INTRODUCTION

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CITY OF SOUTH SAN FRANCISCO

2040 General Plan

PUBLIC DRAFT
Released February 2022

GENERAL PLAN ACKNOWLEDGMENTS
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CHAPTER 1
Our Vision for the Future
Shape SSF 2040 presents our community’s vision for South San Francisco for the next two decades. The General Plan provides a roadmap for the City to implement policies and actions that create a resilient community, improve the quality of life for its residents, and expand economic development opportunities. The development of this plan has been guided by an overarching vision, a set of community values, and guiding principles that were shaped through community input.

**Vision**

South San Francisco is a place where everyone can thrive. Its high quality of life, diverse and inclusive community, livable neighborhoods and excellent services, culture of innovation, and environmental leadership ensure all people have the opportunity to reach their full potential.

**Diversity + Inclusion**

We celebrate our diversity. We proactively promote diversity and inclusion for all races, ethnicities, genders, sexual orientations, abilities, ages, religions, and cultural and socioeconomic backgrounds. We strive to ensure equitable access to services and resources for all, build collaborative partnerships, and promote civic engagement.

**Values**

Throughout the General Plan process, community members identified many shared values and beliefs. These cross-cutting community values include: diversity and inclusion, livability, sustainability, and innovation. While each guiding principle, goal, policy, and action outlines what the city wants to achieve and plans to do, these values describe how future actions should be implemented.

**Sustainability**

We strive to build and maintain a healthy and safe city. Our actions reduce climate pollution, adapt to climate disruptions, preserve natural resources, foster a prosperous and just economy, and meet the needs of current and future generations to ensure all people have the opportunity to reach their full potential.

**Livability**

We cherish our high quality of life. Residents of all ages, income levels, and abilities are able to comfortably live in a variety of housing options and can easily access quality parks, recreational facilities, libraries, and community services. We can travel via safe and reliable transportation options, including walking, biking, and public transit.

**Innovation**

We encourage innovation, creative thinking, and state-of-the-art solutions. We pilot new tools and technologies and forge public-private partnerships that improve the well-being of residents and the efficiency of City operations and businesses.
A Safe, Convenient, and Accessible Transportation Network
Well-connected to the region
• The City of South San Francisco provides a safe, convenient, and accessible transportation network that is well-connected to the region. South San Francisco has “complete streets” that provide pedestrian and bicycle facilities that fit the age of all abilities. Anyone can access public transportation at any time of the day or around the Bay Area. The City embraces and prepares for emerging transportation innovations and micro-mobility, such as scooters, bike share, and electric buses and vehicles.

A Prosperous Downtown and Local Economy
• The City of South San Francisco nurtures a thriving and diverse local economy, capitalizing on the city’s strategic location near Silicon Valley, San Francisco, San Francisco International Airport, and key regional transportation corridors. The City supports local businesses, including retail, grocery, dining, entertainment, and arts and culture, while simultaneously strengthening its role as the worldwide hub of the biotech and life sciences industries and attracting more jobs in the technology sector, professional office sector, and other sectors with long-term economic potential and the ability to diversify the city’s supply of high-wage jobs. The City embraces its legacy as “The Industrial City” and supports decades of light industrial, manufacturing, and maker businesses to maintain a core of middle-wage jobs in the city.

A Resilient Community
• A resilient community is a commitment to a thriving future for all South San Francisco city residents. The ability to survive, adapt, and grow regardless of future shocks and stresses requires an investment in policies and actions that protect our most vulnerable. Housing, transportation, employment, amenities, and community-serving facilities and infrastructure are all at risk from earthquakes, warmer temperatures, rising sea levels, and more extreme weather days. The City prioritizes resources for its most vulnerable communities and increases the capacity for the most disadvantaged residents and workers to withstand hazards and adapt to climate disruptions.
• At the same time, South San Francisco takes a leadership role in the region in creating a healthier, more economically viable future through conscious investments and regulatory measures. The City adopts innovative practices and partnerships aimed at climate pollution reductions, efficient energy and water use, and cleaner air. These sustainability and climate actions aim to fight climate change and increase community resilience.

High-Quality and Accessible Services, Facilities, and Amenities for Residents at All stages of their lives
• The City of South San Francisco provides high-quality and accessible services, facilities, and amenities for residents at all stages of their lives. As a “smart city,” South San Francisco leverages high-speed Internet technology to improve engagement, transportation, utilities, education, public health and safety, environmental quality, energy, and the quality and efficiency of City operations. The City ensures digital equity by promoting internet connectivity in all neighborhoods to bridge access to reliable and affordable information.
• The City increases access to and quality of parks and open spaces and invests in the expansion and modernization of its parks and open space system. The City supports the creation of pedestrian and bicycle linkages to Sign Hill, the San Francisco Bay Trail, schools, and community centers. The City supports South San Francisco Unified School District in its mission to provide responsible, productive, and environmentally aware citizens by providing expanded educational and recreational opportunities and programs for all ages, including childcare, preschool, after-school activities, special needs programs, aquatics, senior services, art, theater, music, libraries, and STEM and STEAM learning opportunities.

Residents at All stages of their lives
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Amenity-Rich Neighborhoods
• The City of South San Francisco ensures a high-quality of life for all residents by providing diverse supplies of housing and opportunities to all income levels. The City promotes housing options for households with distinct needs, including multigenerational families, empty nesters, and younger and older adults. The City of South San Francisco encourages new housing production while also preserving affordable housing and protecting vulnerable residents from housing instability and displacement. The City guides new housing into complete neighborhoods with access to retail and services, parks and open space, community services, and transportation to promote the production of new housing, the city will make progress to achieving a better balance of jobs and housing. The City of South San Francisco ensures the safety and aesthetics of all neighborhoods to bridge access to reliable and affordable information.
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PART I: OUR PLAN

CHAPTER 2

Our Story

Local Context

Community Story
The regional setting and history of South San Francisco help tell the story of the community today and set the stage for the future of the city.

Regional Location

The City of South San Francisco is located on the San Francisco Peninsula in San Mateo County, about 2.5 miles south of San Francisco, and encompasses approximately 5,000 acres. It is bordered by the cities of Brisbane to the north, Daly City, Pacifica, and Colma to the west, the Coast Range to the west, and San Francisco Bay to the east. The City is bounded by the cities of Brisbane to the north, Daly City, Pacifica, and Colma to the west, and San Bruno to the south, as shown in Figure 1.

Figure 1: Regional Location

Sources: City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
Local Context

The map shows important features in South San Francisco placed into the three categories below, each denoted with an icon.

**Natural Resources and Open Space**

**Residential Neighborhoods**

**Transit**

**Downtown**
Downtown is the heart of the community, retaining small, culturally diverse businesses, public open spaces, institutions, religious facilities, entertainment, housing, and a public library.

**East of 101**
South San Francisco—the Birthplace of Biotechnology—is a hub of biotech industry with over 200 biotech companies east of 101.

**El Camino Real**
South San Francisco enjoys convenient access to cities throughout the San Francisco Bay Area via Bay Area Rapid Transit (BART). The South San Francisco BART stations are located within the southern part of the city, while the San Bruno station is located just south of the city.

**Orange Park**
Downtown is the heart of the community, retaining small, culturally diverse businesses, public open spaces, institutions, religious facilities, entertainment, housing, and a public library.

**Paradise Valley/Terrabay**
South San Francisco—the Birthplace of Biotechnology—is a hub of biotech industry with over 200 biotech companies east of 101.

**Sign Hill**
Serving as a monument to South San Francisco’s industrial history, Sign Hill provides over 65 acres of open space in the city. Sign Hill is on the National Register of Historic Places.

**Sunshine Gardens**
Orange Park is South San Francisco’s first and largest developed park.

**Westborough**
South San Francisco enjoys convenient access to cities throughout the San Francisco Bay Area via Bay Area Rapid Transit (BART). The South San Francisco BART stations are located within the southern part of the city, while the San Bruno station is located just south of the city.

**Lindenville**
Orange Park is South San Francisco’s first and largest developed park.

**Avalon-Brentwood**
South San Francisco—the Birthplace of Biotechnology—is a hub of biotech industry with over 200 biotech companies east of 101.

**Figure 2: Local Context**

**Sources:** City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
While the citywide policies in the General Plan are expected to be applied throughout all of South San Francisco, many local interventions and actions are needed on a smaller scale to address issues and concerns unique to certain neighborhoods. The General Plan augments citywide goals and policies and provides policies and implementation actions specific to South San Francisco’s unique sub-areas. The sub-areas are referenced throughout the General Plan, and the Sub-Areas Element establishes a detailed range of policies related to housing, employment, public realm, connectivity, and more.

**Sphere of Influence and Sub-Areas**

In addition to the sub-areas, South San Francisco has two unincorporated areas within its Sphere of Influence (SOI). One area contains Ponderosa Elementary School and the privately-owned California Golf Club of San Francisco. The other area is primarily made up of single-family housing. Both areas are a part of unincorporated San Mateo County.

The sub-areas include:

- East of 101 (3)
- Avalon-Brentwood (5)
- Downtown (1)
- Lindenville (4)
- Sunshine Gardens (9)
- Orange Park (6)
- Westborough (10)
- Paradise Valley/Terrabay (7)
- Sign Hill (11)
- Sunshine Gardens (9)
- Westborough (10)

**Sphere of Influence**

Figure 3: Sphere of Influence and Sub-Areas
The land now known as South San Francisco was inhabited by the Ramaytush Ohlone people, specifically the Urebure Tribe who lived at the base of the San Bruno Mountain until the late eighteenth century, when Spanish settlers moved into their land. During the 1800s, the area was owned by the Mexican government, then divided into ranches mostly used for cattle grazing, dairy operations, stockyards, and packing plants.

In 1890, the South San Francisco Land and Improvement Company acquired land in the area to develop a town next to the packing plants. With the completion of the Southern Pacific Railroad between San Francisco and San Jose in 1907, South San Francisco’s convenient transportation access made it a prime location for industrial uses, including steel manufacturing. The City of South San Francisco incorporated in 1908, with industrial uses located to the east of the Southern Pacific Railroad and residences to the west in a grid pattern in the Downtown area.

Population boomed during the First and Second World Wars, leading to the federal government to build housing for military personnel at Lindenville and other sites in the city. In the 1950s, the city converted marshland in the East of 101 subarea into industrial land, reshaping the shoreline and providing opportunity for more industrial and office growth.

A defining moment in the city’s history occurred in 1976, when Robert Swanson and Dr. Herbert Boyer founded Genentech, a company founded with the mission of using recombinant DNA technology to create medicines. This earned the City of South San Francisco a new nickname, “birthplace of biotechnology,” and attracted other biotechnology and pharmaceutical companies to the area.

Today, South San Francisco continues to be a place where people, employers, and more can find opportunities for growth. As evidenced by South San Francisco’s translation from a ranch to the “Industrial City” to the “Birthplace of Biotechnology,” the city’s identity has evolved significantly over time and will continue to do so in perpetuity.

During the first half of the twentieth century, steel manufacturers, shipbuilders, lumber companies, and other industries began to call South San Francisco home. The Chamber of Commerce promoted local business by declaring South San Francisco “The Industrial City” and building a large cement sign with this nickname on Sign Hill in 1923. These developments were demolished in the 1950s and eventually replaced with single family housing and industrial buildings. Residential and industrial uses expanded in the 1950s, 1960s, and beyond.

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History of South San Francisco: 2040 City of South San Francisco. Retrieved from http://www.ssf.net/home/showdocument?id=128


SHAPE SSF: 2040 GENERAL PLAN
OUR STORY
COMmunity profile and trends

South San Francisco has undergone much change since the end of the 20th century. As South San Francisco has continued to grow, the demographic characteristics of the city’s residents have continued to evolve. The continued growth of jobs has boosted South San Francisco’s economy but has contributed to the city’s jobs-housing imbalance. This has led to housing affordability and displacement issues, in addition to more commuter traffic congestion. The risks associated with climate change hazards have also increased, with sea level rise posing the greatest risk to South San Francisco. These opportunities and trends helped to shape the General Plan.

Demographic Trends

Race/Ethnicity Over Time

As the city has continued to grow, the racial composition has evolved since 1990, with a majority Asian Pacific Islander and Latino population in 2020. The majority of Asian Pacific Islanders reside in the Westborough sub-area, while the majority of Latinos reside in the downtown sub-area.

Population Growth

Since 1990, the city has seen a significant increase in older adult population (age 60+) and a stable/decreasing youth population (age 18 and under). Most children live near downtown, and most older adults live in the western side of the city.

Population and Households Race/Ethnicity over Time

Languages Spoken at Home

More than half of all South San Franciscans speak a language other than English at home. Nearly a quarter of all South San Franciscans speak English less than very well.

Languages

English Only 42%

Spanish 26%

Tagalog 13%

Mandarin or Cantonese 10%

Other Languages 3%

Other Indo-European Languages 4%

Other Asian and Pacific Island Languages 2%

Education Attainment

Rates of educational attainment have greatly increased since 1990, but Pacific Islanders and Latinos have the lowest high school graduation rates (under 75%).

Community Health

Place, income, living conditions, race, and education are all significant contributing factors to the health and livelihood of a community and its individuals. In the county, White and Asian residents are likely to live 10 years longer than Black or Pacific Islanders.

Since 1990, more people (families, multi-generational families, and non-families) are living together in a single household.

Population

Since 1990, there has been a significant increase in older adult population (age 60+) and a stable/decreasing youth population (age 18 and under). Most children live near downtown, and most older adults live in the western side of the city.
Economic Trends

South San Francisco continues to be a jobs-rich community that attracts workers from across the region to its unique mix of businesses.

Between 2009 and 2019, employment growth in South San Francisco was primarily driven by jobs in biotechnology and logistics (warehousing and distribution) businesses. Jobs at businesses engaged in non-biotechnology manufacturing declined during this period.

South San Francisco—the Birthplace of Biotechnology—is booming. The economy is anchored by a thriving biotech community, which continues to grow. South San Francisco is home to the largest biotech cluster in the world, with over 200 biotech companies.

South San Francisco’s inventory of light industrial space is declining as the expansion of office/R&D space for biotechnology businesses drives reuse or redevelopment of existing industrial buildings.

Housing Trends

Over the past decade, San Mateo County’s jobs-housing imbalance has substantially worsened.

Between 2010 and 2015, the county added an estimated 72,000 jobs and 3,800 housing units, a ratio of 19 jobs for every new constructed residential unit. South San Francisco has approved approximately 12,000 jobs and 800 homes, which translates to 15 jobs per housing unit.

Per the Regional Housing Need Allocations (RHNA), the City of South San Francisco must permit about 4,000 housing units between 2023 and 2031 at varying levels of affordability to meet this requirement and local housing needs.

Housing affordability challenges in South San Francisco were worsened by relatively slow growth of median household incomes in both the city and San Mateo County (from 2010-2017).

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**Mobility Trends**

Most trips in South San Francisco are made in a car. However, many employees who work in South San Francisco get to work by riding transit or walking, with BART and SamTrans being the most popular transit services in the City.

Non-auto options are important for residents who do not have access to a car as well as for residents who would like to drive less frequently or use another mode.

The regional jobs-housing imbalance not only has socioeconomic effects related to housing affordability and gentrification, but also significant transportation effects associated with longer commutes, increased regional traffic congestion, and growing greenhouse gas emissions.

The city is uniquely positioned to capitalize on transportation improvements that may help reshape travel patterns for residents and employees, including expansions of Caltrain, SamTrans, and ferry service along with the introduction of high occupancy toll lanes on U.S. 101.

**Climate Change**

Both gradual climate change (like sea level rise) and hazard events (such as heat waves) can expose people, infrastructure, economy, building and property, and ecosystems to a wide range of stress-inducing and hazardous situations. These hazards and their impacts are likely to disproportionately affect the most sensitive populations in the city.

Sea levels may rise by as much as 3 feet by the end of the century. East of 101 and Lindenville will need to address sea level rise.

**Figure 4: Sea Level Rise Risk (2100 Mid-level Scenario)**
CHAPTER 3

Our Conversation

PART I: OUR PLAN

Community Engagement
COMMUNITY ENGAGEMENT PROCESS

Throughout the General Plan Update process, the planning team conducted a variety of engagement activities that included public workshops, neighborhood meetings, pop-up events, focus groups, and commission and committee meetings. Due to the COVID-19 pandemic occurring midway through the planning process, community engagement events shifted to online meeting platforms and used the interactive surveys and features of the project website. Whenever possible, meetings and materials were available in a bilingual (Spanish/English) format. The following is a summary of the outreach activities.

Community Advisory Committee (CAC)
The City formed a CAC to provide high-level feedback on the project issues, the vision and guiding principles; land use and transportation alternatives; and climate adaptation, economic development, social equity, and other key policy topics. The CAC also serves as a sounding board for public engagement. To dive deeper into key topics, CAC Community Forums examined emerging themes that could shape the future of South San Francisco. Forums covered topics, including climate adaptation, economic development, housing, and transportation. The forums brought local and regional experts together with CAC and community members to share insights and answer questions related to the latest trends impacting the city.

Community Meetings

Community Workshops
Interactive workshops were held throughout the city that were planned around the key phases of the planning process, primarily the visioning, alternatives, and policy framework phases. Activities included mapping exercises and real-time balloting to equally gather input from every workshop participant.

Pop-Up Meetings
To meet with community members at times and locations convenient for everyone, “pop-up” workshops or “intercept” meetings were held at popular locations and well-attended events in South San Francisco. Accessible materials were prepared for three distinct pop-up workshops during the visioning, alternatives, and draft plan phases of the project.

Neighborhood Meetings
Meetings were held in neighborhoods throughout the city to provide an overview of the planning process, increase awareness about outreach activities and citywide workshops, and discuss key issues and new opportunities within the neighborhood. In total, nine in person and five virtual neighborhood meetings were held.
Community Surveys
Community surveys were conducted in most phases of the planning process, either as low-polling questionnaires in workshops or through the project website.

The Community Visioning Survey (available on the website from December 2019 to February 2020 in English and Spanish) gathered community members’ feedback on the visioning themes and guiding principles, where they desire change and improvement (e.g., amenities, circulation improvements, and location of new land uses), and their big ideas for the city.

Five Land Use Alternatives Surveys (available on the website from July to August 2020 in English and Spanish) asked participants to review and provide feedback on the draft vision statement, guiding policies, and their big ideas for the city.

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The City Council and Planning Commission received periodic updates on the General Plan Update. City Council and Planning Commission Updates meetings and joint study sessions were held with the City Council, the Planning Commission, and various Committees throughout the planning process at key phases to gather input and provide direction.

Small Group Input: Stakeholder Interviews and Focus Group Meetings
Meetings were held with representatives of a range of community groups, business leaders, advocacy organizations and community leaders early in the engagement process to help identify key assets and opportunities. To ensure that multiple perspectives are represented, specific focus group meetings were held with community members that represent a range of socio-demographic backgrounds, including youth, the Spanish-speaking populations, and other groups not traditionally involved in General Plan processes. The meetings were facilitated in English, Spanish, Chinese, or other languages as needed.

City Council and Planning Commission Updates
The City Council and Planning Commission received periodic updates on the General Plan Update. City Council and Planning Commission Updates meetings and joint study sessions were held with the City Council, the Planning Commission, and various Committees throughout the planning process at key phases to gather input and provide direction.

Shape SSF Website: shapessf.com
Used throughout the engagement process, the project website connected community members to project updates and deliverables, upcoming events, and meeting summaries. The site included an interactive component to encourage the community to share their stories and complete surveys or provide feedback through interactive activities. The website will continue to be used as a Digital General Plan that is interactive and accessible to the public.
PART I: OUR PLAN

CHAPTER 4
Our Plan

What is a General Plan?
Planning Process

Unincorporated Area
WHAT IS A GENERAL PLAN?

The City of South San Francisco embarked on a comprehensive update to the SSF General Plan, titled “Shape SSF 2040.” Shape SSF 2040 is a forward-looking blueprint for the city’s vision through the year 2040. The goals, policies, and actions in Shape SSF 2040 serve as a compass for decision-makers and shape future plans, ordinances, and initiatives of the City.

The South San Francisco 2040 General Plan informs and is implemented by the City’s various ordinances, specific plans, programs, and ongoing actions. It sets overall City policy and priorities for how to use and manage its physical, social, and economic resources. Developed through an extensive public involvement process, and through analysis and review by community advisory boards and commissions, City staff, and elected officials, it documents a shared vision for the future and sets the policies and programs to achieve that vision.

The General Plan also informs community members of the ground rules that guide physical and social development within our community.

Residents
South San Francisco residents use the General Plan to understand the community vision regarding how, when, and where the city should develop and change as a place to live, to work, and to invest.

Business Owners
Businesses use the General Plan to understand economic development priorities and available resources.

Developers
Developers use the General Plan to understand the City’s development needs, preferences, and physical parameters.

Statutory Requirements

A General Plan is a city policy document required by State law (Government Code Section 65300-65303.4) that provides a “long term, comprehensive, integrated, internally consistent and compatible statement” of goals and policies that reflect local conditions and community vision. Within this general requirement, some aspects of the general plan are tightly prescribed, while others are left to the discretion of individual cities or counties. State law also allows for the inclusion of optional “elements” and organization of the elements to “accommodate local conditions and circumstances.” (Gov’t Code § 65300.7), subject to the City’s discretion. This General Plan addresses the following additional topics: community design; mobility; parks; community health; resilience; community services; economic development; and climate protection.

