately prioritized and adequately coordinated within the city's larger capital planning program. Moreover, the operating budget impacts of any capital improvements must be identified and funded prior to implementation. Securing sustained maintenance funding is essential to ensuring the viability and durability of any improvements such as those contemplated in this document.

The City must address funding and set realistic priorities as part of its capital planning process for what can be accomplished. The need for higher funding levels will pose a challenge. Currently available resources and funding levels will greatly limit our ability to accomplish more than a fraction of the desired improvements in the foreseeable future.

But it is important to get started. Other thriving cities have realized that prosperity depends on safe, convenient, and pleasant ways of getting about—and are further along on improving their public realm. San Francisco's future is tied to functional, attractive streets and sidewalks. The Better Streets Plan is a key first step in this important journey.

Roadway Standards: Designing the Entire Right-of-Way

The pedestrian character and quality of place for a given street is determined as much by the design of the roadway between the curbs as by what happens on the sidewalk. Factors such as numbers of lanes, lane widths, design and posted speeds, number of directions (one-way or two-way), and how the roadway is split among different travel modes (transit, bicycles, vehicles) exert a great influence on pedestrian safety and quality. There are many opportunities across the City to enhance the pedestrian realm by putting streets on a 'road diet': removing vehicle travel lanes and increasing sidewalk space, bicycle and transit lanes, and other amenities.

The Better Streets Plan does not directly address these roadway design issues, focusing instead on the pedestrian realm of sidewalks and crossings. It is an important step that will lay the groundwork for future plans and projects. It represents a manageable piece to begin to bring the multitude of City agencies, community members, private developers, and advocates together to begin the work of improving the City's streets, and to provide a comprehensive resource on streetscape and pedestrian design that the city currently lacks.

Although they are complex subjects in themselves, the policies and guidelines in the BSP are likely to have greater public acceptance, present fewer conflicts among various City agencies, and be generally simpler than the pieces that may follow – politically and technically difficult decisions about street classifications, levels of service, or assigning roadway right-of-way among various travel modes. This plan is intended to begin the public dialogue and create the strong interagency and public relationships to make subsequent steps more feasible.

The areas of the street covered by the Better Streets Plan can be shaped by individual community members or developers, who have rights and obligations tied to management of the sidewalk realm. The Better Streets Plan focuses on this realm such that the basic amenities (trees, lights, curb-cuts, paving materials, path clearances) we value collectively are supported and maintained by the individual interests who have some independent control over them.

NEXT STEPS

For any holistic re-design of a complete street from property line to property line, the Better Streets Plan tools must be coupled with thoughtful decisions on what happens between the curbs. The Better Streets Plan identifies several potential next steps to complete the City's thinking on street design through to encompass the entire street. These projects will require significant commitment, time and budget from the City. Funding has not yet been identified, but the City recognizes that these are necessary steps to achieve a world-class street system.

Potential next steps may include:

- create a roadway design manual (City policies for street classifications, roadway dimensions, and right-of-way allocation);
- update of the Transportation Element of the San Francisco General Plan (and associated roadway networks and classifications);
- update to Traffic Calming Guidelines (including guidelines and/or standard plans for features not specifically called-out in the Better Streets Plan); and
- reform transportation analysis in environmental review to consider measures that prioritize transit, bicycles, and pedestrians.

By taking these steps, the City can create a comprehensive set of street design guidance that considers the entire right-of-way from property line to property line and prioritizes pedestrian, bicycle, and transit over auto travel per the City's 'Transit-First Policy.'