In sum, the general plan:

• Must set forth a “statement of development policies” that includes “objectives, principles, standards, and plan proposals,” and must include eight mandatory elements – land use, circulation, housing, conservation, environmental justice, open space, noise, and safety – as well as any optional elements the City chooses. (Gov’t Code § 65302).

• Must be an “internally consistent and compatible statements of policies.” (Gov’t Code § 65300.5).

• “...may include any other subjects which, in the judgment of the legislative body, relate to the physical development of the county or city.” (Gov’t Code § 65303).

• “...may be adopted in any format deemed appropriate or convenient by the legislative body, including the combining of elements,” provided it meets other minimum requirements (Gov’t Code § 65301).
PLANNING PROCESS

The General Plan process is made up of five stages that began in 2019 and ended in 2022. The process is incremental in that each phase informs the work done within the following stage.

Existing Conditions (Summer, 2019):
In this initial phase of the planning process, the General Plan Update team assessed the current conditions and policies of South San Francisco to gain a greater understanding of the city’s key issues, community assets, and future opportunities and trends.

Listening and Visioning (Spring 2019–Spring 2020):
Community input through workshops, stakeholder interviews, and focus groups led the development of a long-term Vision, Core Values, and Guiding Principles for the General Plan. All the policies and programs within the General Plan are guided by these three features.

Alternatives (Summer–Fall 2020):
In this stage, different land use and transportation development alternatives were created for the community to assess the trade-offs between different future growth patterns in South San Francisco and to identify which alternative best meets the community’s Vision. Through a series of community meetings evaluating three alternatives, the planning team finalized a preferred alternative in November 2020. This process also informed the development of the Final Preferred Land Use Plan.

Policy Development (Fall 2020–Fall 2021):
Goals, policies, and implementation actions for all chapters of the General Plan were developed by the planning team and presented as Policy Frameworks. These Policy Frameworks were introduced through virtual meetings and short videos and were then posted on the project website to gather public feedback that shapes the development of the final version of these policies, goals, and actions.

Review + Adopt (Winter 2021–Summer 2022):
The last stage of the planning process includes the publishing of the Public Review draft of the General Plan for City Council, Planning Commission, and community review. Additionally, an Environmental Impact Report (EIR) is prepared and published to evaluate the potential impact of the General Plan. This phase also includes preparing and publishing updates to the City’s Zoning Code and revising the City’s Climate Action Plan. Once all these documents are reviewed and adopted, the final South San Francisco General Plan is released!
2040 GENERAL PLAN
OUR PLAN

HOW TO USE THE GENERAL PLAN

KEY TERMS FOCUSED-ON THROUGHOUT THE CHAPTER.

TARGETS AND KEY PERFORMANCE METRICS

Targets are defined as the level of performance to measure goal implementation. The key performance indicators are the specific data used to measure progress.

Key Performance Indicator: Low-income food insecurity

TARGET: Decrease the percentage of adults who are low-income food insecure

IMPLEMENTATION ACTIONS

Implementation is a specific program or strategy to carry out a policy and fulfill a goal. Implementation actions may be ongoing or new and include identified timelines and responsible City departments. Some actions are foundational, with other future actions dependent on their implementation.

The following is an example of an implementation action:

“Action CHEJ-1.1.2: County health partnerships. Continue to work with San Mateo County and healthcare service providers to educate residents.”

GOALS

Goals: Goals are statements describing the envisioned end state for the community. Goals are broad in both purpose and aim but are designed specifically to establish directions and outcomes.

The following is an example of a goal:

“South San Francisco is a leader in promoting healthy communities through collaboration, prevention, and education.”

KEY TERMS

TARGETS AND KEY PERFORMANCE METRICS

TARGET: Decrease the percentage of adults who are low-income food insecure

IMPLEMENTATION ACTIONS

IMPLEMENTATION ACTIONS THAT CORRESPOND TO THE GOAL LISTED ABOVE.

IMPLEMENTATION ACTIONS THAT CORRESPOND TO THE LISTED POLICY.

GOAL

GOAL

PREFERENCES THAT CORRESPOND TO THE GOAL LISTS ABOVE.

PREFERENCES THAT CORRESPOND TO THE GOAL LISTS ABOVE.

PRIORITY LEVEL THAT’S GIVEN TO THE SPECIFIC IMPLEMENTATION ACTION.

DEPARTMENT RESPONSIBLE FOR SPECIFIC IMPLEMENTATION ACTION.

DEPARTMENT RESPONSIBLE FOR SPECIFIC IMPLEMENTATION ACTION.

POLICY THAT CORRESPONDS TO THE GOAL AND IMPLEMENTATION ACTION.

POLICY THAT CORRESPOND TO THE GOAL AND IMPLEMENTATION ACTION.
South San Francisco’s General Plan elements are grouped into four overarching parts: Our Place, Our People, Our Environment, and Our Plan to Get There. Each part contains State required elements and optional elements/topics.

Our Place is designated by the color yellow. All elements within Our Place use it as their color theme.

Our People is designated by a navy blue. All elements within Our People use it as their color theme.

Our Environment is designated by a turquoise. All elements within Our Environment use it as their color theme.

Our Plan to Get There is designated by the color turquoise.

Our Place contains elements that focus on the built environment of South San Francisco. It includes the following chapters:

Chapter 5: Land Use and Community Design—The Land Use and Community Design Element establishes the city’s spatial pattern, scale, and mix of residential, office, industrial, retail and services, recreation, public, and all other land uses throughout the City of South San Francisco.

Chapter 6: Sub-Areas—The Sub-Areas Element augments citywide goals and policies and provides policies and implementation actions specific to South San Francisco’s unique sub-areas. The Element establishes a detailed range of policies related to housing, employment, public realm, connectivity, and more.

Chapter 7: Housing—The Housing Element is the primary planning guide to meet the current and future housing needs of everyone in South San Francisco. It outlines goals, policies, and programs to meet these needs while balancing other community objectives and resources. Housing Elements are intended to support various housing types for all income groups, help develop lower and moderate-income housing, remove constraints to housing, conserve and improve existing housing, and promote fair housing opportunities.

Chapter 8: A Prosperous Economy For All—The Economic Development Element contains policies and actions to support the local economy by retaining and growing thriving sectors, expanding in emerging industries, supporting small local businesses, and creating pathways to economic opportunity for the city’s residents.

Chapter 9: Mobility and Access—The Multimodal Mobility Element improves the mobility of people throughout the city. The Mobility Element establishes the transportation framework for active transportation (walking and biking), transit ridership, and auto travel.

Chapter 10: Abundant and Accessible Parks and Recreation—As the city grows and the recreational needs of its residents evolve, the policies and actions within this element protect the spaces and services the community already enjoys while expanding the breadth of service of the City’s parks, trails, and recreation services.

Our People contains elements that focus on the safety and well-being of the people of South San Francisco. It includes the following chapters:

Chapter 11: Equitable Community Services—Equitably planning and prioritizing growth for the future, the City can ensure that all residents have the opportunity to thrive. This General Plan applies an equity lens in all elements and, specifically, this Equitable Community Services Element provides the opportunity to address the underlying causes of inequities through topics such as community engagement, racial equity implementation, and prioritizing amenities and services in disadvantaged communities.

Chapter 12: Community Health and Environmental Justice—The City’s physical, social, and economic environments collectively contribute to specific individuals and communities facing disparities in exposure to environmental pollutants. The City addresses health-promoting assets, such as parks, open space, and local services. The City can ensure that all residents have the opportunity to thrive. Our People has the opportunity to thrive.

Chapter 13: Community Resilience—Both gradual climate change and acute hazard events can expose people, infrastructure, transportation, buildings and property, and ecosystems to a wide range of stressors. This Element includes goals and policies that address existing community health concerns as well as approaches to managing new development to prevent future health and environmental justice issues.

Chapter 14: Climate Protection—To avoid catastrophic climate impacts, the City affirms its commitment to combat climate change and continues to take action to attain State greenhouse gas reduction targets. The Climate Protection Element includes comprehensive approaches to reduce greenhouse gases through clean and active transportation systems, fossil-free fuel energy systems, decarbonized buildings, and zero waste solutions.

Chapter 15: Environmental and Cultural Stewardship—As South San Francisco grows, the City will foster urban ecology in South San Francisco through open space planning and connectivity, habitat diversity, urban forestry, planting and vegetation, and land and vegetation management. Additionally, the City will protect important cultural resources, including historic architectural, tribal cultural, and archaeological resources through identification, preservation, and education initiatives.

Chapter 16: Noise—The Noise Element ensures compliance with State requirements and promotes a program of achieving acceptable noise levels throughout South San Francisco.

Our Environment contains elements that focus on the natural environment and environmental aspects that affect South San Francisco’s natural environment. It includes the following chapters:

Chapter 17: Community Resilience—Both gradual climate change and acute hazard events can expose people, infrastructure, transportation, buildings and property, and ecosystems to a wide range of stressors. This Element includes goals and policies that will proactively advance community resilience, preparing the community for all hazards, including climate disruption, while ensuring a high-quality response and recovery from future disasters.

Chapter 18: Environmental and Cultural Stewardship—As South San Francisco grows, the City will foster urban ecology in South San Francisco through open space planning and connectivity, habitat diversity, urban forestry, planting and vegetation, and land and vegetation management. Additionally, the City will protect important cultural resources, including historic architectural, tribal cultural, and archaeological resources through identification, preservation, and education initiatives.

Chapter 19: Noise—The Noise Element ensures compliance with State requirements and promotes a program of achieving acceptable noise levels throughout South San Francisco.

Our Plan to Get There summarizes the implementation actions to achieve the vision and critical goals of the General Plan. It outlines an approach to annually review General Plan implementation and track and monitor process through the online data dashboards.
CHAPTER 5

Land Use and Community Design

PART II: OUR PLACE

Community Design

Housing
South San Francisco has a strong local economy that offers a diversity of employment opportunities for current and future residents and enhances the fiscal sustainability of the City.

There is a diverse supply of housing types affordable to different income levels and household compositions that promote a high quality of life for all residents.

South San Francisco is an attractive community with a public realm that fosters activity and social interaction and celebrates South San Francisco’s history and culture.

There are amenities available throughout the city that enhance the quality of life and enjoyment of residents, employees, and visitors.

Residents have convenient and equitable access to services, jobs, public facilities, and transportation infrastructure throughout the city.

A sustainable and resident built environment promotes equity and positive health outcomes.

WHERE WE WANT TO BE IN THE FUTURE

Performance Metrics

1. PERFORMANCE METRIC: Housing near transit
   Target: Increase the number of housing units within a half-mile radius of BART and Caltrain stations and other high-quality public transit service.

2. PERFORMANCE METRIC: Complete neighborhoods, where residents can reach community amenities (e.g., grocery stores and retail, public facilities [e.g., parks and community centers] and services [e.g., health care and affordable childcare]) within a 20-minute walk.
   Target: All residences are within a complete neighborhood.

3. PERFORMANCE METRIC: Developing a healthy mix of industrial, research and development (R&D), and office uses.
   Target: Stabilizing or increasing supply of building square footage for employment uses.

2021 DATA:
- 1,458 dwelling units within 10 miles (half mile) to high quality transit.
- 86% of population within complete neighborhoods.
- 27,003,540 square feet
KEY ISSUES AND OPPORTUNITIES

The City of San Francisco has a diverse mix of land uses that provide opportunities to live, shop, work, and play (see Table 1 and Figure 5). Understanding how land is currently used in South San Francisco is important for understanding opportunities for preservation and future growth through the General Plan horizon year (2040). This section describes the existing pattern of land use and identifies issues and opportunities for future uses to encourage a vibrant community where everyone can thrive.

Table 1: Existing Land Use (2019)

<table>
<thead>
<tr>
<th>Type</th>
<th>Acres</th>
<th>Area %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within City of South Francisco</td>
<td>4,226.0</td>
<td>94.8</td>
</tr>
<tr>
<td>Residential</td>
<td>1,733.5</td>
<td>39.9</td>
</tr>
<tr>
<td>Single-family residential</td>
<td>1,506.5</td>
<td>33.8</td>
</tr>
<tr>
<td>Apartments</td>
<td>66.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Multi-family</td>
<td>183.4</td>
<td>4.1</td>
</tr>
<tr>
<td>Mobile home park</td>
<td>121.1</td>
<td>0.4</td>
</tr>
<tr>
<td>Commercial</td>
<td>200.4</td>
<td>4.6</td>
</tr>
<tr>
<td>Hotel</td>
<td>57.0</td>
<td>1.3</td>
</tr>
<tr>
<td>Commercial/retail/service</td>
<td>110.9</td>
<td>2.5</td>
</tr>
<tr>
<td>Auto-rental</td>
<td>41.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Food-rental</td>
<td>32.9</td>
<td>0.7</td>
</tr>
<tr>
<td>Mixed-use (commercial/residential)</td>
<td>5.5</td>
<td>0.1</td>
</tr>
<tr>
<td>Hotel and R&amp;D</td>
<td>1,212.7</td>
<td>27.5</td>
</tr>
<tr>
<td>Office</td>
<td>190.0</td>
<td>4.3</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>32.1</td>
<td>0.7</td>
</tr>
<tr>
<td>Warehouse</td>
<td>63.9</td>
<td>1.5</td>
</tr>
<tr>
<td>Manufacturing/processing</td>
<td>162.1</td>
<td>3.6</td>
</tr>
<tr>
<td>Parks, Open Spaces, and Common Greens</td>
<td>442.4</td>
<td>9.9</td>
</tr>
<tr>
<td>Public and Institutional</td>
<td>261.9</td>
<td>6.0</td>
</tr>
<tr>
<td>Vacant</td>
<td>153.1</td>
<td>3.4</td>
</tr>
<tr>
<td>Within Sphere of Influence</td>
<td>230.0</td>
<td>5.2</td>
</tr>
<tr>
<td>Residential</td>
<td>41.4</td>
<td>0.9</td>
</tr>
<tr>
<td>Single-family residential</td>
<td>41.4</td>
<td>0.9</td>
</tr>
<tr>
<td>Parks, Open Spaces, and Common Greens</td>
<td>183.4</td>
<td>4.1</td>
</tr>
<tr>
<td>Golf Course</td>
<td>183.4</td>
<td>4.1</td>
</tr>
<tr>
<td>Parks and Institutional</td>
<td>81.5</td>
<td>1.9</td>
</tr>
<tr>
<td>Vacant</td>
<td>0.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Grand Total</td>
<td>4,456.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Notes:
1. Totals do not include utilities and transportation infrastructure.
2. Totals may not add due to rounding.

Residential

South San Francisco’s most common land use is residential, with single-family homes covering about 34% of land and multifamily housing covering about 6% of land (see Table 1). In fact, single-family residential is the dominant land use in all sub-areas except El Camino Real, Lindendale, and East of 101, meaning that there are distinct residential neighborhoods throughout most of the city.

While South San Francisco has historically been a place where people of all income levels can find a place to live, regional housing demand has driven up the prices of home ownership and rentals across the Bay Area in recent years, making it more challenging for people wanting to or below the county’s median household income to establish and retain residency in South San Francisco. Residents in some areas of South San Francisco are particularly vulnerable to displacement; per the Health and Social Equity Existing Conditions Report prepared for this General Plan, the sub-areas of Downtown, Sign Hill, El Camino Real, and Sunshine Gardens are most at risk for gentrification. The Downtown sub-area is especially vulnerable to future gentrification and displacement due to its high percentage of low-income residents and people of color, high number of cost-burdened renters, high concentration of Naturally Occurring Affordable Housing (NOAH) units that are vulnerable to price or rent increases, and proximity to public transit and neighborhood amenities.
The City of South San Francisco is committed to creating opportunities for everyone to live in South San Francisco, regardless of income. Per the draft 2023-2031 Regional Housing Needs Allocation (RHNA), the City of South San Francisco must permit a minimum of 3,950 housing units within this timeframe at varying levels of affordability to meet this requirement. In addition, the City must continue permitting new housing to comply with the 2023–2031 RHNA cycle as well as future RHNA cycles during the General Plan horizon year.

Opportunities and considerations related to growing South San Francisco’s housing stock include the following:

Community benefits
New development must create community benefits for both residents and employees.

Diverse housing types
A range of housing types for different income levels and household types must be produced to balance job and housing growth and distribute the potential impacts of future growth in the city.

Impacts of future growth
The City must consider the impacts of future growth, including potential displacement, on existing residents and be strategic about the amount and pace of growth.

Sustainability
The City must identify methods to make sure land use decisions and development promotes sustainability, such as creating complete neighborhoods and encouraging new development to incorporate energy-efficient design.

Industrial and Research and Development (R&D)
Considering that South San Francisco is the “Industrial City” and the “Birthplace of Biotechnology,” it is perhaps not surprising that industrial and R&D land uses are the second-most common land use (29.5% of land) in the city, after residential. Most industrial and R&D uses, which power South San Francisco’s economy and position the city as a global leader and worldwide hub of life science uses, are concentrated in the Lomandina and East of 101 sub-areas.

Although industrial development is a traditional strength of South San Francisco, R&D’s recent expansion, specifically, the enormous growth of the life sciences cluster, has created pressure to convert existing industrial land into other uses. Redevelopment of industrial properties could likely result in declining business diversity due to the loss of businesses engaged in production, distribution, and service and repair (PDR) activities. These companies often provide jobs that pay above minimum wage for people without advanced degrees, so the loss of these businesses could decrease the amount of these types of employment opportunities for residents.

Additional opportunities and considerations for the General Plan, as related to industrial and R&D land uses, include but are not limited to the following:

- Production, distribution, and service and repair businesses (PDR): Retain businesses engaged in production, distribution, and service and repair, while simultaneously continuing to expand R&D uses.
- Emerging technologies: Apply flexible design and land use regulations that help incubate emerging technologies.
- Business diversity: Maintain business diversity to remain a world class life sciences destination and an economic engine for the region.
- Job opportunities for all: Provide opportunities to connect jobs in South San Francisco to residents of all educational backgrounds and skills.
- Protection from negative impacts: Ensure residents are protected from potential negative impacts of these uses, including noise, odors, and other forms of pollution.
- Creative economy: Encourage creative and creative industries, such as artists, publishers, digital technology companies, and designers, to thrive in South San Francisco by encouraging the use of industrial spaces for creatives and enhancing the vitality of arts and culture in South San Francisco.
Commercial

Commercial development, which includes hotels, office, retail, and personal services, is spread throughout South San Francisco and covers about 6% of land. El Camino Real, Airport Boulevard, Grand Avenue, and Linden Avenue have high concentrations of commercial land uses and are popular places to shop and dine. The city has a diverse mix of retail establishments and restaurants, and these include both chains and local businesses. Downtown in particular has a wide variety of culturally diverse small businesses, including businesses owned by local residents, that should be supported and preserved due to the valuable services and jobs they provide to the community.

Additional considerations to improve access to and promote commercial development in South San Francisco include:

Improved access to commercial centers
While South San Francisco has great business diversity, not all residents have convenient access to retail, restaurants, and services, meaning they must rely on cars to access daily necessities. It is important to find opportunities to ensure all residents have convenient access to commercial centers, either by allowing for diversity of land uses in some neighborhoods or by improving transportation connections to commercial centers.

E-commerce
The rise of e-commerce has created challenges for brick and mortar retail. In the future, the City may consider clustering retail in targeted areas, creating experiential opportunities in retail centers, and aligning retail growth with residential growth.

Civic

Parks, open spaces, and common greens (20% of land as of 2019) and civic/ institutional land uses are distributed throughout South San Francisco for use of residents, employees, and visitors alike. Downtown has a high concentration of civic uses, including City government facilities at City Hall, the Annex and the Grand Avenue Public Library. Though public uses are covered in more detail in the Equitable Community Services Element and Abundant and Accessible Parks and Recreation Element, the Land Use Element covers the relative impact of population and employment growth on the distribution of these services and amenities.

Population and employment growth will create more demand for parks, recreational facilities, and public facilities, as well as improved infrastructure in areas expected to experience significant development through the General Plan horizon.

Opportunities and considerations for the General Plan, as related to civic land use, include but are not limited to the following:

The impact of growth on public facilities and services
The City will need to ensure future and existing residents are well-served by both new and existing public facilities, parks, and recreational facilities.

Park access in neighborhoods most in need
Seek new park and recreation funding opportunities for construction and maintenance that could help expand and improve access to parks and open spaces across the city, including in areas with lower park access, such as Downtown and Sunshine Gardens.

Infrastructure for development
The City will need to ensure areas that undergo residential development over the General Plan horizon are supported with adequate transportation and utility infrastructure as development occurs.
Figure 5: Existing Land Use (2019)

City of South San Francisco
Unincorporated Areas in City Sphere
Ferry Terminal Station
Caltrain Station
Caltrain
BART Station

Sources: City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).

SHAPE SSF: 2040 GENERAL PLAN
LAND USE AND COMMUNITY DESIGN
Community design refers to what somebody sees and experiences when spending time in South San Francisco’s streets, commercial districts, and public spaces. Community design is impacted by a few factors, including landscaping and tree canopy; public art; the location, scale, and architectural character of homes, stores, parks, offices, and other spaces; and how easily one can travel between destinations. Quality community design can enhance one’s quality of life. Beautiful, well-designed, pedestrian-scale buildings, streets, and public spaces can increase one’s pride in South San Francisco, improve community safety, strengthen connections to local arts and culture, and make South San Francisco a more attractive place to live, visit, and work. The City has several planning documents that provide design guidelines for development in the city, including the SSF BART Transit Village Plan (2001), the South El Camino Real Area Design Guidelines (2010), the El Camino Real/Chestnut Avenue Area Plan (2011), and the South San Francisco Downtown Station Area Specific Plan (2015).

In East of 101, on the other hand, building character is significantly different, as there is a high concentration of large office and R&D buildings built after 2000 that are set far back from the street. The result is often a lack of connection and cohesion between buildings and sidewalks, that further discourages pedestrian activity or connections.

Key components of quality building design include using sustainable, long-lasting building materials, orienting buildings towards streets to create inviting spaces, and designing buildings to reflect local history. The General Plan seeks to facilitate building design that creates walkable and inviting spaces, such as locating parking behind buildings, allowing for outdoor places and dining, and locating building frontages in close proximity to the sidewalk edge, where appropriate.

Accessibility, connectivity, and the quality of the pedestrian environment are important characteristics of community design. Walkable neighborhoods often enjoy economic benefits, including higher property values, increased private investment, and tourism. Residents in walkable neighborhoods typically engage in more physical activity than residents in neighborhoods with low walkability, which leads to improved public health outcomes. The General Plan seeks to improve pedestrian connections throughout the community, as well as bicycle and public transit connections, to ensure South San Francisco is an accessible, connected community for all. A major opportunity to improve connectivity is a potential Colma Creek restoration project, which would transform the Creek into a public amenity that many can use and enjoy. Streets throughout the city, including Linden Avenue and Grand Avenue, can also become more walkable and inviting places for pedestrians via improvements to the public realm. Public realm improvements on these streets and others could include integration of public art and programming in public spaces, providing street amenities, including lighting and benches, and incorporating landscaping and street trees. These improvements can simultaneously beautify the community and make South San Francisco a more desirable place to walk.
The General Plan Land Use map (Figure 6) shows the location and the intended use of each parcel of land in South San Francisco. The land use map is a graphic representation of the land use policies contained within the General Plan Land Use and Community Design Element. Each parcel is given a land use designation, which provides a vision of a parcel’s intended use or uses.

Citywide Land Use Vision

The General Plan land use map and policies identify opportunities to develop and preserve housing, employment, parks, and move across the city.

Specifically, the General Plan Land Use and Community Design Element creates a land use scheme that aims to:

- Maintain industrial uses in Lindenville and East of 101 to: a) Preserve the “Industrial City” heritage, b) Retain a base of above minimum wage paying jobs that match the skills of residents and c) Maintain small and diverse businesses critical for a thriving economy.
- Retain life science uses that will ensure South San Francisco will remain a world-class life sciences destination and an economic engine for the region.
- Create new, vibrant residential neighborhoods in East of 101 and Lindenville, ensuring appropriate City services, amenities, and retail to support new residential growth.
- Produce a range of housing types for different income levels and household types across the city to balance job and housing growth and distribute the potential impacts of future growth.
- Celebrate the history, culture, and diversity of the Downtown and its residents and maintain Downtown as the heart of the community by: a) Retaining small, culturally diverse businesses, b) Protecting existing Downtown residents from the impacts of neighborhood displacement, and c) Creating programming for arts and cultural resources.
- Transform Colma Creek into a public amenity that manages flooding and sea level rise, restores ecology, increases public access, and improves public access to the San Francisco Bay and Bay Trail.
- Consider the impacts of future growth, including potential displacement and traffic impacts, on existing residents and businesses, being strategic about the amount and pace of growth.
- Improve bike, pedestrian, and public transit connectivity throughout the city.

Given availability of vacant land, market conditions, and the community’s desire for change or preservation in respective parts of the city, most land use changes in this General Plan update are focused in four sub-areas: Downtown, East of 101, El Camino Real, and Lindenville. For more details on policies relative to each planning sub-area, including the sub-areas not expected to undergo significant change, reference the Sub-Areas Element.
Figure 6: General Plan Land Use
Land Use Designations

The General Plan includes over 30 land use designations, described in Table 2 and mapped in the General Plan Land Use Map (Figure 6). The land use designations and locations are compatible with the zoning districts found in the updated Zoning Ordinance. For each land use designation, the uses allowed and the standards for development intensity (floor area ratio (FAR) for nonresidential development) and floor area ratio (FAR) for nonresidential development) are specified.

There are four broad categories of land use designations:

1. Residential: Designations define predominantly residential areas of the city and range from single family homes to multifamily housing.
2. Nonresidential: Designations provide locations for commercial, office, industrial, and R&D uses.
3. Mixed Use: Mixed use designations provide areas for a range of residential or commercial uses in vertical or horizontal patterns.
4. Civic: Civic designations identify a range of public facilities such as schools, parks, and government facilities.

While the General Plan land use designations are broad, the zoning districts include specific allowances and prohibitions of uses (including conditional uses), dimensional requirements such as building setbacks, parking standards, and building heights. Land use designations and zoning districts must be compatible but need not be identical.

Zoning regulations must be within the range of the allowed intensity and uses found in the General Plan. Where the documents differ, the General Plan takes precedence. Note that the maximum density of any land use designation may be exceeded to complement General Plan Housing Element policy (in accordance with the density bonus provisions of Section 65915 of the California Government Code).

Floor Area Ratio (FAR). The development intensity of buildings can be measured through floor area ratio (FAR), which divides gross building area by lot area. A higher FAR indicates greater development intensity, or greater building height and/or lot coverage.

Floor Area Ratio (FAR). The development intensity of buildings can be measured through floor area ratio (FAR), which divides gross building area by lot area. A higher FAR indicates greater development intensity, or greater building height and/or lot coverage.

Table 2: General Plan Land Use Designations

<table>
<thead>
<tr>
<th>Land Use Designation</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low Density Residential</td>
<td>Detached, single-family residential development (maximum residential densities up to 8 dwelling units per acre (du/ac))</td>
<td>[Image]</td>
</tr>
<tr>
<td>Medium Density Residential</td>
<td>Attached or detached single-family housing, duplexes, triplexes, fourplexes, townhouses, condominiums (maximum residential densities up to 22 du/ac)</td>
<td>[Image]</td>
</tr>
<tr>
<td>Medium-High Density Residential</td>
<td>A mix of medium density residential development, including townhouses, condominiums, and apartment buildings (maximum residential densities up to 37.5 du/ac)</td>
<td>[Image]</td>
</tr>
<tr>
<td>High Density Residential</td>
<td>A mix of residential development, including townhouses, condominiums, and apartment buildings (maximum residential densities up to 50 du/ac)</td>
<td>[Image]</td>
</tr>
<tr>
<td>Downtown Residential</td>
<td>A higher density mix of residential housing types, compatible in scale with adjacent Downtown residential districts (maximum residential densities up to 125 du/ac)</td>
<td>[Image]</td>
</tr>
<tr>
<td>Urban Residential</td>
<td>A higher-density residential area with a variety of multifamily housing choices (maximum residential densities up to 180 du/ac)</td>
<td>[Image]</td>
</tr>
<tr>
<td>San Mateo County Low Density Residential</td>
<td>Detached single-family housing on large parcels (maximum residential densities up to 2.2 du/ac)</td>
<td>[Image]</td>
</tr>
</tbody>
</table>
## Land Use Designation

<table>
<thead>
<tr>
<th>Mixed Use</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Density Mixed Use</td>
<td>Lower-scale, mixed-use environments (residential, commercial, and retail uses) and public spaces serving both surrounding neighborhoods and visitors from nearby areas (minimum FAR from 1.5 up to 2.25 with community benefits; maximum residential densities up to 60 du/ac)</td>
<td>Lindenville Neighborhood Center, Oyster Point Coastal Commercial, Business Technology Park High</td>
</tr>
<tr>
<td>Lindenville Neighborhood Center</td>
<td>Neighborhood center with retail and commercial uses along the green ground (minimum FAR from 1.0 up to 3.0 with community benefits; maximum residential densities up to 80 du/ac)</td>
<td>The historic retail center of the city (minimum FAR from 1.5 up to 3.0 with community benefits; maximum residential densities up to 100 du/ac)</td>
</tr>
<tr>
<td>High Density Mixed Use</td>
<td>A walkable mixed-use area located adjacent to the East of 101 Transit Core with a focus on mixed use (residential/commercial), hotel, and high-density multifamily development (FAR from 0.5 up to 2.0 with community benefits, of which up to 0.5 FAR can be non-residential; maximum residential densities up to 200 du/ac)</td>
<td>A vibrant, mixed-use area located adjacent to the Caltrain Station that allows the highest intensities in the Downtown area (minimum FAR from 0.5 up to 2.5 with community benefits; maximum residential densities up to 180 du/ac)</td>
</tr>
<tr>
<td>Oyster Point Coastal Commercial</td>
<td>A mixed-use area that allows for office, hotels, and commercial uses (FAR ranges from 0.5 up to 2.2 with community benefits). For additional information, refer to the Oyster Point Specific Plan report.</td>
<td>Business Technology Park, Business Technology Park High</td>
</tr>
<tr>
<td>Business Technology Park High</td>
<td>High-density corporate headquarters, research and development facilities, and offices (FAR ranges from 0.5 up to 2.0 with community benefits)</td>
<td>Administrative, financial, business, professional, medical, and public offices in locations proximate to BART or Caltrain stations (FAR ranges from 1.0 up to 2.5 with community benefits)</td>
</tr>
<tr>
<td>Mixed Industrial</td>
<td>Industrial lands for a wide range of manufacturing, processing, general service, warehousing, storage and distribution, and service commercial uses (FAR ranges from 0.4 up to 1.0 with community benefits)</td>
<td>Industrial lands for a wide range uses (FAR ranges from 0.4 up to 2.0 with community benefits)</td>
</tr>
<tr>
<td>Mixed Industrial High</td>
<td>High-density industrial lands for a wide range uses (FAR ranges from 0.4 up to 2.0 with community benefits)</td>
<td>A transition between a mixed-use area and high industrial area with a mix of residential and industrial uses (FAR ranges from 0.4 up to 3.5 with community benefits; residential densities up to 120 du/ac)</td>
</tr>
<tr>
<td>Industrial Transition Zone</td>
<td>Transit-oriented community with a walkable street pattern and a vibrant mix of high-density multifamily and employment uses with supportive retail, services, and amenities (minimum FAR from 2.0 up to 8.0 with community benefits; maximum residential densities up to 120 du/ac to 200 du/ac)</td>
<td>Private campus with corporate headquarters, research and development facilities and offices. For additional information, refer to the Genentech Campus Master Plan report.</td>
</tr>
</tbody>
</table>

## Land Use Designation

<table>
<thead>
<tr>
<th>Non-Residential</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Commercial</td>
<td>Shopping centers and major commercial districts provide retail, services, hotels, and other amenities (FAR up to 0.5)</td>
<td>Lindenville Neighborhood Center, Oyster Point Coastal Commercial, Business Technology Park High</td>
</tr>
<tr>
<td>Business and Professional Office</td>
<td>Administrative, financial, business, professional, medical, and public offices in locations proximate to BART or Caltrain stations (FAR ranges from 1.0 up to 2.5 with community benefits)</td>
<td>Administrative, financial, business, professional, medical, and public offices in locations proximate to BART or Caltrain stations (FAR ranges from 1.0 up to 2.5 with community benefits)</td>
</tr>
<tr>
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</tr>
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<td>Private campus with corporate headquarters, research and development facilities and offices. For additional information, refer to the Genentech Campus Master Plan report.</td>
</tr>
</tbody>
</table>
Growth Projections

Growth projections refer to the amount of development likely to be in place in the General Plan horizon year of 2040. Growth projections consist of existing development that will remain in 2040, as well as new development expected to occur between the date of General Plan adoption (2022) and 2040. These growth projections are based on an understanding of historic, current, and projected demographic and economic conditions in the city. Actual growth of the city through the year 2040 will be dependent on a variety of factors, including economic and demographic trends, developer interest, and potential hazards.

New development between now and 2040 will be consistent with regulations in the updated Zoning Ordinance. As much of the city is already built out and vacant parcels are few in number, most development will occur at sites that are currently developed and will undergo intensification or redevelopment.

Growth projections are shown in Table 3. Most employment and residential growth is anticipated in Lindenville and East of 101. Of the remaining sub-areas, Downtown and El Camino are projected to experience the most residential growth. All other sub-areas are expected to experience population growth attributable to residential infill, including accessory dwelling unit (ADU) development.

<table>
<thead>
<tr>
<th>Land Use Designation</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic/Other</td>
<td>Planned residential, mixed use, or non-residential development. Du/AC and FAR dependent on project.</td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>Land reserved for public facilities, including government offices, the library, and the sewer treatment plant.</td>
<td></td>
</tr>
<tr>
<td>School</td>
<td>Land reserved for school sites and facilities.</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Land for transportation uses, including regional rail lines like BART and Caltrain.</td>
<td></td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>Parks, recreation complexes, public golf courses, and greenways.</td>
<td></td>
</tr>
<tr>
<td>Open Space</td>
<td>Reserved land for natural and active open space uses, including sites slopes greater than 30%, sensitive habitats, wetlands, creeks, areas subject to flooding, and power transmission line corridors.</td>
<td></td>
</tr>
</tbody>
</table>

Table 3: Estimated Growth Projections

<table>
<thead>
<tr>
<th>Land Use Designation</th>
<th>2018</th>
<th>2040 Projections</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>67,400</td>
<td>107,200</td>
<td>59%</td>
</tr>
<tr>
<td>Housing units</td>
<td>21,200</td>
<td>39,000</td>
<td>84%</td>
</tr>
<tr>
<td>Employment</td>
<td>52,000</td>
<td>137,000</td>
<td>162%</td>
</tr>
</tbody>
</table>

Notes:
GOAL LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.

INTENT:
To encourage residents to live healthy lifestyles, reduce dependence on automobiles, and bolster pedestrian activity and community vibrancy by providing walkable access to services and amenities.

Policy LU-1.1: Support mixed use activity centers.
Support a network of vibrant mixed use activity centers located throughout the city. Mixed use centers should include business and services, housing, healthy food, parks, and other gathering places.

Policy LU-1.2: Connectivity in complete neighborhoods.
Improve walk, bike, and accessibility in complete neighborhoods.

Policy LU-1.3: Improve access to healthy foods.
Encourage development of community gardens, allowing food “pop-ups” and mobile vendors throughout the city, encouraging siting of grocery stores and markets in areas where residents lack convenient access to healthy food, and supporting and expanding the South San Francisco Farmers’ Market.

Policy LU-1.4: Maintain and expand public facilities and services.
Maintain and expand public facilities to better support the community, including schools, libraries, utilities, and recreational spaces, particularly in neighborhoods lacking these resources. Seek opportunities to co-locate new public projects near compatible civic uses such as schools and campuses to create nodes of activity and services.

Policy LU-1.5: Create places and opportunities for neighborhood events.
Create places and opportunities for neighborhood events that bring the South San Francisco community together.

Policy LU-1.6: Promote Childcare and pre-K facilities.
Promote childcare and pre-K facilities in South San Francisco.

Policy LU-1.7: Create new Lindenville and East of 101 mixed use neighborhoods.
Facilitate the construction of new mixed-use neighborhoods in Lindenville and East of 101 that are well connected to services, transit, amenities, public buildings, and parks and recreational facilities.

Complete Neighborhood
A neighborhood where residents can reach community amenities (e.g., grocery stores and retail), public facilities (e.g., parks and community centers) and services (e.g., health care and affordable childcare) within a 20-minute walk.
Policy LU-2: Equity-oriented transit-oriented communities near transit centers, including SamTrans stops and Caltrain and BART stations, that mix high quality development, affordable housing, community services, and improved mobility options.

INTENT: To provide residents, employees, and visitors with convenient, safe, and efficient transportation options near housing, services, and employment.

Policy LU-2.1: Prioritize development near transit centers. Collaborate with developers and property owners to locate new housing, mixed use, and employment uses near transit centers to minimize reliance on personal automobiles.

Policy LU-2.2: Architectural transitions near transit centers. Require development projects near transit centers to use architectural transitions, such as setbacks, transitions in building height, and landscaping adjacent to lower-density residential properties.

Policy LU-2.3: Develop connected transit-oriented communities. Develop strong pedestrian, shuttle, and bicycle connections to and from transit via pedestrian-oriented building design, creating safe and convenient road crossings, and providing street furniture and amenities.

Policy LU-2.4: Implement mobility hubs at transit stations. Evaluate implementation of “mobility hubs” at the Caltrain Station, South San Francisco BART Station, and the South San Francisco Ferry Terminal.

GOAL LU-2: Equitable transit-oriented communities near transit centers, including SamTrans stops and Caltrain and BART stations, that mix high quality development, affordable housing, community services, and improved mobility options.

Policy LU-2.5: Encourage shared parking in neighborhoods. Encourage shared parking and park once strategies to minimize parking demand and reduce vehicle trips. Locate parking behind commercial buildings.

Policy LU-2.6: Develop gathering spaces near mobility hubs. Develop community gathering spaces, including plazas and pocket parks, near mobility hubs.

Policy LU-2.7: Develop community gathering spaces near high-quality transit stops to provide community amenities, including privately-owned public open spaces, plazas, community gardens, recreational spaces, seating, lighting, public restrooms, waterfronts, and other amenities for public use.

GOAL LU-3: Affordability.

INTENT: To foster a diverse community of South San Francisco residents. To create housing opportunity for everyone, regardless of income level, to live in South San Francisco.

Policy LU-3.1: Create affordable and workforce housing. Actively facilitate adding affordable and workforce housing in all South San Francisco neighborhoods equitably.

Policy LU-3.2: Update zoning to be in compliance with State housing law. Continually update the Zoning Ordinance to be in compliance with State housing law.

Policy LU-3.3: Encourage diversity of housing types. Encourage a variety of housing types to be developed at a range of densities to equitably serve varying household types, including, but not limited to, single-family attached and detached, accessory dwelling units, multi-family apartments, townhomes, duplexes, townhomes, condominiums.

Policy LU-3.4: Encourage multi-generational housing. Encourage development of housing types that support multi-generational households and opportunities to age in place.

GOAL LU-3: A diverse range of housing options that create equitable opportunity for people of all ages, races, ethnicities, abilities, socio-economic status, genders, and family types to live in South San Francisco.

Policy LU-3.5: Facilitate live/work housing. Provide opportunities for live/work options to support a creative economy and meet the changing needs of workspaces.

Policy LU-3.6: Facilitate housing for all needs. Facilitate housing for seniors, special needs groups, including the developmentally disabled, and non-traditional family groups by requiring a diverse range of housing configurations that the Americans with Disabilities Act (ADA) complaint and flexible.

Policy LU-3.7: Net no loss in housing. Require no net loss in the number of residential units during reconstruction or renovation.

Policy LU-3.8: Implement Inclusivity Housing Ordinance and State Density Bonus to encourage development of housing affordable to low-income households.

Policy LU-3.9: Incentivize and preserve affordable housing and develop models to expand homeownership. Develop regulatory mechanisms via the Zoning Ordinance, Inclusivity Housing Ordinance, and community benefits agreements to incentivize development of affordable housing, including workforce housing, and develop programming to preserve affordable housing and expand homeownership.

GOAL LU-4: High-quality residential neighborhoods.

INTENT: To promote residential neighborhoods designed for a high quality of life for neighborhood residents and visitors.

Policy LU-4.1: Support neighborhood associations. Support neighborhood associations throughout South San Francisco to facilitate community building and neighborhood identity.

Policy LU-4.2: Encourage small-scale residential infill development. Encourage small-scale residential infill development in existing residential neighborhoods.

Policy LU-4.3: Promote complete neighborhoods by allowing some commercial uses in residential neighborhoods. Locate new commercial uses in existing residential neighborhoods on connector and residential neighborhoods.

Policy LU-4.4: Facilitate housing for all needs. Facilitate housing for seniors, special needs groups, including the developmentally disabled, and non-traditional family groups by requiring a diverse range of housing configurations that the Americans with Disabilities Act (ADA) complaint and flexible.

Policy LU-4.5: Neighborhood compatibility. Create neighborhood compatibility. Require new development to be compatible and well-integrated with existing residential neighborhoods.

Policy LU-4.6: Develop neighborhood design guidelines. As appropriate, develop design guidelines for residential neighborhoods in South San Francisco to promote high-quality design.

Policy LU-4.7: Support neighborhood associations. Support neighborhood associations throughout South San Francisco to facilitate community building and neighborhood identity.

Policy LU-4.8: Promote maintenance and improvement of public open spaces. Promote maintenance and improvement of public open spaces.

Policy LU-4.9: Encourage amenity space for physical activity and healthy living options. Encourage amenity space for physical activity (gym, active spaces, outdoor open spaces, etc.) which promote physical activity and healthy living options.

Policy LU-4.10: Encourage walkable connections in multifamily development. Encourage multifamily development to provide convenient walkable connections to nearby trails, transit, and open space to promote active lifestyles.

Policy LU-4.11: Encourage neighborhood compatible uses. Encourage compatible uses like schools, parks, recreation and community centers, childcare facilities, and residential neighborhoods.
GOAL LU-5: South San Francisco remains a hub of R&D employment, operations, and innovation and is home to the largest worldwide cluster of life science uses.

INTENT:
To ensure South San Francisco remains a worldwide hub of R&D companies.

Policy LU-5.1: Maintain a critical mass of land zoned for R&D. Maintain a critical mass of land zoned for R&D and encourage South San Francisco to thrive in Lindenville and East of 101.

Policy LU-5.2: Maintain high-quality design and development standards. Maintain high-quality design and development standards for R&D campuses that are larger and higher-intensity campuses.

Policy LU-5.3: Require campus open spaces. Require significant public and private open space and outdoor amenities. Work with development projects to provide public access, private open space as part of their site plans.

Policy LU-5.4: Zone to attract emerging technology businesses. Allow and attract innovative and emerging technology businesses to South San Francisco through flexible use and zoning requirements.

Policy LU-5.5: Improve connectivity for R&D workforces. Maintain vehicular infrastructure and improve circulation to accommodate the unique demands for R&D workplaces.

GOAL LU-6: Opportunities for industrial uses to thrive in Lindenville and East of 101.

INTENT:
To preserve industrial uses in South San Francisco and ensure they do not create negative environmental impacts.

Policy LU-6.1: Preserve industrial uses in areas designated Mixed Industrial High. Preserve industrial uses in areas designated Mixed Industrial High to preserve land for industrial uses.

Policy LU-6.2: Prohibit incompatible use encroachment. Prohibit additional encroachment of incompatible uses into industrial areas in Lindenville and East of 101, except where residential growth is planned.

Policy LU-6.3: Encourage development of non-polluting industries. Encourage development of non-polluting industries that are not major sources of air, water, or noise pollution.

Policy LU-6.4: Provide efficient permitting of industrial uses. Continue to provide efficient permitting and transparent development processes to ensure City government is friendly to industrial development.

Policy LU-6.5: Preserve production, distribution, and repair (PDR) businesses. Preserve production, distribution, and repair (PDR) businesses in South San Francisco.

Policy LU-6.6: Support a mix of larger, higher-intensity campuses. Support a mix of larger, higher-intensity campuses.

Policy LU-6.7: Provide incentives to create community facilities. Support affordable and flexible use and zoning requirements for new and emerging businesses.


Policy LU-6.9: Goods movement in Lindenville and East of 101. Maintain vehicular infrastructure and improve circulation to accommodate vehicular transportation needs for industrial land uses, including logistics and warehousing land uses, and minimizing conflicts with new uses.

Policy LU-6.10: Maintain a diverse economy and range of businesses by maintaining, beautifying, and expanding spaces for neighborhood commercial, including retail, restaurants, and small offices.

INTENT:
To create and preserve opportunity for businesses to succeed in South San Francisco.

Policy LU-7.1: Promote complete neighborhoods. Promote new commercial and retail existing commercial areas in locations that provide convenient access to a range of goods and services.

Policy LU-7.2: Concentrate neighborhood-serving commercial. Allow existing strip-commercial corridors like El Camino Real to intensify with standalone residential uses and concentrate neighborhood-serving commercial uses into mixed-use activity centers.

Policy LU-7.3: Determine incentives to create community facilities. Determine development incentives to encourage the creation of additional community facilities, including early childhood education, community space, artist space, and workforce training centers. Potential incentives could include not counting such uses towards floor area ratio maximums, providing density bonuses, and similar provisions.

Policy LU-7.4: Intensify low-density strip commercial and shopping centers. Intensify low-density strip commercial and shopping centers into mixed-use activity centers that are accessible to transit options.

Policy LU-7.5: Foster pedestrian and bicycle access in neighborhood commercial development. Require new commercial development to foster pedestrian and bicycle access by minimizing building setbacks from the sidewalk, providing safe, accessible pedestrian connections, and creating secure and convenient bike storage.

Policy LU-7.6: Support business upkeep and maintenance. Develop programs to support building upkeep and maintenance and formalized partnerships with business associations.

Policy LU-7.7: Affordable spaces for emerging businesses. Support affordable and flexible commercial and industrial building space for new and emerging businesses.

Policy LU-7.8: Allow Mobile Vendors. Encourage pop-up stores and cafes to be located in public and private spaces that are empty or underutilized to create an amenities-rich environment that attracts residents and visitors.
### GOAL LU-8: A network of attractive, pedestrian-oriented, human-scale and well-landscaped streets and civic spaces throughout the city for all ages and abilities.

#### INTENT:
To foster pedestrian connectivity and beautify the public realm to improve community health and safety and strengthen South San Francisco’s distinct community character.

**Policy LU-8.1:** Create an attractive pedestrian environment, facilitate a diverse and attractive pedestrian environment through the provision of street furniture, lighting, and other amenities.

**Policy LU-8.2:** Create a pedestrian-oriented, human-scale and well-landscaped streets and civic spaces throughout the city for all ages and abilities.

**Policy LU-8.3:** Improve pedestrian connections and sidewalks. Improve pedestrian connections and sidewalk infrastructure across the city, especially between residential and commercial areas, keeping in mind mobility needs of children, families, seniors, and people with disabilities.

**Policy LU-8.4:** Require street trees. Require new development to add street trees along streets and public spaces that provide shade, attractive landscaping, and contribute positively towards public health outcomes and climate mitigation and adaptation.

**Policy LU-8.5:** Provide plazas and gathering places. Improve existing and create new plazas and public gathering places throughout the city.

**Policy LU-8.6:** Sustainable design in the public realm. Encourage use of sustainable design features in the public realm, including sustainable building and construction materials, permeable paving, drought-tolerant landscaping, and green infrastructure.

**Policy LU-8.7:** Improve the Colma Creek public realm. Improve the public realm along Colma Creek to beautify the city and enhance the creek as a recreational amenity.

**Policy LU-8.8:** Maintain and protect public views. Maintain and protect unique public views of the city, the bay, and local landmarks from major thoroughfares and hillsides.

**Policy LU-8.9:** Ensure ADA accessibility. Ensure all new developments, public infrastructure and facilities, and transit infrastructure meet ADA accessibility standards.

**Policy LU-8.10:** Ensure high-quality, long-lasting building materials on buildings to enhance people’s perceptions of South San Francisco.

**Policy LU-8.11:** Transfer of development rights for (new and existing) non-active rail spurs. Transfer of development rights for (new and existing) non-active rail spurs to transition land to open space.

**Policy LU-8.12:** Improve the public realm along Colma Creek. Improve the public realm along Colma Creek to beautify the city and enhance the creek as a recreational amenity.

**Policy LU-8.13:** Create an attractive pedestrian environment, facilitate a diverse and attractive pedestrian environment through the provision of street furniture, lighting, and other amenities.

**Policy LU-8.14:** Create a pedestrian-oriented, human-scale and well-landscaped streets and civic spaces throughout the city for all ages and abilities.

**Policy LU-8.15:** Improve pedestrian connections and sidewalks. Improve pedestrian connections and sidewalk infrastructure across the city, especially between residential and commercial areas, keeping in mind mobility needs of children, families, seniors, and people with disabilities.

**Policy LU-8.16:** Require street trees. Require new development to add street trees along streets and public spaces that provide shade, attractive landscaping, and contribute positively towards public health outcomes and climate mitigation and adaptation.

**Policy LU-8.17:** Provide plazas and gathering places. Improve existing and create new plazas and public gathering places throughout the city.

**Policy LU-8.18:** Sustainable design in the public realm. Encourage use of sustainable design features in the public realm, including sustainable building and construction materials, permeable paving, drought-tolerant landscaping, and green infrastructure.

**Policy LU-8.19:** Improve the Colma Creek public realm. Improve the public realm along Colma Creek to beautify the city and enhance the creek as a recreational amenity.

**Policy LU-8.20:** Maintain and protect public views. Maintain and protect unique public views of the city, the bay, and local landmarks from major thoroughfares and hillsides.

**Policy LU-8.21:** Ensure ADA accessibility. Ensure all new developments, public infrastructure and facilities, and transit infrastructure meet ADA accessibility standards.

**Policy LU-8.22:** Ensure high-quality, long-lasting building materials on buildings to enhance people’s perceptions of South San Francisco.

**Policy LU-8.23:** Transfer of development rights for (new and existing) non-active rail spurs. Transfer of development rights for (new and existing) non-active rail spurs to transition land to open space.

**Policy LU-8.24:** Improve the public realm along Colma Creek. Improve the public realm along Colma Creek to beautify the city and enhance the creek as a recreational amenity.

**Policy LU-8.25:** Create an attractive pedestrian environment, facilitate a diverse and attractive pedestrian environment through the provision of street furniture, lighting, and other amenities.

**Policy LU-8.26:** Create a pedestrian-oriented, human-scale and well-landscaped streets and civic spaces throughout the city for all ages and abilities.

**Policy LU-8.27:** Improve pedestrian connections and sidewalks. Improve pedestrian connections and sidewalk infrastructure across the city, especially between residential and commercial areas, keeping in mind mobility needs of children, families, seniors, and people with disabilities.

**Policy LU-8.28:** Require street trees. Require new development to add street trees along streets and public spaces that provide shade, attractive landscaping, and contribute positively towards public health outcomes and climate mitigation and adaptation.

**GOAL LU-9: High level of quality in architecture and site design in all renovation and construction of buildings.

#### INTENT:
To develop safe, attractive, and inviting buildings and sites.

**Policy LU-9.1:** Create new and update existing design guidelines and development standards. Create new and update existing design guidelines and development standards, including form-based codes, aspirational design standards, and design guidelines.

**Policy LU-9.2:** Encourage architectural and visual interest in new development. Encourage distinctive architecture and elements that add visual interest to buildings to enhance people’s perceptions of South San Francisco as an interesting and inviting place.

**Policy LU-9.3:** Require quality building materials. Require high-quality, long-lasting building materials on all new development projects in the city.

**Policy LU-9.4:** Require walkable and inviting buildings and spaces. Require building design that creates walkable and inviting spaces, including sidewalk parking behind buildings, allowing for outdoor places and dining, and locating building frontages in close proximity to the sidewalk edge, where appropriate.

**Policy LU-9.5:** Orient buildings to public spaces. When possible, orient buildings to faces, public spaces, or shared private spaces.

### IMPLEMENTATION ACTIONS

**GOAL LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.**

Refer to the Implementation Matrix within the “Our Plan to Get There” chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy LU-1.1.1:</strong></td>
<td>Maintain vacant building inventory. Maintain an inventory of vacant buildings and encourage developers and potential business owners to locate their development/businesses in areas most in need of their resources.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.1.2:</strong></td>
<td>Implement mixed use rezoning. Identify key areas that currently feature single-use commercial or residential zoning designations, and re-zone to allow for mixed-use development that could provide more convenient access to local commercial services (electricity, water, internet) for all future developments, public infrastructure and facilities, and transit infrastructure meet ADA accessibility standards.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.2.1:</strong></td>
<td>Complete neighborhoods study. Initiate a study to determine appropriate locations for StreetEen, including services, healthy food, public facilities, and shopping within a short walk, bike, or transit trip of all residents.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.2.2:</strong></td>
<td>Department coordination for complete neighborhoods planning. Ensure coordination between the Economic &amp; Community Development and Public Works Departments to align needed transportation improvement projects with land use planning in complete neighborhoods.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.2.2:</strong></td>
<td>Develop infrastructure improvement program for complete neighborhoods. Develop a formal program and structure to evaluate and facilitate the repair, maintenance, and expansion of bicycle, pedestrian, and transit infrastructure in complete neighborhoods.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.3:</strong></td>
<td>Rezoning and public easements for healthy foods. Identify parcels and areas in public rights-of-way that can facilitate community gardens and re-zone to allow urban agriculture.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy LU-1.4.1:</strong></td>
<td>Funding for neighborhood events. Seek funding, sponsors, and partnerships to provide community development programs such as Light Up the Night, Neighbors Night Out, and other similar activities and programs designed to strengthen neighborhoods.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
</tbody>
</table>
GOAL LU-2: Equitable transit-oriented communities near transit centers, including SamTrans stops and Caltrain and BART stations, that mix high quality development, affordable housing, community services, and improved mobility options.

Policy LU-2.1
Action LU-2.1.1: Explore incentives to increase the provision of affordable housing. Explore updates to the City’s Inclusionary Housing Ordinance that would provide incentives to increase the provision of affordable housing units throughout the city.

Policy LU-2.2
Action LU-2.2.1: Develop Specific Plans around transit centers. Initiate a request for proposals (RFP) process to develop specific plans around key transit centers, including Caltrain and BART.

Policy LU-2.3
Action LU-2.3.1: Explore incentives to increase the provision of affordable housing. Explore updates to the City’s Inclusionary Housing Ordinance that would provide incentives to increase the provision of affordable housing units throughout the city.

Policy LU-3.1
Action LU-3.1.1: Coordinate with SSFUSD regarding housing on closed school sites. Work with the South San Francisco Unified School District (SSFUSD) to study the potential of developing housing and community services, such as childcare, on closed school sites, including the former Foxridge school site.

Policy LU-3.2
Action LU-3.2.1: Allow housing on sites with institutional uses. Review the Zoning Ordinance to allow housing development on sites zoned for institutional purposes, such as educational facilities and churches.

Policy LU-3.3
Action LU-3.3.1: Develop workforce housing program. Partner employment growth with residential development through partnerships with large employers, density bonuses, height bonuses, transfer of development rights, and other similar incentives.
Policy Implementation Action Priority Primary Responsibility

Policy LU-3.9
Action LU-3.9.1: Encourage preservation and upkeep of naturally-occurring affordable housing. Study and implement programming and regulations to encourage preservation and upkeep of existing naturally-occurring affordable housing (NOAH), such as rental protections for residents in NOAH units.
Medium Economic Development and Housing Division (ECD)

Action LU-3.9.2: Explore equity homeownership models. Explore expanded use of shared equity homeownership models, including a community land trust, to increase home ownership.
Low Economic Development and Housing Division (ECD)

Policy LU-6.3
Action LU-6.3.1: Encourage property assemblage and master planning. Encourage the assemblage of adjacent parcels by providing greater development incentives for master planned redevelopment of specific locations than would be available for development on a parcel-by-parcel basis.
Medium Planning Division (ECD)

Action LU-6.3.2: Provide density bonuses for assembled parcels. Develop density/bonus program for assembled parcels and/or master planned parcels of former industrial uses or commercial transitioning to residential uses.
Medium Planning Division (ECD)

Policy LU-6.5
Action LU-6.5.1: Establish flexible development standards for industrial uses. Establish flexible development standards (including FAR) that allow industrial uses to make building improvements and change with market conditions.
Medium Planning Division (ECD)

Policy LU-6.6
Action LU-6.6.1: Cleanup of Hazardous sites. Seek funding to finance cleanup and redevelopment of contaminated sites.
Medium Sustainability (CM)

GOAL LU-6: Opportunities for industrial uses to thrive in Lindenville and East of 101.

Policy LU-6.7
Action LU-6.7.1: Online permitting. Seek efficiencies to make development permitting as simple and efficient as possible, including incorporating online permitting tools.
Medium Building Division (ECD)

Action LU-6.7.2: Streamline permitting for specific uses. Identify industrial uses that benefit from proximity to the airport and life sciences cluster and create streamlined permitting to attract such uses.
Medium Planning Division (ECD)

GOAL LU-7: A diverse economy and range of businesses by maintaining, beautifying, and expanding spaces for neighborhood commercial, including retail, restaurants, and small offices.

Policy LU-7.6
Action LU-7.6.1: Develop programs related to building upkeep and maintenance. Develop programs, such as the formation of Business Improvement Districts to support building upkeep and maintenance, signs, and landscape improvements for neighborhood commercial and small businesses.
Medium Economic Development and Housing Division (ECD)

Action LU-7.6.2: Support formalization of business associations. Support formalization of several local business associations to better coordinate with SSF Chamber of Commerce in addressing neighborhood or district specific challenges.
Medium Economic Development and Housing Division (ECD)

Policy LU-7.8
Action LU-7.8.1: Create standards for mobile food markets. Support greater street life by allowing food vendor markets at centrally located spots.
Medium Planning Division (ECD)

GOAL LU-8: A network of attractive, pedestrian-oriented, human-scale and well-landscaped streets and civic spaces throughout the city for all ages and abilities.

Policy LU-8.1
Action LU-8.1.1: Identify arts and cultural districts. Identify areas and cultural resources that make up distinct cultural districts.
Medium Planning Division (ECD)

Action LU-8.1.2: Create design policies for arts and cultural areas. Identify actions that can bring the arts, culture, and significant natural features closer to the community. Implement small-scale public realm projects, such as identifying graphics, sidewalks and streetscape improvements, wayfinding, and public art.
Low Recreation Division (P&R)

Action LU-8.1.3: Identify financing for arts and cultural programming. Study potential of financing public art and cultural programming in public spaces, along roadways, and along Colma Creek through the development of an Arts and Cultural Program.
Medium Recreation Division (P&R)
### Policy Implementation Action

**Policy LU-8.2**  
**Action LU-8.2.1:** Consider a city-wide streetscape master plan.  
**Priority:** High  
**Primary Responsibility:** Planning Division (ECD)

**Action LU-8.2.2:** Street corridor design standards. Identify corridors of visual significance in the city and develop a set of cohesive standards for landscaping, lighting, street furniture, sidewalk and crosswalk design, utility placement and treatment, and other elements for the respective corridors. This action is related to the street typology concept presented in the Mobility Element.  
**Priority:** Medium  
**Primary Responsibility:** Planning Division (ECD)

### GOAL LU-9: High level of quality in architecture and site design in all renovation and construction of buildings.

**Policy LU-9.1**  
**Action LU-9.1.1:** Aspirational design standards. Consider creating aspirational design standards, rather than minimum standards, that lead to more successful developments.  
**Medium Priority:** Planning Division (ECD)

**Action LU-9.1.2:** Form-based codes. Develop form-based codes for the new mixed-use and high-density residential areas proposed in the Lindenville, East of 101, and El Camino Real sub-areas.  
**Priority:** Medium  
**Primary Responsibility:** Planning Division (ECD)

**Action LU-9.1.3:** Create location-specific design guidelines. Create location-specific design guidelines that help to reinforce the character of a neighborhood, such as the industrial history of Lindenville.  
**Priority:** Medium  
**Primary Responsibility:** Planning Division (ECD)

**Action LU-9.1.4:** Periodic review of development procedures. Review the city’s design guidelines, development standards and development review procedures on a periodic basis to allow for new and innovative design techniques and evolving technologies.  
**Priority:** Medium  
**Primary Responsibility:** Planning Division (ECD)

**Policy LU-9.3**  
**Action LU-9.3.1:** Create building materials list. Establish a list of preferred and discouraged building materials for different building, walls, and fence types. Consider developing distinctive standards for different zoning classifications, emphasizing durability, aesthetics, and visual continuity in materials and design.  
**Priority:** Low  
**Primary Responsibility:** Planning Division (ECD)

**Policy LU-9.4**  
**Action LU-9.4.1:** Develop utility equipment design standards. Develop and adopt new standards to minimize the detrimental appearance of accessory utility equipment (transformers, cable cabinets, utility meters, utility lines, etc.) by integrating them into less prominent areas of the site or by screening them with landscaping, artistic features, or architectural materials compatible with the primary structures. Ensure that such facilities are sited so as not to impede pedestrian access.  
**Priority:** Low  
**Primary Responsibility:** Planning Division (ECD)

### PERFORMANCE METRICS

**Performance Metric:** Housing near transit  
**Target:** Increase the number of housing units within a half-mile radius of BART and Caltrain stations and other high-quality public transit service.

| 2021 DATA: | 1498 DWELLING UNITS WITHIN 10 MINS. (HALF MILE) TO HIGH QUALITY TRANSIT. |
| Data Source: | County Assessor Data |

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For more details on the performance metrics and data sources, refer to the attached map showing the proximity of housing units to transit stations.
PERFORMANCE METRIC: Complete neighborhoods, where residents can reach community amenities (e.g., grocery stores and retail), public facilities (e.g., parks and community centers) and services (e.g., health care and affordable childcare) within a 20-minute walk.

20-Minute Walkshed by Activity Center:
- BART
- Chestnut Ave & El Camino Real
- Downtown
- South Spruce Ave & El Camino Real
- Westborough Shopping Center

Key Activity Center
- Supermarkets
- Public Transit Stops
- Schools
- Healthcare Facilities
- City of South San Francisco
- Unincorporated Area in City Sphere
- Ferry Terminal Station
- Caltrain Station
- BART Station
- BART
- Highway
- Arterial Road
- Local Road
- Context Parks
- Waterbody

Sources: City of South San Francisco (2019); County of San Mateo (2019); Urban Footprint (2021); ESRI (2021).
CHAPTER 6
Sub-Areas
WHERE WE WANT TO BE IN THE FUTURE

Distinct community sub-areas with unique character, architectural diversity, and land uses.

Opportunities for people earning all income levels and comprising a variety of household compositions to live a high quality of life in all sub-areas.

Connectivity to services, jobs, public facilities, and transportation within and between sub-areas.

How Our Plan Gets Us There

While the citywide policies in the Land Use and Community Design Element are expected to be applied throughout all of South San Francisco, many local interventions and actions are needed on a smaller scale to address issues and concerns unique to certain neighborhoods, shown in Figure 1. The Sub-Areas Element augments citywide goals and policies from the Land Use and Community Design Element and provides policies and implementation actions specific to South San Francisco’s unique sub-areas. The Sub-Areas Element establishes a detailed range of policies related to housing, employment, public realm, connectivity, and more in the Downtown, East of 101, El Camino Real, and Lindenville sub-areas, which are the sub-areas anticipated to undergo the most change under the General Plan horizon. For the other residential sub-areas, little change is expected over the General Plan horizon and, thus, the General Plan establishes a framework to enhance existing assets and character.

The Sub-Areas Element expands on Goal 1 of the Land Use Element, which prioritizes the creation of complete neighborhoods where residents can access most of their daily needs within a short walk, bike, or transit trip. Figure 8 depicts existing complete neighborhoods, showing daily amenities, including supermarkets, public transit stops, schools, and healthcare facilities within a 20-minute walkshed of key activity centers, including the South San Francisco BART Station, Chestnut Avenue and El Camino Real, Downtown, South Spruce Avenue and El Camino Real, and Westborough Shopping Center. The Sub-Areas Element identifies policies and actions both to enhance access to existing amenities identified in this figure and to promote development of daily amenities currently missing within a 20-minute walk of these activity centers.
Figure 7: Sub-Areas

Figure 8: Complete Neighborhoods

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Sources: City of South San Francisco (2019); County of San Mateo (2019); Urban Footprint (2021); ESRI (2021).

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SHAPE SSF: 2040 GENERAL PLAN

SUB-AREAS

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City of South San Francisco
Unincorporated Area
in City Sphere

Ferry Terminal Station
Caltrain Station

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Key Activity Center
Supermarkets
Public Transit Stops
Schools
Healthcare Facilities

---

City Parks, Open Space, & Joint Facilities

---

Arterial Road
Local Road
City Parks, Open Space, & Joint Facilities

---

Highway
BART

---

20-Minute Walkshed by Activity Center

---

City of South San Francisco
Unincorporated Area
in City Sphere
Ferry Terminal Station
Caltrain Station

---

City of South San Francisco
Unincorporated Area
in City Sphere
BART Station

---

City of South San Francisco
Unincorporated Area
in City Sphere
BART Station

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City of South San Francisco
Unincorporated Area
in City Sphere
BART Station
**Vision Statement**

Downtown is a home and gathering place for people of different income levels, races, and ethnicities. It is a center of art and culture, small and local business, housing, and transit that embrace the entire community. It celebrates the culture and history of the Downtown and of its residents. New growth is balanced with policies, actions, and investments to protect vulnerable residents, homes, and businesses from displacement, allowing them to sustain roots in the community. New community gathering spaces provide opportunities for existing and new residents to connect and interact.

The Downtown sub-area is located in the heart of the city, between Lindenville and Sign Hill. The area includes a broad mix of land uses, but as of 2019, residential uses account for 70% of land area. Park space is extremely limited, with only two parks (the City Hall Tot Lot and the Cypress and Pine Park) accounting for less than a half-acre. Downtown contains the city’s two historic retail corridors, Grand Avenue and Linden Avenue. Each is defined by zero setback buildings with lively storefronts, but each is relatively short, lasting only a few blocks. The sub-area includes a large concentration of locally-designated historic landmarks, particularly along Grand Avenue, and the Grand Avenue Commercial Historic District, among other cultural and historic resources. Downtown houses just under one-fifth of the City’s entire population, and its residents are far less likely to be over 65, and far more likely to identify as Hispanic/Latino compared to citywide averages.

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The General Plan maintains Downtown as the heart of South San Francisco. It retains the core community and life vision articulated in the Downtown Station Area Specific Plan (DSASP) to create a vibrant and successful community center and a source of local pride. Like the DSASP, the General Plan retains historic activity-rich commercial corridors along Grand Avenue and Linden Avenue and compatible land use and density standards in surrounding residential neighborhoods. It promotes new residential, mixed use, and employment areas in order to support a sustainable and thriving Downtown. The General Plan retains most existing DSASP land use designations and policy in order to create predictable, incremental growth in Downtown. New policies also address the impacts of growth and gentrification on existing residents and businesses.

South San Francisco has a vivid arts and cultural identity and much of the city’s arts and cultural community is centered in Downtown. An important aim of this General Plan is to celebrate the history, culture, and diversity of Downtown and its residents and maintain Downtown as the heart of the community by retaining small, culturally diverse businesses and providing resources and programming to support arts, culture, and Downtown’s heritage.
The El Camino Real sub-area is the central corridor of the city, extending more than two and a half miles from northwest to southeast. It has a mix of land uses, though retail is the most common use. It contains approximately one-tenth of the city’s entire population, and its residents are less likely to be children and more likely to be seniors.

The General Plan aims to create a dynamic and accessible boulevard for all. El Camino Real transforms from a regional thoroughfare to a “Grand Boulevard,” complete with comfortable accommodations to facilitate multiple modes of transportation and generous street furniture, signage, and landscaping that enhance the appearance of the corridor. Improved bicycle, pedestrian, and transit connectivity provide opportunities for non-auto travel along and to the corridor. A new street will connect El Camino Real to Sunshine Gardens, improving connectivity to and from the El Camino Real sub-area.

**Vision Statement**

A dynamic and re-envisioned boulevard that is a safe and healthy place for transit riders, pedestrians, and cyclists, with a diverse mix of commercial and residential, and open space uses.

The General Plan pinpoints strategic locations to support increased housing density and mixed uses along El Camino Real. These activity centers are the South San Francisco BART station, the El Camino Real/Chestnut Avenue area, and the South Spruce Avenue area. The activity centers are imagined as complete neighborhoods, will include spaces for social gathering, shopping, and entertainment to enable residents, employees, and visitors to meet their daily needs. The three activity centers already have many of these complete neighborhood components, including anchored institutional uses, and the potential for intensification of office, retail, and residential uses.

The South San Francisco BART station area has potential for more housing production and increased daily services to serve new and existing residents. The General Plan imagines this area as a transit-oriented community, where residents have ample opportunity to use transit and active transportation to reach their destinations. To achieve this vision, improved connections are needed from the BART station to nearby destinations, including the Costco and other retail along El Camino Real, the Centennial Trail, and El Camino High School.

The El Camino Real/Chestnut Avenue area activity center will be anchored by the South San Francisco Community Civic Campus. The Kaiser Permanente Medical Center, Orange Memorial Park, the Centennial Way Trail, and retail along El Camino Real are other major attractions in this area. Maximum allowed building heights for new buildings in the El Camino Real/Chestnut Avenue area would be reduced from presently allowed maximums under the El Camino Real/Chestnut Avenue Area Plan in order to create harmonious height transitions from adjacent residential uses.

The South Spruce Avenue area includes major auto-oriented commercial centers, including the Brentwood shopping center and the shopping center at the southwest corner of El Camino Real and South Spruce Avenue with the currently vacant anchor retail space (formerly occupied by Safeway). It also includes the Siren’s Candy factory, a legacy industrial use in South San Francisco. Due to its proximity to the San Bruno BART station and the SamTrans bus corridor along El Camino Real, this area also has potential for more housing production in areas that comply with San Francisco International Airport land use compatibility regulations.
EAST OF 101

General Plan Land Use Designations
- East of 101 Mixed Use
- East of 101 Transit Core
- Business and Professional Office
- Business Technology Park
- Business Technology Park High
- Community Commercial
- Oyster Point
- Coastal Commercial
- Mixed Industrial
- Mixed Industrial High
- Public Parks & Recreation
- Open Space
- Streams

Vision Statement
The East of 101 sub-area covers all parts of the city that lie to the east of Highway 101. By far the largest sub-area geographically, it covers over 1,600 acres, is defined by large parcels, and is bordered by the San Francisco Bay. The area primarily contains employment-generating land uses and includes office, life science and other R&D uses, logistics, food processing, manufacturing, and other industrial uses. Most life science uses are located north of East Grand Avenue, with the Genentech campus being the largest corporate campus in East of 101. At the present, South San Francisco is home to over 200 biotech companies, and there is room for continued expansion of these uses, particularly on infill sites and in planned campus environments, such as Oyster Point. South of East Grand Avenue, there are warehousing, logistics, manufacturing, and other industrial land uses that provide a diversity of employment opportunities. As of 2021, no residential zoning exists in this sub-area and there are no housing units or residents, though as part of the General Plan update, there is opportunity to introduce residential uses to East of 101 to create more complete neighborhoods with options for living, working, and recreation.

The General Plan advances the community vision of maintaining districts for R&D and industrial growth, while creating new neighborhoods that allow residential and supportive amenities and services. This vision allows for the growth and continued success of the life sciences as an economic engine for the city. Life science companies may intensify development north of East Grand Avenue, closer to key transportation corridors, in exchange for community benefits and district improvements. By allowing the life sciences area to grow through intensification rather than expanding its geographic area, the General Plan enables transportation, trade, and industrial uses to retain land area and continues to thrive in East of 101. These businesses, primarily to the south of East Grand Avenue, are supported by the City in efforts to adjust to emerging economic conditions and build long-term resilience to sea level rise and flooding.

The General Plan creates new mixed use neighborhoods along South Airport Boulevard. Providing opportunities for living in East of 101 supports a long-term vision for an innovation district, places more housing near jobs and high-quality transit, and creates opportunities for a range of new housing for different income levels along South Airport Boulevard. Residents will benefit from streetscape improvements and urban design that create a high-quality public realm along this corridor commercial and industrial corridor. The General Plan supports the well-being of new East of 101 residents by providing convenient access to new parks and gathering spaces, neighborhood-serving retail and amenities, and public services.
The Lindenville sub-area is located in the central southern portion of the city, adjacent to the Downtown sub-area. It is in between Highway 101 and South Spruce Ave. The sub-area stretches over 400 acres and is largely comprised of manufacturing, food processing, warehousing, and other industrial uses, including some of the City’s historic “legacy” businesses, such as Produce Terminal and Bimbo Bakeries. The Southline Specific Plan area, adjacent to the San Bruno BART station, is also included in the Lindenville sub-area. As of 2021, Lindenville does not have residential units or park acreage.

Vision Statement
Lindenville is a vibrant and inclusive neighborhood that maintains a base of job opportunities, promotes the creative economy, and creates a new residential neighborhood where all people can thrive.

Business & Professional Office
Medium Density
High Density
Mixed Use
Mixed Industrial
High Density Mixed Use
Open Space
Parks & Recreation
Public
General Plan
Land Use Designations
The General Plan preserves small businesses and industrial uses while also creating a vibrant and inclusive neighborhood where all people can thrive. The General Plan allows Lindenville to strengthen its economic base, which includes a large number of small businesses and a high share of jobs in industry sectors, by retaining a large portion of its land area for service, transportation, and industrial uses. These non-residential areas may also provide opportunities for arts and the creative economy to continue growing and expanding in South San Francisco.

Building on the transformation of Colma Creek into a walkable public amenity, the General Plan creates a new residential neighborhood in the northern part of this sub-area, north of Victory Avenue. At the present, this area is primarily occupied by warehousing and other industrial uses. Providing opportunities to live in Lindenville will support a sustainable and thriving Downtown and advance City goals to add a broad range of new housing for different income levels. Accommodating new residential growth outside of existing residential neighborhoods will also minimize visual, noise, and transportation impacts on existing residents. The General Plan supports the well-being of new Lindenville residents by providing convenient access to new parks and gathering spaces, neighborhood-serving retail and amenities, and public services. Edge conditions are particularly important in Lindenville. This area is adjacent to the Downtown and Orange Park sub-areas, so the scale of development transitions from medium densities south of Railroad Avenue to higher densities adjacent to Colma Creek.
RESIDENTIAL SUB-AREAS

The following residential sub-areas are not expected to undergo major changes over the General Plan horizon. These sub-areas include Avalon-Brentwood, Orange Park, Paradise Valley / Terra Bay, Sign Hill, Sunshine Gardens, Westborough, and Winston Sierra.

AVALON-BRENTWOOD

The Avalon-Brentwood sub-area is located at the southwestern edge of the city, between I-280 and El Camino Real. It is primarily single-family residential uses with several large institutional uses. Major public uses include Avalon Park, Baden High School, Brentwood Park, Ponderosa Elementary School, Zamora Park, and the City’s Main Library. The sub-area also surrounds Country Club Park, an unincorporated area. It contains just under 10% of the city’s entire population.

Vision Statement

Avalon-Brentwood is a walkable, attractive, and safe neighborhood with a variety of housing options, accessible recreational amenities, and quality infrastructure.

General Plan Land Use Designations

[Diagram showing land use designations]
The Orange Park Sub-Area is located in the center of the city, adjacent to Downtown, Lindenville, Avalon-Brentwood, and El Camino Real. The Orange Park sub-area is split between single-family residential, public, and park land uses and contains its eponymous park. As of 2021, it contains just around 5% of the city’s entire population.

**Vision Statement**

Orange Park is a high-quality place to live, learn, work, and play, and residents have ample opportunities to enjoy South San Francisco’s recreational amenities, including Orange Park, Colma Creek, and the Centennial Way Trail.

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The Paradise Valley/Terrabay sub-area is located at the far northeastern edge of the city, located between Highway 101 and Sign Hill. It is primarily composed of single-family residential uses, parks, and open space. This sub-area has several smaller subdivisions and neighborhoods, including Peck’s lot and the Terrabay subdivision. The area includes a large PG&E-owned open space and the north face of Sign Hill. It contains just over 5% of the city’s entire population. Residents are less likely to identify as White alone and more likely to identify as Asian or Pacific Islander compared to the citywide average.

**Vision Statement**

Paradise Valley/Terrabay is a scenic, safe, and livable neighborhood with convenient access to Downtown, retail, and personal services, and open spaces.

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**General Plan Land Use Designations**

- Low Density Residential
- Medium-Density Residential
- Medium-High Density Residential
- Low Density Mixed Use
- Medium Density Mixed Use
- School
- Parks and Recreation
- Streams
- Business Technology Park
- High Urban Residential
- Public
- School
- Parks and Recreation
- Open Space
SIGN HILL

Vision Statement
Buildings, streetscapes, open spaces, and the famous South San Francisco Hilltop sign imbue Sign Hill with character, and residents are easily able to access Downtown, open spaces, and amenities throughout the city.

The Sign Hill sub-area is located in the center of the city just north of the Downtown sub-area. It is mostly single-family residential and its signature park. It contains less than 5% of the city’s entire population, and its residents are generally representative of the city’s overall age and race/ethnicity profile.

SUNSHINE GARDENS

Vision Statement
Sunshine Gardens is an attractive neighborhood that offers quality housing options, greenery and access to parks and recreational amenities, and convenient transportation connections to the wider South San Francisco community and region.

The Sunshine Gardens sub-area is located in the northwestern side of the city, north of El Camino Real and east of the Downtown and Sign Hill sub-areas. Approximately three-quarters of total land area is residential, including middle-density and multifamily residential. Major public uses include El Camino High School and Sunshine Gardens Elementary School. It contains just over 15% of the city’s total population, and its residents are generally representative of the city’s overall age profile.
**WESTBOROUGH**

The Westborough sub-area is located at the far western edge of the city, west of Interstate 280. It is characterized mostly by residential uses, parks and open space, and commercial uses. It is home to the Westborough Shopping Center, and a small shopping center located at Keller and Westborough Blvd. It also contains Westborough Middle School, Westborough Park and Recreation Center, Cal West Park, Sellick Park, Fire Station #64, and a small portion of Monte Verde Elementary. Westborough contains one-fifth of the city’s entire population, and its residents are generally older. This area has the largest population of Asian or Pacific Islanders in the city (73%).

**Vision Statement**
Westborough is a comfortable environment for residents who benefit from excellent access to services, recreational opportunities, and diverse commercial spaces.

**WINSTON SERRA**

The Winston Serra sub-area is located at the far northwestern edge of the city between I-280 and El Camino Real. It contains primarily single-family residential uses with several large public uses, including: Alta Loma Middle School, Alta Loma Park, Buri Buri Elementary School, Buri Buri Park, Clay Park, Unitek Nursing College, and three Winston Manor parks. The sub-area contains just over 15% of the city’s entire population. Its residents are generally representative of the City’s overall age profile.

**Vision Statement**
Winston Serra is a livable, safe, and healthy neighborhood, where residents have convenient access to local and city-wide services, quality housing opportunities, and excellent parks and public spaces.

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**General Plan Land Use Designations**

- **Low Density Residential**
- **Medium Density Residential**
- **Medium High Density Residential**
- **Low Density Mixed Use**
- **School**
- **Parks and Recreation**
- **Open Space**

**Resources:**

- **City of Colma:**
- **City of San Bruno:**
- **City of San Mateo:**
- **Unincorporated Area:**

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**Winston Serra**

- **Unincorporated Area**
- **City of Colma**
- **City of San Bruno**
- **City of San Mateo**
- **Unincorporated Area**

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**Westborough**

- **Unincorporated Area**
- **City of Colma**
- **City of San Bruno**
- **City of San Mateo**
- **Unincorporated Area**
GOAL SA-1: The City supports existing neighborhood commerce and provides opportunities to expand commercial Downtown.

INTENT: To ensure Downtown retains and attracts successful commercial businesses.

Policy SA-1.1: Reinforce Downtown dining and retail. Reinforce Downtown as a dining and retail destination for all, maintaining the cultural diversity of businesses and allowing and encouraging outdoor dining in the public right of way.

Policy SA-1.2: Support small locally-owned businesses. Continue to provide assistance to support small locally-owned businesses and develop a mechanism to support building upkeep and maintenance, signage, and façade improvements for Downtown businesses.

Policy SA-1.3: Support community-based organizations. Support community-based organizations in Downtown South San Francisco and directly engage with these groups during planning and development processes.

GOAL SA-2: The history and culture of Downtown and its residents are celebrated through arts and cultural resources.

INTENT: To support arts and culture and create a distinct visual identity for Downtown.

Policy SA-2.1: Strengthen Downtown identity. Strengthen Downtown’s identity as a center for arts and culture in South San Francisco.


Housing in Downtown...
SHAPES SSF: 2040 GENERAL PLAN

GOAL SA-3: The City promotes new residential, mixed use, and employment uses to add business patrons and residents to create a sustainable and thriving Downtown while maintaining a scale and character that is complementary to existing uses.

INTENT: To diversify land use to be mutually beneficial to residents and businesses.

Policy SA-3.1: Implement the Downtown Station Area Specific Plan. Continue to implement the Downtown Station Area Specific Plan and update as necessary.

Policy SA-3.2: Create mixed use neighborhood centered along Colma Creek. Create a new mixed use neighborhood centered along Colma Creek within a short walk of Downtown amenities and services that provides a range of housing types for all income levels and households.

Policy SA-3.3: Balance parking needs and impacts Downtown. Balance the need for parking to support a thriving Downtown with the need to minimize the impacts of parking upon a vibrant pedestrian, bicycle, and transit-oriented neighborhood.

Policy SA-3.4: Focus housing growth Downtown. Focus housing growth Downtown around the Caltrain Station and along Airport Boulevard. The City promotes new developments that are complementary to existing uses.

Policy SA-3.5: Encourage Downtown parcel aggregation. Encourage flexibility in allowing developers to aggregate parcels.

GOAL SA-4: New opportunities are created to live in Downtown and to protect existing residents against threats of displacement.

INTENT: To give all people – current and future – opportunities to live and remain in Downtown.

Policy SA-4.1: Preserve existing affordable housing. Protect existing residents from displacement by preserving existing affordable housing, increasing assistance for renters, and exploring homeownership models.

Policy SA-4.2: Leverage publicly-owned land Downtown. Leverage South San Francisco’s inventory of publicly-owned land Downtown to support housing affordability.

Policy SA-4.3: Encourage moderate density housing types. Encourage development of moderate density housing types to increase the supply and diversity of housing Downtown.

GOAL SA-5: New improvements are focused on Grand Avenue and Linden Avenue to restore these historic corridors to once again being the focus of the community.

INTENT: To strengthen and enhance the public realm of Grand and Linden Avenues.

Policy SA-5.1: Improve Downtown pedestrian and bicycle network. Develop safe, comfortable, and accessible pedestrian and bicycle facilities that invite people of all ages and abilities to access Downtown amenities and services, Caltrain, Colma Creek and employment in East of 101 and Linden through techniques such as sidewalk bulb, lighting improvements, and signage.

Policy SA-5.2: Maintain Downtown properties and businesses. Support property and business owners along Grand Avenue and Linden Avenue in efforts to maintain buildings and upkeep façades, respectively.

Policy SA-5.3: Enhance Downtown streetscapes. Improve the streetscape along Grand Avenue and Linden Avenue by incorporating outdoor seating, lighting, street trees, and other street furniture through the adoption of design guidelines.

Policy SA-5.4: Improve Downtown signage. Improve connections from Downtown to East of 101, the Caltrain Station, and Colma Creek by adding directional signage and improving signage and other street amenities.

GOAL SA-6: Contextual building design and development benefits current and future residents.

INTENT: To ensure new buildings and development benefits Downtown residents.

Policy SA-6.1: Develop new buildings to be compatible with Downtown building scale and character. Encourage new buildings to be a scale and in a character that is complementary to Downtown’s existing historical and physical context.

Policy SA-6.2: Develop new buildings to be contextual building design. Require context-sensitive design that is complementary to existing building scale and character.

GOAL SA-7: Airport Boulevard is improved as a gateway to the city.

Policy SA-7.1: Encourage a mix of uses on Airport Boulevard. Promote retail, housing opportunities, hotels, and amenities along Airport Boulevard.

Policy SA-7.2: Encourage active ground floor uses. Encourage active ground floor uses along Airport Boulevard in order to foster pedestrian activity along the corridor.

Policy SA-7.3: Require context-sensitive design. Require context-sensitive design for new buildings along Airport Boulevard, including height transitions, rear setbacks, and use of visual buffers (e.g., landscaping, fencing) to provide appropriate transitions between new buildings and existing residential uses.

Policy SA-7.4: Continue to recognize Gimbal’s/Bettera Brands as a legacy use. Recognize Gimbal’s/Bettera Brands as a legacy use. permit it as a conforming use, allowing for expansion and contraction as necessary. If in the future Gimbal’s/Bettera Brands stops operation at this site, require any new uses or new development of the site to be in conformance with the Low Density Mixed Use Designation, and sensitive to the residential uses to the north.

Policy SA-7.5: Improve Airport Boulevard streetscape. Improve the streetscape along Airport Boulevard by incorporating seating, lighting, street trees, and other street furniture through the adoption of design guidelines.

Other goals related to Downtown in other Elements include the following:

• Action PR-2.12: Community Emergency Response Team outreach in community.

• Action ECS-3.2.2: Downtown Center study.

• Policy PR-3.1: Community garden development.

• Policy PR-3.2: Expanded childcare options.

• Goal U-2: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.

• Goal U-2: Equitable transit-oriented communities near transit centers, including patient stops and Capitol and Caltrain stations, that mix housing development, affordable housing, community services, and improved mobility options.
GOAL SA-9: Mixed use development is encouraged along El Camino Real and business development is supported along the corridor.

INTENT:
To promote a diversity of uses along El Camino Real.

Policy SA-9.1: Housing diversity on El Camino Real. Ensure a mix of affordable and market rate housing units.

Policy SA-9.2: Inclusionary housing along El Camino Real. To provide opportunities to live, work, shop, and dine along El Camino Real.

Policy SA-9.3: Encourage parcel aggregation along El Camino Real. To develop high-density, mixed use density, mixed use housing and public recreation space that features community resources and attractive housing options.

Policy SA-9.4: Encourage developers along El Camino Real. To develop high-density housing on sites designated as Urban Residential, which emphasizes higher-density, multifamily residential development.

Policy SA-9.5: Inclusionary housing along El Camino Real. Encourage developers along El Camino Real to use State and City inclusionary housing programs to develop housing for different income levels and household groups.


GOAL SA-10: The South San Francisco BART Station is developed as a mixed use hub; to coordinate on land use changes and development near the Station.

INTENT:
To provide opportunities to live, work, shop, and dine near the South San Francisco BART Station.

Policy SA-10.1: Develop mixed use hub at the El Camino Real/BART Station area. Develop a mixed use hub at the El Camino Real/BART station area with a mix of residential, personal services, restaurants, markets and grocery stores, small offices, retail, entertainment, and gathering places and facilitate convenient connections to the South San Francisco BART Station.

Policy SA-10.2: Intensify residential uses. Encourage development of higher intensity residential uses on current big box and shopping centers north of the BART Station.

Policy SA-10.3: Encourage active ground floor uses near South San Francisco BART. Encourage active ground floor uses, such as retail, within a half mile of the South San Francisco BART station to promote pedestrian activity.

GOAL SA-11: Active pedestrian-oriented, mixed use centers are created at the El Camino Real/Chestnut Avenue area.

INTENT:
To create a variety of housing, gathering spaces, offices, retail, dining, and to better serve all residents and visitors at the El Camino Real/Chestnut Avenue area.

Policy SA-11.1: Develop mixed use hub at the El Camino Real/Chestnut Avenue area. Develop a mixed use hub at the El Camino Real/Chestnut area with a mix of residential, personal services, restaurants, markets and grocery stores, small offices, retail, entertainment, and gathering places for gathering, and childcare.

Policy SA-11.2: Develop retail center at El Camino Real/Chestnut Avenue area. Develop the retail center located east of Chestnut Avenue and El Camino Real as an activity center with high density mixed use development featuring affordable housing and retail options.

Policy SA-11.3: Create new connections to the Centennial Way Trail in the South Spruce Avenue Area. Create new pedestrian connections to the Centennial Way Trail from El Camino Real.

Policy SA-12: A hub of activity is developed at the South Spruce Avenue Area with a mix of personal services, restaurants, markets and grocery stores, offices, retail, entertainment, and gathering places.

INTENT:
To create a variety of gathering spaces, offices, retail, dining, and to better serve all residents and visitors at the South Spruce Avenue area.

Policy SA-12.1: Develop mixed use hub at the El Camino Real/Chestnut Avenue area. Develop a mixed use hub at the El Camino Real/Chestnut area with a mix of residential, personal services, restaurants, markets and grocery stores, small offices, retail, entertainment, and gathering places for gathering, and childcare.

Policy SA-12.2: Encourage redevelopment of Winston Manor Center as mixed use center. Develop Winston Manor Center (southwest corner of El Camino Real and Hickey Boulevard) as a mixed use hub that balances both commercial and residential uses and retains its grocery store.

Policy SA-12.3: Create new connections to the South Spruce Avenue Area. Preserve and enhance the South Spruce Avenue Area as a vibrant, neighborhood shopping destination while allowing office, life sciences, and biotech development.

Policy SA-12.4: Continue to recognize See’s Candies as a legacy use. Recognize See’s Candies as a legacy use in the El Camino corridor; permit it as a conforming use, allowing for expansion and contraction as necessary. If in the future See’s Candies stops operation at this site, require any new uses or new development of the site to be in conformance with the Low Density Mixed Use Designation, and sensitive to the residential neighborhoods to the north.

Policy SA-12.5: Continue to recognize See’s Candies as a legacy use. Recognize See’s Candies as a legacy use in the El Camino corridor; permit it as a conforming use, allowing for expansion and contraction as necessary. If in the future See’s Candies stops operation at this site, require any new uses or new development of the site to be in conformance with the Medium Density Mixed Use Designation and sensitive to the residential uses to the north.

Policy SA-12.6: Encourage residential development within 65 db noise contour. Encourage residential development in the South Spruce area that are within the 65 db CNEL contour, provided the interior of a structure meets the standard indoor 65 db CNEL noise requirement.
GOAL SA-13: A quality public realm along El Camino Real with appropriate transitions to nearby neighborhoods.

INTENT: To ensure El Camino Real has an inviting, memorable public realm.

Policy SA-13.1: Support small locally-owned businesses. Continue to provide assistance to support small locally-owned businesses in the El Camino Real corridor.

Policy SA-13.2: Implement El Camino Real streetscape enhancements. Transform El Camino Real into a boulevard with streetscape enhancements, including street furniture, signage, consistent landscaping on medians, and public art that enhance the appearance of the corridor.

Policy SA-13.3: Require sidewalk widening along El Camino Real. Where feasible, widen sidewalks in areas with active ground floor uses and institutional uses to encourage pedestrian activity and allow for more space for seating, trees, and landscaping.

Policy SA-13.4: Require context-sensitive design. Require development projects along El Camino Real to use architectural transitions, such as setbacks, transitions in building height, and landscaping, to adjacent residential properties.

GOAL SA-14: Improved pedestrian, bicycle, and roadway connections between adjacent residential neighborhoods and El Camino Real.

INTENT: To ensure everyone can easily access El Camino Real and nearby neighborhoods.

Policy SA-14.1: Enhance El Camino Real as a primary arterial. Continue developing the El Camino Real corridor.

Policy SA-14.2: Implement El Camino Real as a boulevard. Transform El Camino Real into a boulevard with streetscape enhancements.


Policy SA-14.4: Improve pedestrian and bicycle connections to the Centennial Way Trail.

Goal LU-1: Create complete neighborhoods, where people of all incomes can live, access transit, and services and amenities.

Policy PR-4.7: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

Other goals related to El Camino in other Elements include the following:

• Policy PR-4.7: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

Goal SA-15: Opportunities for new recreational spaces that offer public services, entertainment options, and open space.

INTENT: To create opportunities for residents living near El Camino Real to gather, socialize, and play.


Policy SA-15.2: Develop outdoor programming and cultural events. Develop outdoor programming and cultural events at the public space in front of the Community Civic Campus.

Policy SA-15.3: Create art and gathering spaces along El Camino Real. Encourage new development to incorporate public art, public places, seating, and gathering spaces around or near the El Camino Real corridor.

Other goals related to El Camino in other Elements include the following:

• Policy PR-4.7: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

• Goal PU-2: Publicly accessible, private open space.

Goal SA-16: A new transit-oriented community in East of 101 with a diverse mix of uses, places, and programs to inspire creativity and social interaction that welcome all South San Francisco residents and visitors.

INTENT: To create an inclusive neighborhood where people of all incomes can live, access transit, and services and amenities.

Policy SA-16.1: Require high-density development near the Caltrain station. Promote density and a mix of transit-oriented uses adjacent to the Caltrain Station and along South Airport Boulevard, including residential, offices, personal services, retail, recreation, and healthcare.

Policy SA-16.2: Implement public realm improvements near the Caltrain station. Implement public realm improvements to improve accessibility to the Caltrain Station, including signage, street trees, landscaping, street furniture, and lighting.

Policy SA-16.3: Create new parks and open spaces in East of 101. Introduce a new, connected park and open space system that includes:

• A public park within a ten-minute walk to any new residential development East of 101.

• A Colma Creek linear park featuring walking and cycling paths.

• A recreational greenway between Forbes Blvd and Oyster Point Blvd that extends into the Genentech Master Plan Area and connects to the San Francisco Bay Trail.

• Class I pedestrian routes that connect East of 101 with Downtown and Lindenwold.

Policy SA-16.4: Adequate public services in East of 101. Coordinate with the San Francisco Unified School District and public services, including the San Francisco Fire Department and the South San Francisco Police Department, to ensure public services can accommodate growth impacts of new development in the East of 101 area.

Policy SA-16.5: Encourage development of hotels near the Caltrain Station. Encourage development of hotels within walkable distance of the Caltrain Station.

Goal SA-16: A new transit-oriented community in East of 101 with a diverse mix of uses, places, and programs to inspire creativity and social interaction that welcome all South San Francisco residents and visitors.

INTENT: To create an inclusive neighborhood where people of all incomes can live, access transit, and services and amenities.

Policy SA-16.1: Require high-density development near the Caltrain station. Promote density and a mix of transit-oriented uses adjacent to the Caltrain Station and along South Airport Boulevard, including residential, offices, personal services, retail, recreation, and healthcare.

Policy SA-16.2: Implement public realm improvements near the Caltrain station. Implement public realm improvements to improve accessibility to the Caltrain Station, including signage, street trees, landscaping, street furniture, and lighting.

Policy SA-16.3: Create new parks and open spaces in East of 101. Introduce a new, connected park and open space system that includes:

• A public park within a ten-minute walk to any new residential development East of 101.

• A Colma Creek linear park featuring walking and cycling paths.

• A recreational greenway between Airport Blvd and Littlefield Ave.
GOAL SA-17: Sufficient housing is built to provide for a range of housing types for different income levels and household types and that sustains services and amenities to support residents and businesses.

INTENT:
To provide opportunities for housing East of 101 to be all inclusive.

Policy SA-17.1: Develop affordable and market rate housing in East of 101. Ensure a mix of affordable and market rate housing East of 101, targeting the creation of 4,800 units.

Policy SA-17.2: Leverage publicly-owned land for affordable housing. Leverage publicly-owned land, including Caltrans-owned parcels, for future affordable housing development.

Policy SA-17.3: Incentivize housing near the Caltrain Station. Incentivize developers to build affordable housing near the Caltrain Station via density and height bonuses beyond State-required bonuses.

Policy SA-17.4: Create standards for housing design that mitigate for air quality impacts. For housing within 500 feet of highways and stationary sources of pollution, require design mitigation actions including:
- Locate air intake systems for heating, ventilation, and air conditioning (HVAC) systems as far away from existing air pollution sources as possible.
- Use high-efficiency particulate air (HEPA) filters in the HVAC system and develop a maintenance plan to ensure the filtering system is properly maintained.
- Use only fixed windows next to any existing sources of pollution.
- Plant landscape barriers between highways and residential areas to reduce noise and air pollution for residents.

GOAL SA-18: A well-connected and accessible district with high-quality transit and walking and biking paths that seamlessly connect East of 101 with Downtown, Lindonville and the rest of the City.

INTENT:
To connect residents, employees, and visitors within East of 101, the rest of the city, and the region.

Policy SA-18.1: Require small block sizes for new residential neighborhoods. Require that new residential neighborhoods near the Caltrain Station be developed with small block sizes to facilitate convenient vehicular and pedestrian connections through the neighborhood.

Policy SA-18.2: Improve sidewalk and related pedestrian amenities. Require and finance sidewalk improvements to provide shade, street furniture, and other amenities for pedestrians to create an attractive public realm along corridors.

Policy SA-18.3: Improve pedestrian and bicycle infrastructure to the San Francisco Bay Ferry Terminal. Improve pedestrian and bicycle infrastructure to provide convenient last mile connections to the San Francisco Bay Ferry Terminal.

GOAL SA-18.4: Maintain roadway connections. Maintain roadways within East of 101 and foster connectivity between East of 101 and the rest of South San Francisco.

Policy SA-18.5: Encourage parcel assembly within the Beacon Street corridor. Encourage parcel assembly and master planning in areas designated Business Technology Park High along Beacon Street.

GOAL SA-19: Vehicle trips are minimized through parking requirements, Transportation Demand Management, and alternative travel modes.

INTENT:
To reduce reliance on automobiles in East of 101.

Policy SA-19.1: Evaluate a Transportation Management Authority (TMA). Evaluate development of a Transportation Management Authority (TMA) or other district governance.


Policy SA-19.3: Explore emerging transit services into East of 101. Explore opportunities to integrate emerging, high-quality transit services into East of 101.

Policy SA-19.4: Implement mobility hubs. Evaluate implementation of "mobility hubs," which are places where different travel networks (including walking, biking, transit, and shared mobility) meet and provide convenient connections to destinations at the Caltrain Stations, South San Francisco BART Stations, and the South San Francisco Ferry Terminal.

Policy SA-19.5: Study parking strategies. Study potential parking strategies for East of 101, including parking maximums, parking fees, and shared parking.

Policy SA-19.6: Develop employee-serving amenities. Encourage the development of employee-serving amenities with restaurants, cafes, support commercial establishments such as dry cleaners, to meet the needs of the employees in the East of 101 area. Allow such amenities to be excluded from Floor Area Calculations.
GOAL SA-20: The creativity of the district is harnessed to create collaborative solutions to complex district challenges, such as sea level rise and traffic congestion.

INTENT: To create a safe, connected, and resilient district.

Policy SA-20.1: Explore funding mechanisms to finance East of 101 district improvements. Explore funding mechanisms to finance East of 101 district improvements.

GOAL SA-21: Continue to promote the expansion of an innovation district with R&D uses in the northern portion of the East of 101 area.

INTENT: To foster innovation and growth R&D companies in East of 101.


Policy SA-21.2: Restrict warehousing and distribution uses in Business Technology Park areas. Do not permit any new warehousing and distribution north of East Grand Avenue or in areas designated Business Technology Park or Business Technology Park High.


Other goals related to East of 101 in other Elements include the following:

- Policy CP-8.3: Recycled water supply.
- Action CP-1.2.2: Municipal building and facility sea level rise studies.
- Policy CR-2.2: Types of adaptation solutions.
- Policy CR-2.3: Green infrastructure to reduce flooding.
- Policy CR-2.6: Redevelopment in sea level rise inundation zones.
- Policy CR-2.8: Public and quasi-public partnerships to minimize the impacts of sea level rise.
- Policy PR-2.6: Plan for new parks in East of 101 and Lindenville.
- Policy PR-4.7: Publicly accessible, private open space.
- Policy LU-1.7: Create new Lindenville and East of 101 mixed use neighborhoods.
- Goal LU-2: Payable transit-oriented communities near transit centers, including SamTrans stops and Caltrain and BART stations, that mix high quality development, affordable housing, community services, and improved mobility options.
- Goal LU-5: South San Francisco remains a hub of R&D employment, operations, and innovation and is home to the largest worldwide cluster of life science uses.
- Goal LU-6: Opportunities for industrial uses to thrive in Lindenville and East of 101.
- Goal LU-7: East of 101 in other Elements.
Policy SA-22.1: Introduce a mix of affordable and market rate housing in Lindenville.

Policy SA-22.2: Encourage lot assembly to facilitate housing and mixed use development in Lindenville. Coordinate with the South San Francisco Unified School District and City public services, including the Fire Department and the Police Department, to ensure public services can accommodate growth impacts of this new development in Lindenville.

Policy SA-22.3: Golden Gate Produce Terminal and Park ‘N Fly sites. Encourage parcel assemblage of the Park ‘N Fly site (100 Produce Avenue) and the Golden Gate Produce Terminal site (111 Terminal Court) and encourage developers to create a master plan for mixed use development on the combined parcels.

Policy SA-22.4: Placemaking and infrastructure improvements in areas to be developed with residential uses. Prioritize placemaking and infrastructure improvements in areas that currently have non-residential uses that have Medium Density Mixed Use or High Density Mixed Use designations.

Policy SA-22.5: Require buffering of residential uses in Lindenville. Ensure residential land uses are buffered from heavy industrial uses and major roadways via landscaping, street trees, and attractive fences and walls.

Policy SA-22.6: Require small block sizes for new residential neighborhoods. Where possible, ensure the new residential neighborhood near Colma Creek is developed with small block sizes to facilitate convenient vehicular and pedestrian connections through the neighborhood.

Policy SA-22.7: Adequate public services in Lindenville. Coordinate with the South San Francisco Unified School District and City public services, including the Fire Department and the Police Department, to ensure public services can accommodate growth impacts of this new development in Lindenville.

Goal SA-23: Living, working, and shopping options are expanded in new mixed use neighborhoods in Lindenville.

INTENT: To provide Lindenville residents and employees options to live, shop, dine, and work in the neighborhood.

Policy SA-23.1: Create active mixed use corridor along South Spruce Avenue. Create an active mixed use corridor along South Spruce Avenue with retail, housing opportunities, gathering spaces, and amenities.

Policy SA-23.2: Create active mixed use corridor along South Spruce Avenue. Create an active mixed use corridor along South Spruce Avenue with retail, housing opportunities, gathering spaces, and amenities.

Policy SA-23.3: Improve the South Spruce Avenue corridor. Encourage active ground floor uses along South Spruce Avenue.

Policy SA-23.4: Encourage South Spruce Avenue to serve employees and future residents in Lindenville.

Policy SA-23.5: Support retail and dining opportunities in Lindenville. Support retail and dining opportunities to serve employees and future residents in Lindenville.

Goal SA-24: Colma Creek is transformed and new open spaces are created to provide opportunities for social interaction, recreation, flood protection, and urban ecology.

INTENT: To create a vibrant, walkable Colma Creek that is usable by everyone in South San Francisco.

Policy SA-24.1: Transform Colma Creek into a walkable amenity. Transform Colma Creek into a walkable amenity for all uses by improving salmonid conditions and incorporating lighting, public art, street furniture, street trees, and landscaping.

Policy SA-24.2: Create development standards for construction adjacent to Colma Creeks. Maintain standards and guidelines for new construction within 150 feet of the inner edge of the Colma Creek canal. This includes:

- Requiring no net new impervious areas.
- Maintaining (or increasing) building setbacks to support habitat areas.
- Encouraging new construction to construct bio-retention areas or other features to treat runoff before it enters the creek.
- Using a planting palette consisting of native species and species that provide valuable resources for native wildlife.

Policy SA-24.3: Promote high-quality building design. Promote high-quality building design along Colma Creek.
GOAL SA 25: A core area of light industrial and service uses that provide jobs for South San Francisco residents are preserved.

INTENT:
Preserve South San Francisco’s “industrial city” heritage and provide employment opportunities that match skillsets of local residents.

Policy SA-25.1: Minimize land use compatibility conflicts. Minimize land use compatibility conflicts that discourage attraction and retention of production, distribution, and service and repair businesses in areas zoned for industrial use.

Policy SA-25.2: Continue to recognize the Golden Gate Produce Terminal as a legacy use. Recognize the Golden Gate Produce Terminal as a legacy use, permit it as a conforming use, allowing for expansion and contractions as necessary. If in the future the Golden Gate Produce Terminal stops operation at this site, contract as necessary. If in the future the Golden Gate Produce Terminal stops operation at this site, permit it as a conforming use, allowing for expansion and contraction as necessary.

Policy SA-25.3: Buffer residential neighborhoods along Colma Creek and existing industrial uses to the south of Victory Avenue.

Policy SA-25.4: Require transition from adjacent residential neighborhood to the residential neighborhood south of Victory Avenue.

Policy SA-25.5: Retain industrial uses. Within the Mixed Industrial High area, ensure that a full range of industrial uses continue to be permitted as conforming uses and limit non-industrial uses.

Policy SA-25.6: Adjust parking requirements for industrial uses. Adjust zoning and parking requirements as necessary to ensure reinvestment can occur in buildings while maintaining industrial uses.

GOAL SA 26: Industries, artists, institutions, and programs that spur the creative economy are supported.

INTENT:
To spur creative industries and the creative economy.

Policy SA-26.1: Create an arts and cultural district. Explore an Arts and Cultural District in Downtown and Lindenville to support artists and creative businesses.


Policy SA-26.4: Encourage live/work industrial uses. Encourage low/medium industrial uses in a buffer area between the High Density Mixed Use neighborhood along Colma Creek and existing industrial uses to the south of Victory Avenue.

Policy SA-26.5: Encourage lot assembly. Encourage lot assembly to allow businesses to grow and expand in Lindenville.

GOAL SA 27: There are safe, comfortable, and accessible pedestrian and bicycle facilities that connect people to Downtown, El Camino, and East of 101.

INTENT:
To foster pedestrian and bicycle connectivity from Lindenville to Downtown, El Camino Real, and East of 101.

Policy SA-27.1: Provide connections to and across Colma Creek. Provide connections from the High Density Mixed Use Neighborhood to Colma Creek and across Colma Creek to Downtown South San Francisco.

Policy SA-27.2: Incorporate street trees, lighting, and landscaping. Incorporate street trees, lighting, and landscaping along roadways, prioritizing South San Francisco Avenue, Linden Avenue, and Victory Avenue.

Policy SA-27.3: Improve sidewalk conditions and amenities. Improve sidewalk conditions, signage, lighting, and street furniture along Tanforan Avenue, Colma Creek, San Mateo Avenue, and connections to Colma Creek and the Centennial Way Trail.

Policy SA-27.4: Develop new roadway connections to better connect people to and within Lindenville.

Policy SA-27.5: Require sustainable and environmentally sensitive design. Incorporate sustainable and environmentally sensitive design and equipment, energy conservation features, water conservation measures and drought-tolerant or equivalent landscaping, and sustainable stormwater management features.

GOAL SA 28: High-quality, transit-oriented employment uses adjacent to the San Bruno BART Station.

INTENT:
To implement the goals and development vision of the Southline Specific Plan, creating an integrated commercial campus with high-quality development and infrastructure improvements.

Policy SA-28.1: Establish transit-oriented commercial campus. Establish a commercial campus with high-quality development and accessible pedestrian and bicycle facilities that connect to the San Bruno BART Station.

Policy SA-28.2: Provide pedestrian network connecting campus to surrounding areas and San Bruno BART Station. Provide pedestrian network connecting campus to surrounding areas and San Bruno BART Station.

Policy SA-28.3: Redevelop underutilized parcels. Redevelop underutilized parcels within the Specific Plan area to realize the highest and best use of the land by increasing the intensity of the land uses.

Policy SA-28.4: Require transition from adjacent residential neighborhood. Incorporate setbacks, roadway buffers, and other site design features to create an effective transition from the Specific Plan area to the residential neighborhood south of Tanforan Avenue.
Avalon-Brentwood

GOAL SA-29: Avalon-Brentwood is a walkable, attractive, and safe neighborhood with a variety of housing options, accessible recreational amenities, and quality infrastructure.

Policy CR-3.1: Colma Creek adaptation solutions.

Policy PR-4.7: Publicly accessible, private open space.


Goal LU-4: High-quality residential neighborhoods.

Action PR-2.1.2: Orange Memorial Park Master Plan updates to improve water quality and increase trash capture in the Colma Creek watershed.

GOAL SA-30: There are context-sensitive transitions from El Camino Real and South Spruce Avenue to residential uses in Orange Park.

Policy CR-2.3: Green infrastructure to reduce flooding.

Policy CR-3.1: Colma Creek adaptation solutions.

Policy PR-2.6: Plan for new parks in East of 101 and Lindenville.

GOAL SA-31: Pedestrian connections, recreational amenities, and streetscapes are improved in Orange Park.


Policy PR-3.1: Expand childcare options.

Goal LU-6: Opportunities for industrial uses to thrive with a variety of housing options, accessible recreational amenities, and quality infrastructure.

Other goals related to Avalon-Brentwood in other Elements include the following:

- Policy CR-2.3: Greens infrastructure to reduce flooding.
- Policy CR-3.1: Colma Creek adaptation solutions.
- Policy PR-2.6: Plan for new parks in East of 101 and Lindenville.
- Policy PR-3.1: Expand childcare options.
- Good LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
- Good LU-2: Create new Lindenville and East of 101 mixed-use neighborhoods.
- Good LU-4: High-quality residential neighborhoods.
- Good LU-9.1.2: Form-based codes.

Orange Park

GOAL SA-32: Orange Park is a walkable, attractive, and safe neighborhood with a variety of housing options, accessible recreational amenities, and quality infrastructure.

Other goals related to Avalon-Brentwood in other Elements include the following:

- Policy CR-2.3: Greens infrastructure to reduce flooding.
- Policy CR-3.1: Colma Creek adaptation solutions.
- Policy PR-2.6: Plan for new parks in East of 101 and Lindenville.
- Policy PR-3.1: Expand childcare options.
- Good LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
- Good LU-2: Create new Lindenville and East of 101 mixed-use neighborhoods.
- Good LU-4: High-quality residential neighborhoods.

GOAL SA-33: Pedestrian connections, recreational amenities, and streetscapes are improved in Orange Park.


Policy PR-3.1: Expand childcare options.

Goal LU-6: Opportunities for industrial uses to thrive with a variety of housing options, accessible recreational amenities, and quality infrastructure.

Other goals related to Avalon-Brentwood in other Elements include the following:

- Policy CR-2.3: Greens infrastructure to reduce flooding.
- Policy CR-3.1: Colma Creek adaptation solutions.
- Policy PR-2.6: Plan for new parks in East of 101 and Lindenville.
- Policy PR-3.1: Expand childcare options.
- Good LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
- Good LU-2: Create new Lindenville and East of 101 mixed-use neighborhoods.
- Good LU-4: High-quality residential neighborhoods.

Paradise Valley/Terrabay

GOAL SA-34: Paradise Valley/Terrabay is a safe and walkable neighborhood with convenient access to amenities.

Policy SA-33.1: Expand parks and open space. Expand parks and open space by evaluating opportunities along the PG&E corridor, the north face of Sign Hill, and the Terrabay Open Space.

Policy SA-33.2: Improve pedestrian connections to mixed-use area. Enhance pedestrian connections to the new mixed-use commercial area near Linden Avenue and Airport Boulevard and to Downtown South San Francisco through strategies such as sidewalk bulb-outs, signage, lighting, and sidewalk improvements.

Policy SA-33.3: Regulate development on steep hillside areas. Prohibit development on steep hillside areas in excess of 30% grade. Development of hillside sites should follow existing contours to the greatest extent possible. Grading should be kept to a minimum.

Policy SA-33.4: Improve pedestrian access to the San Bruno Mountains. Improve pedestrian access to the San Bruno Mountains by identifying public access points.


Policy SA-33.6: Beautify Park’s subdivision. Beautify Park’s subdivision with trees and provide convenient connections to amenities on Linden Avenue.

Policy SA-33.7: Preserve the north side of Sign Hill. Preserve a substantial portion of the north side of Sign Hill as public or private open space.

Policy SA-33.8: Limit development and expanse grading on the north side of Sign Hill. Limit the amount of development allowed on the north side of Sign Hill (discretionary at one unit per acre maximum). Do not permit excessive grading of this portion of the hill or clustering of development in the future.

Other goals related to Paradise Valley/Terrabay in other Elements include the following:

- Good LU-4: High-quality residential neighborhoods.
- Policy CR-2.3: Hillside area development standards.
- Policy PR-3.1: Community garden development.
- Good LU-4: High-quality residential neighborhoods.
Sign Hill

GOAL SA-33: Sign Hill is a walkable and attractive neighborhood that maintains a variety of housing options.

Policy SA-33.1: Preserve and protect open space on Sign Hill and protect from fire hazard risk. Preserve and protect open space on Sign Hill and protect from fire hazard risk.

Policy SA-33.2: Improve pedestrian connections to Sign Hill. Improve pedestrian connections from residential neighborhoods to Downtown South San Francisco and Sign Hill open space access points, including Poplar Avenue, Redwood Court, and Diamond Avenue, by maintaining unimpeded sidewalks and incorporating wayfinding signage.

Policy SA-33.3: Preserve the federally-designated Sign Hill historic site. Preserve the federally-designated Sign Hill historic site.

Other goals related to Sign Hill in other Elements include the following:

• Policy CR-4.3: Hillside area development standards.
• Policy CR-5.1: Sign Hill wildfire mitigation.
• Policy PR-2.5: Community garden development.

Sunshine Gardens

GOAL SA-34: There is new residential infill development in proximity to the South San Francisco BART Station, Mission Road, and El Camino Real.

Policy SA-34.1: Expand housing opportunity. Expand housing opportunity in Sunshine Gardens by working with the County of San Mateo to evaluate multifamily housing on the County-owned site along Mission Road.

Policy SA-34.2: Sign Hill is a walkable and attractive neighborhood that maintains a variety of housing options.

Policy SA-35: Streetscapes are improved and connections are made to the wider South San Francisco community and create more public open spaces and gathering spaces for the benefit of the community.

Policy SA-35.1: Improve connections to Civic Center Campus. Foster pedestrian and bicycle connections to the Civic Center Campus so Sunshine Gardens residents can conveniently access the Library, theater, community facilities, and open space to be developed on the site.

Policy SA-35.2: Identify streetscape improvement opportunities. Identify streetscape improvement opportunities between Sunshine Gardens and regional hubs including BART and Kaiser medical campus.

Policy SA-35.3: Improve crossings near the South San Francisco BART station. Improve safety of bicycle and pedestrian crossings near the South San Francisco BART Station and El Camino High School by incorporating bulb-outs and improving the visibility of crossings.

Policy SA-35.4: Collaborate with SSFUSD to provide access to SSFUSD sites recreational facilities. Collaborate more closely with the South San Francisco Unified School District to make recreational facilities at El Camino High and Sunshine Gardens Elementary School more accessible to the community.

Policy SA-35.5: Support commercial building upkeep. Develop a mechanism to support building upkeep and maintenance, signage, and façade improvements for businesses on Mission Road.

Policy SA-35.6: Monitor vacant and underutilized site conversions. Monitor vacant and underutilized sites in Sunshine Gardens to consider for conversion into park facilities.

Other goals related to Sunshine Gardens in other Elements include the following:

• Policy PR-2.5: Community garden development.

Sunshine Gardens

GOAL SA-35: Streetscapes are improved and connections are made to the wider South San Francisco community and create more public open spaces and gathering spaces for the benefit of the community.

Policy SA-35.1: Improve connections to Civic Center Campus. Foster pedestrian and bicycle connections to the Civic Center Campus so Sunshine Gardens residents can conveniently access the Library, theater, community facilities, and open space to be developed on the site.

Policy SA-35.2: Identify streetscape improvement opportunities. Identify streetscape improvement opportunities between Sunshine Gardens and regional hubs including BART and Kaiser medical campus.

Policy SA-35.3: Improve crossings near the South San Francisco BART station. Improve safety of bicycle and pedestrian crossings near the South San Francisco BART Station and El Camino High School by incorporating bulb-outs and improving the visibility of crossings.

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Policy SA-35.5: Support commercial building upkeep. Develop a mechanism to support building upkeep and maintenance, signage, and façade improvements for businesses on Mission Road.

Policy SA-35.6: Monitor vacant and underutilized site conversions. Monitor vacant and underutilized sites in Sunshine Gardens to consider for conversion into park facilities.

Other goals related to Sunshine Gardens in other Elements include the following:

• Policy PR-2.5: Community garden development.

Westborough

GOAL SA-36: There is new residential infill development and recreational and childcare amenities in Westborough.

Policy SA-36.1: Allow mixed use shopping centers. Create a complete neighborhood by allowing mixed use activity centers, introducing new housing at the Westborough Shopping Center and the shopping center at Galbert Boulevard and Westborough Blvd.


Policy SA-36.3: Encourage infill housing development in Westborough. Expand housing opportunity in Westborough by encouraging small-scale residential infill development (e.g., ADUs) in existing residential neighborhoods and working with the South San Francisco Unified School District to convert the Forstige School site to park space and housing that offers affordable, teacher housing opportunities.

Policy SA-36.4: Expand parks and walking trails in Westborough. Expand access to parks and active transportation opportunities in Westborough.
GOAL SA-37: Access to services, recreational opportunities, commercial development, and housing is improved in Westborough.

Policy SA-37.1: Create Gateway signage in Westborough. Enhance gateway signage along Junipero Serra Boulevard into South San Francisco.

Policy SA-37.2: Improve connections to public services. Improve connections to public services, including senior services and community centers, by developing a shuttle system or bringing “pop-up” services to the Westborough neighborhood.

Other goals related to Westborough in other Elements include the following:
• Policy PR-2.5: Community garden development.
• Policy PR-4.3: Former school sites.
• Policy PR-9.3: Expand childcare options.
• Goal LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
• Goal LU-4: High-quality residential neighborhoods.

GOAL SA-38: Access to local and city-wide services and park spaces in Winston Serra is improved.

Policy SA-38.1: Explore housing development and open space on Serra Vista school site. Work with the South San Francisco Unified School District to evaluate a medium-density housing development and a publicly accessible open space on the former Serra Vista school site.

Policy SA-38.2: Explore housing development and open space on Serra Vista school site. Work with the South San Francisco Unified School District to evaluate a medium-density housing development and a publicly accessible open space on the former Serra Vista school site.


Policy SA-38.4: Collaborate with SSFUSD to provide access to Buri Buri Elementary recreational facilities. Collaborate more closely with the South San Francisco Unified School District to make recreational facilities at Buri Buri Elementary School more accessible to the community.

Other goals related to Winston Serra in other Elements include the following:
• Policy PR-2.5: Community garden development.
• Policy PR-4.3: Former school sites.
• Policy PR-9.3: Expand childcare options.
• Goal LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
• Goal LU-4: High-quality residential neighborhoods.

GOAL SA-39: Access to local and city-wide services and park spaces in Winston Serra is improved.


Policy SA-39.2: Collaborate with SSFUSD to provide access to Buri Buri Elementary recreational facilities. Collaborate more closely with the South San Francisco Unified School District to make recreational facilities at Buri Buri Elementary School more accessible to the community.

Other goals related to Winston Serra in other Elements include the following:
• Policy PR-2.5: Community garden development.
• Policy PR-4.3: Former school sites.
• Policy PR-9.3: Expand childcare options.
• Goal LU-1: Create complete neighborhoods, where residents can access most of their everyday needs within a short walk, bike, or transit trip.
• Goal LU-4: High-quality residential neighborhoods.

IMPLEMENTATION ACTIONS

Policy Implementation Action Priority Primary Responsibility

GOAL SA-1: The City supports existing neighborhood commerce and provides opportunities to expand commercial Downtown.

Policy SA-1.1.3: Action SA-1.3.1: Create space for community-based organizations. Study the potential to incentivize retention of commercial spaces affordable for community-based organizations through development requirements.

Policy SA-1.3

Action SA-1.3.1: Create space for community-based organizations. Study the potential to incentivize retention of commercial spaces affordable for community-based organizations through development requirements.

GOAL SA-2: The history and culture of Downtown and its residents are celebrated through arts and cultural resources.

Policy SA-2.1.3: Action SA-2.1.3: Establish arts and cultural district. Explore establishing an Arts and Cultural District in Downtown and Lindenville to support artists and creative businesses.

Policy SA-2.1

Action SA-2.1.3: Establish arts and cultural district. Explore establishing an Arts and Cultural District in Downtown and Lindenville to support artists and creative businesses.

GOAL SA-3: The City promotes new residential, mixed use, and employment uses to add business patrons and residents to create a sustainable and thriving Downtown, while maintaining a scale and character that is complementary to existing uses.


Policy SA-3.1

Action SA-3.1.1: Engage with community on Downtown growth. Engage with the Downtown community to understand priorities and desired benefits resulting from Downtown growth.
## El Camino Real

### GOAL SA-8: A range of housing types are produced for different income levels and household types along El Camino Real and throughout the corridor.

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<tr>
<th>Policy</th>
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<tbody>
<tr>
<td>Policy SA-8.1</td>
<td>Action SA-8.1.1: Remove ground floor retail requirement. Update the Zoning Ordinance to remove ground floor retail requirement along the corridor to allow for residential-only buildings with a focus on active ground floor uses and design.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Policy SA-8.5</td>
<td>Action SA-8.5.1: Facilitate affordable housing development on the Municipal Services Building site. Update the Zoning Ordinance to facilitate the development of affordable housing units and amenities, such as open space or recreational facilities, on the Municipal Services Building site.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

### GOAL SA-9: Mixed use development is encouraged along El Camino Real and business development is supported along the corridor.

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<tbody>
<tr>
<td>Policy SA-9.1</td>
<td>Action SA-9.1.1: Allow mixed use development along Mission Road. Update the Zoning Ordinance to allow mixed use development, including housing and non-residential uses, along portions of Mission Road.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

### GOAL SA-10: The South San Francisco BART Station is developed as a mixed use hub: continue to work closely with BART to coordinate on land use changes and development near the Station.

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<tbody>
<tr>
<td>Policy SA-10.1</td>
<td>Action SA-10.1.1: Coordinate with BART on developing housing at SSF BART station. Coordinate with BART to conduct studies to determine the feasibility of developing the surface parking lot on Mission Road into housing.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Policy SA-10.1</td>
<td>Action SA-10.1.2: Create station area access plan. Prepare a station area access plan for the South San Francisco BART Station that includes streets, sidewalks, biking, and infrastructure improvements.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
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</table>

## GOAL SA-11: Active pedestrian-oriented, mixed use centers are created at the El Camino Real/Chestnut Avenue area.

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<tbody>
<tr>
<td>Policy SA-11.1</td>
<td>Action SA-11.1.1: Reduce building heights to be consistent with residential height allowances Downtown. Update the El Camino Real/Chestnut Avenue Specific Plan to reduce maximum allowable building heights in the Chestnut Avenue corridor, but not the allowable residential densities.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
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</table>

### GOAL SA-12: A hub of activity is developed at the South Spruce Avenue Area with a mix of personal services, restaurants, markets and grocery stores, offices, retail, entertainment, and gathering places.

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<tbody>
<tr>
<td>Policy SA-12.1</td>
<td>Action SA-12.1.1: Increase residential densities in proximity to El Camino Real and South Spruce Avenue. Update the Zoning Ordinance to increase maximum allowed densities near the intersection of South Spruce Avenue and El Camino Real to accommodate higher-density mixed use development at and around this intersection.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Policy SA-12.6</td>
<td>Action SA-12.6.1: Review consistency with San Francisco International Airport Land Use Compatibility Plan. Review the San Francisco International Airport Land Use Compatibility Plan (ALUCP) and as needed, update the City of South San Francisco’s General Plan to be in conformance with land use compatibility standards in the ALUCP. In the event that updates to the ALUCP allow residential land uses on suitable sites on the El Camino Real corridor where residential is not currently permitted, update the General Plan to allow Urban Residential uses.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
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</table>

### GOAL SA-13: A quality public realm along El Camino Real with appropriate transitions to nearby neighborhoods.

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<tr>
<td>Policy SA-14.3</td>
<td>Action SA-14.3.1: Implement El Camino Real wayfinding signage. Add wayfinding signage to improve connections to the South San Francisco BART station, Kaiser Permanente Medical Center, Colma Creek, and the Centennial Way Trail.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>Policy SA-14.4</td>
<td>Action SA-14.4.1: Chestnut Avenue and Antoninette Lane intersection improvement. Provide and maintain safe and convenient pedestrian and bicycle connections, including improved signage, lighting, and flashing beacons, along Antoninette Lane across Chestnut Avenue to link the two ends of the Centennial Way Trail.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>Policy SA-14.3</td>
<td>Action SA-14.3.2: New roadway connection in El Camino Real in SFPUC / Kaiser area. Study potential to connect Sequoia Avenue and Las Flores Avenue across El Camino Real.</td>
<td>Low</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>East of 101</td>
<td><strong>GOAL SA-16:</strong> A new transit-oriented community in East of 101 with a diverse mix of uses, places, and programming to inspire creativity and social interaction that welcome all South San Francisco residents and visitors.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy SA-16.1</td>
<td>Action SA-16.1.1: Introduce shared district parking. Introduce a shared, district parking facilities to support visitors and employees.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>Policy SA-16.2</td>
<td>Action SA-16.2.1: Develop retail, restaurants, and vendors strategy. Develop a retail, restaurant, and mobile vendors strategy to support diverse populations, including residents and workers.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>Policy SA-17.1</td>
<td>Action SA-17.1.1: Designate residential priority sites. Designate residential priority sites, which require a specific amount of future development projects be dedicated to residential land use.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>Policy SA-17.2</td>
<td>Action SA-17.2.1: Remove parking minimums in East of 101. Remove parking minimum in East of 101.</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
</tr>
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</table>
### GOAL SA-20: The creativity of the district is harnessed to create collaborative solutions to complex district challenges, such as sea level rise and traffic congestion.

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<tbody>
<tr>
<td>SA-20.1.1</td>
<td>Create Community Facilities District. Explore development of a Community Facilities District to finance district improvements, such as infrastructure improvements, management of a parking facilities district, and fund public spaces and amenities.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-20.1.2</td>
<td>Identify funds for roadway maintenance and repairs. Explore development of a district-wide fund with annual contributions from local businesses designated for roadway maintenance and repairs.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-20.1.3</td>
<td>Support building upkeep and maintenance. Develop a mechanism to support building upkeep and maintenance, signage, landscaping, placemaking elements, lighting, and facade improvements for businesses along South Airport Boulevard.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
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</table>

### GOAL SA-21: Continue to promote the expansion of an innovation district with R&D uses in the northern portion of the East of 101 area.

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<tbody>
<tr>
<td>SA-21.2.1</td>
<td>Update Non-Conforming Regulations in Zoning Ordinance. Develop zoning regulations that encourage non-conforming warehousing and distribution uses north of East Grand Avenue or in areas designated as Business Technology Park or Business Technology Park High to transition to conforming uses.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

### Lindenville

**GOAL SA-22:** A new residential neighborhood centered along Colma Creek within a short walk of Downtown amenities and services that provides a range of housing types for different income levels and housing types.

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<tbody>
<tr>
<td>SA-22.1.1</td>
<td>Develop Lindenville master or specific plan. Develop a master plan or specific plan for new mixed-use neighborhoods in Lindenville.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-22.1.2</td>
<td>Designate residential priority sites. Designate residential priority sites, which require a specific amount of future development projects to be dedicated to residential and uses.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-22.1.3</td>
<td>Require context-sensitive design. Require context-sensitive design for new buildings developed along Colma Creek, such as height setbacks and building setbacks.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

### GOAL SA-27: There are safe, comfortable, and accessible pedestrian and bicycle facilities that connect people to Downtown, El Camino, and East of 101.

<table>
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<tbody>
<tr>
<td>SA-27.1.1</td>
<td>Develop a park near Colma Creek. Develop a park to serve Lindenville and Downtown residents near Colma Creek.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>SA-27.1.3</td>
<td>Establish design and development standards for frontage. Establish design and development standards for frontage along Lindencreek streets.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-27.3.2</td>
<td>Prepare and implement streetscape improvement plans: Prepare and implement a streetscape improvement plan for South Linden and South Spruce Avenues that recognizes the streets’ role as a connector between the San Bruno BART Station and Downtown.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
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</table>

### GOAL SA-28: High-quality, transit-oriented employment uses adjacent to the San Bruno BART Station.

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<tr>
<td>SA-28.1.1</td>
<td>Create publicly accessible open spaces. Create new publicly accessible open spaces including plazas, courtyards, and green spaces within the Specific Plan area for the use of employees, residents, and visitors.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>SA-28.2.1</td>
<td>Provide campus pedestrian network. Provide an extensive pedestrian network that links buildings and outdoor recreational spaces through paving, wayfinding signage, street furniture, and lighting.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-28.2.2</td>
<td>Create safe and accessible pedestrian and bicycle access. Create safe and accessible pedestrian and bicycle access to the San Bruno BART Station and the Centennial Way Trail.</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
</tbody>
</table>
### Avalon-Brentwood

**GOAL SA-29:** Avalon-Brentwood is a walkable, attractive, and safe neighborhood with a variety of housing options, accessible recreational amenities, and quality infrastructure.

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<tbody>
<tr>
<td>Policy SA-29.1</td>
<td>Action SA-29.1.1: Minimize El Camino Real parking overflow. Introduce cleaner and more frequent signage along residential streets to prevent parking overflow from El Camino Real or major thoroughfares.</td>
<td>Medium</td>
<td>Maintenance and Operations Division (PW)</td>
</tr>
<tr>
<td>Policy SA-29.1</td>
<td>Action SA-29.1.2: Coordinate with the County of San Mateo on infrastructure. Coordinate with the County of San Mateo to standardize infrastructure between the unincorporated area and the remainder of the city, including consistent sidewalks, roadways, and utility infrastructure.</td>
<td>Low</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>Policy SA-29.2</td>
<td>Action SA-29.2.1: Conduct annexation planning study. Conduct a study that considers long term planning for the unincorporated Sphere of Influence.</td>
<td>Low</td>
<td>City Manager</td>
</tr>
</tbody>
</table>

### Orange Park

**GOAL SA-31:** Pedestrian connections, recreational amenities, and streetscapes are improved in Orange Park.

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<thead>
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<tbody>
<tr>
<td>Policy SA-31.1</td>
<td>Action SA-31.1.1: Coordinate with Cal Water to purchase or lease land. Coordinate with Cal Water to purchase or lease land along Chestnut Avenue and Colma Creek to expand Orange Park.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
</tbody>
</table>

### Paradise Valley/Terraboy

**GOAL SA-32:** Paradise Valley/Terraboy is a safe and walkable neighborhood with convenient access to amenities.

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<tr>
<td>Policy SA-32.4</td>
<td>Action SA-32.4.1: Coordinate with local and regional open space agencies. Collaborate with County of San Mateo Parks Department regarding the upkeep and expansion of pedestrian facilities to connect to the San Bruno Mountains</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### Sign Hill

**GOAL SA-33:** Sign Hill is a walkable and attractive neighborhood that maintains a variety of housing options.

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<tr>
<td>Policy SA-33.1</td>
<td>Action SA-33.1.1: Brush management. Proactively manage brush and vegetation in the Sign Hill open space to reduce fire risk.</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### Sunshine Gardens

**GOAL SA-35:** Streetscapes are improved and connections are made to the wider South San Francisco community and create more public open spaces and gathering spaces for the benefit of the community.

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<tbody>
<tr>
<td>Policy SA-35.2</td>
<td>Action SA-35.2.1: Implement designated bicycle lane on Mission Road. Consider the feasibility of creating two designated bike lanes along Mission Road between McClellan Road and Chestnut Ave.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

### Westborough

**GOAL SA-36:** There is new residential infill development and recreational and childcare amenities in Westborough.

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<tr>
<td>Policy SA-36.4</td>
<td>Action SA-36.4.1: Support the development of a new park and bicycle and pedestrian trails along Skyline Boulevard in collaboration with Caltrans. Support the development of a new park and bicycle and pedestrian trails along Skyline Boulevard in collaboration with Caltrans.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### Winston Serra

**GOAL SA-39:** Access to local and city-wide services and park spaces in Winston Serra is improved.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy SA-39.1</td>
<td>Action SA-39.1.2: Develop new park at SFPUC site. Develop a new park on the existing SFPUC site that provides pedestrian connections to Alta Loma Middle School.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Policy SA-39.1</td>
<td>Action SA-39.1.3: Maintain “Button Property” as Open Space. Continue the previous General Plan policy to maintain the open space designation of the County of San Mateo’s “Button Property”, located on the northeast corner of Westborough Boulevard and Junipero Serra Boulevard.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>
CHAPTER 7

Housing

PART II: OUR PLACE

Coming Soon.
CHAPTER 8
A Prosperous Economy For All

PART II: OUR PLACE
Economic Adaptation
Local Support
WHERE WE WANT TO BE IN THE FUTURE

A growing and diversified South San Francisco economy supports jobs and businesses in industries including biomedical technologies, digital technologies, manufacturing, distribution, hospitality, and household-serving retail and services.

South San Francisco residents can achieve broadly shared prosperity through high-quality education, job training, job opportunities, and culturally relevant services for entrepreneurs.

Preservation of retail and services for residents and workers that can be conveniently accessed nearby, such as stores, restaurants, and public amenities.

South San Francisco includes a thriving mix of locally owned businesses that represent the city’s rich cultural diversity.

Robust South San Francisco tax and fee revenues allow the City to provide high quality and equitably distributed services for residents, workers, and visitors.

A growing and prosperous economy in South San Francisco will create job and entrepreneurial opportunities for the city’s workforce and provide public revenues that allow the City of South San Francisco to deliver public services, public amenities, and infrastructure that support the community’s high quality of life.

The “A Prosperous Economy” Element establishes goals and policies that leverage South San Francisco’s unique economic and workforce assets to ensure that growth creates equitably shared opportunities benefiting all residents.

While the General Plan’s land use policies establish a basic framework for where and how South San Francisco can grow, the City of South San Francisco also plays a unique proactive role in shaping economic activity and outcomes for the city’s workforce. South San Francisco helps determine economic and workforce outcomes through its roles as a provider of services, a funder, a facilitator, and a collaborator with other partners.

Examples include:

• Investments in transportation infrastructure that impact worker commutes,
• Types and locations of public facilities and services that support businesses,
• City efforts that promote South San Francisco’s assets and coordinate the activities of other public, private, and non-profit partners,
• Incentives and public policies that encourage or discourage different types of development activity and industry growth, and
• Providing funding resources for specific programs and initiatives.

The Prosperous Economy Element establishes a policy framework for South San Francisco to undertake actions targeting the industries, workforce development needs, and overall economic environment that will together address issues and opportunities confronting the city today and in the future.

Performance Metrics

PERFORMANCE METRIC

Number of jobs and businesses.

Target:

Growth rates of jobs and businesses match or exceed growth rates for San Mateo County overall during comparable periods of time.

PERFORMANCE METRIC

Share of jobs filled by city residents.

Target:

Year-over-year increase in the share of jobs within South San Francisco that are filled by residents.

Performance Metrics

Refer to page 167 to view a Table of Performance Metrics for this Chapter.

How Our Plan Gets Us There
Economy and Industry Mix

South San Francisco is a jobs-rich community that attracts workers from across the region to its unique business mix of biotechnology, hospitality, and industries requiring industrial land. As of 2018, there were approximately 57,000 jobs recorded in South San Francisco distributed across five major land uses (Figure 9). The city’s economic diversity helps to insulate the local economy from any future downturns that affect a single industry.

Jobs in South San Francisco reflect the city’s ongoing dual role as “The Industrial City” and a global hub of the biotechnology industry. About 30 percent of total citywide employment was in the biotechnology sector in 2018, while 28 percent was associated with industries requiring industrial or “production, distribution, and repair” lands. This category includes industries such as construction, wholesale trade, manufacturing, transportation and warehousing, and repair and maintenance services.

Although South San Francisco currently lacks a large presence of computer technology and non-biotechnology professional services, continued growth of the Bay Area’s technology industry and related professional services will also increase the potential over time for the city to capture demand from businesses in these industries. The city is already becoming increasingly attractive to office users seeking a lower-cost alternative to San Francisco and southern San Mateo County. However, it is challenging for these businesses to outcompete biotechnology companies for available space and new development.

Notes: “PD&R” refers to production, distribution, and repair industries. Approximately 60 percent of the “Other” category consists of employment in Education, Healthcare and Social Assistance industry categories. The remaining 40 percent of employment is distributed across multiple industries.

Sources: California Economic Development Office, 2019; Strategic Economics, 2021.
Outside of manufacturing industry categories related to the biotechnology industry, manufacturing employment in South San Francisco is in a long-term decline. Non- biotechnology manufacturing employment decreased by 20 percent between 2009 and 2018, primarily due to losses of food manufacturing businesses. Losses of “legacy” manufacturing reflect an industry-wide shift from the high-cost inner Bay Area areas with more favorable real estate, better access to labor, and lower costs of doing businesses—such as the East Bay and other areas outside of California. However, opportunities may exist for South San Francisco to attract innovation-oriented, small-scale, and advanced manufacturing businesses seeking the workforce accessibility and availability of industrial buildings that first drew biotechnology businesses to the city.

Table 4: South San Francisco Employment by Industry and Corresponding Land Use Category, 2009 and 2018

<table>
<thead>
<tr>
<th>Associated Land Use Category and Corresponding Industry</th>
<th>NAICS Code1</th>
<th>2009</th>
<th>2018</th>
<th>Net Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biotechnology</td>
<td>12,579</td>
<td>17,173</td>
<td>4,593</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>Select Manufacturing; Wholesale Trade; Professional, Scientific, and Technical Services; and Healthcare categories</td>
<td>Various2</td>
<td>12,579</td>
<td>17,173</td>
<td>4,593</td>
<td>37%</td>
</tr>
<tr>
<td>PD&amp;R</td>
<td>14,240</td>
<td>16,053</td>
<td>1,813</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>23</td>
<td>2,915</td>
<td>3,187</td>
<td>872</td>
<td>38%</td>
</tr>
<tr>
<td>Wholesale Trade (except for Biotech Wholesale Trade)</td>
<td>42</td>
<td>3,080</td>
<td>3,709</td>
<td>629</td>
<td>20%</td>
</tr>
<tr>
<td>Manufacturing (except for Biotech Manufacturing)</td>
<td>53-33</td>
<td>2,892</td>
<td>3,359</td>
<td>467</td>
<td>16%</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>44-49</td>
<td>5,188</td>
<td>6,310</td>
<td>1,121</td>
<td>22%</td>
</tr>
<tr>
<td>Health and Maintenance</td>
<td>611</td>
<td>584</td>
<td>718</td>
<td>134</td>
<td>23%</td>
</tr>
<tr>
<td>Other</td>
<td>8,791</td>
<td>10,185</td>
<td>1,444</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Education, Healthcare, Social Assistance</td>
<td>52-62</td>
<td>4,450</td>
<td>5,055</td>
<td>605</td>
<td>13%</td>
</tr>
<tr>
<td>All Others</td>
<td>Various3</td>
<td>5,891</td>
<td>4,130</td>
<td>229</td>
<td>6%</td>
</tr>
<tr>
<td>Retail</td>
<td>5,354</td>
<td>7,049</td>
<td>1,695</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>44-45</td>
<td>3,422</td>
<td>3,401</td>
<td>21</td>
<td>1%</td>
</tr>
<tr>
<td>Food and Drinking Places</td>
<td>722</td>
<td>2,429</td>
<td>5,067</td>
<td>2,638</td>
<td>113%</td>
</tr>
<tr>
<td>Personal Services</td>
<td>6131</td>
<td>618</td>
<td>35</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
1. “NAICS” refers to the North American Industry Classification System, a federal standard for classifying jobs by industry sector.
2. Includes NAICS 3254, 3345, 3391, 4234, 4246, 54169, 5417, and 6215.
3. Approximately 84 percent of employment in the “All Others” category consists of employment in education, healthcare and social assistance industry categories. The remaining 16 percent of employment is distributed across NAICS 11, 22, 41, 44, and select categories within NAICS 56 and 81.

Sources: California Economic Development Department, 2019; Strategic Economics, 2021.

South San Francisco is also a prime location for logistics and distribution uses, reflected in a large and growing number of transportation and warehousing jobs. These businesses are drawn to the city based on its availability of industrial land located near end-use households and businesses, and based on the city’s access to San Francisco International Airport. This proximity to end-user businesses and population centers will also continue to make South San Francisco a desirable location for construction, service, and repair businesses, along with food manufacturing that benefits from central access to the region’s households and convenient transportation connections to other regions.

South San Francisco is also a prime location for logistics and distribution uses, reflected in a large and growing number of transportation and warehousing jobs. These businesses are drawn to the city based on its availability of industrial land located near end-use households and businesses, and based on the city’s access to San Francisco International Airport. This proximity to end-user businesses and population centers will also continue to make South San Francisco a desirable location for construction, service, and repair businesses, along with food manufacturing that benefits from central access to the region’s households and convenient transportation connections to other regions.
Table 4 Continued

<table>
<thead>
<tr>
<th>Associated Land Use Category and Corresponding Industry</th>
<th>NAICS Code</th>
<th>2009</th>
<th>2018</th>
<th>Net Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>5,329</td>
<td>5,853</td>
<td>524</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Finance, Real Estate &amp; Leasing, and Management of Companies</td>
<td>52, 53, 55</td>
<td>2,144</td>
<td>2,211</td>
<td>67</td>
<td>3%</td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>54, except for 54169 and 5417</td>
<td>1,262</td>
<td>1,417</td>
<td>255</td>
<td>22%</td>
</tr>
<tr>
<td>Information</td>
<td>51</td>
<td>483</td>
<td>453</td>
<td>30</td>
<td>-6%</td>
</tr>
<tr>
<td>Office-Based Admin and Support</td>
<td>various within 56</td>
<td>1,222</td>
<td>1,773</td>
<td>551</td>
<td>45%</td>
</tr>
<tr>
<td>Hospitality</td>
<td>535</td>
<td>809</td>
<td>334</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Accommodations</td>
<td>721</td>
<td>585</td>
<td>86</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>45,379</td>
<td>51,182</td>
<td>5,803</td>
<td>21%</td>
<td></td>
</tr>
</tbody>
</table>

Note: 1. “NAICS” refers to the North American Industry Classification System, a federal standard for classifying jobs by industry sector.
Source: California Economic Development Department, 2020; Strategic Economics, 2021.

Table 4 Continued

<table>
<thead>
<tr>
<th>Workforce Challenges and Opportunities</th>
</tr>
</thead>
</table>

South San Francisco residents have slightly lower educational attainment than the skills requirements for workers at South San Francisco jobs overall. While resident and worker educational attainment are similar, as shown in Figure 11, a slightly higher share of workers at jobs in South San Francisco hold Bachelor’s degrees, advanced degrees, or have completed some college or an Associate’s degree than city residents. Mismatches between job occupations and skills requirements versus resident occupations and skills requirements can make it more difficult for South San Francisco’s residents to access local jobs and jobs that pay a livable wage.

High housing costs regionally and locally also create challenges for South San Francisco businesses to attract and retain workers—especially lower- and middle-income workers who struggle to afford housing near jobs in South San Francisco. Although South San Francisco is a relatively affordable community within the San Francisco Peninsula, increasing housing costs are still creating displacement pressures for residents who may work in the city, for workers who commute from nearby cities, and for potential employers who want to live closer to where they work. Although it is not typical for cities to produce enough housing to accommodate their entire workforce, the growth in jobs in South San Francisco has vastly outpaced growth in the housing stock over recent decades.

Opportunities exist for South San Francisco to address each of these workforce challenges. Additional workforce development and education resources can enhance resident skills and create a better match with available jobs, especially if training is aligned with local industries and employers and if resources are dedicated to historically disenfranchised residents. Efforts to attract and retain businesses with a relatively high share of middle-skill, middle-wage jobs—such as manufacturing—will create more accessible opportunities. Enhanced linkages between employers and job training and education programs will create better pipelines to jobs, and more opportunities for on-the-job training. And construction of more housing and more income-restricted housing will allow more residents of all incomes to live near South San Francisco’s large base of jobs.

Figure 11: Educational Attainment of Employed South San Francisco Residents Versus Workers at Jobs in South San Francisco, 2019

Note: Data only reflects the “primary” job from which a worker derives the greatest share of income.
Source: LEHD, 2015; Strategic Economics, 2019.
Commute Access

South San Francisco’s highway connectivity, BART and Caltrain stations, ferry service, employer-run shuttle buses, public-accessible free shuttle buses, and SamTrans service enable access to jobs for a large regional workforce of highly educated employees, contributing to the city’s position as a major employment center. This connectivity with the region also facilitates access to job opportunities for South San Francisco’s residents throughout Silicon Valley and San Francisco.

However, automobile traffic congestion could impact South San Francisco’s ability to attract additional residential and commercial growth. Traffic congestion is already a barrier to growth in the East of 101 area due to the area’s growing number of workers, especially since many jobs are located far from Caltrain. South San Francisco is already addressing these challenges in partnership with Genentech and other businesses, including commitments in the Genentech master plan for transportation demand management measures, commute shuttles, and contributions toward traffic and transportation improvements, and via City efforts to implement a community facilities district to fund transportation and infrastructure improvements in the East of 101 area.

Real Estate Trends and Development

The decade spanning 2010 to just before the COVID-19 pandemic in 2020 was a period of significant economic growth nationally, regionally, and locally. South San Francisco, being one of the premier global destinations for the biotechnology industry, experienced significant growth in its “office and R&D” building inventory during this ten-year period (2.4 million square feet). As a result, the city’s retail inventory remained virtually unchanged between 2010 and 2020, even as the number of households in South San Francisco and nearby cities grew. While in previous decades an expansion of households may have been more likely to result in local retail space development to meet additional demand, the 2010 to 2020 years brought changes to the national retail landscape including the rise of e-commerce and a growing share of sales occurring online—reducing the need to build additional retail space to meet demand.

Table 5: Change in Total Inventory by Building Type, 2010 to 2020

<table>
<thead>
<tr>
<th>Building Type</th>
<th>2010 (Sq. Ft.)</th>
<th>2020 (Sq. Ft.)</th>
<th>Net Change (Sq. Ft.)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office and R&amp;D</td>
<td>9,505,781</td>
<td>11,861,901</td>
<td>2,356,120</td>
<td>25%</td>
</tr>
<tr>
<td>Industrial</td>
<td>16,413,147</td>
<td>15,141,639</td>
<td>-1,271,508</td>
<td>-8%</td>
</tr>
<tr>
<td>Retail</td>
<td>2,682,911</td>
<td>2,712,942</td>
<td>30,031</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: 1. Reflects life science r&d space in addition to traditional office buildings.

Accommodating Biotechnology and Life Sciences Demand

The biotechnology and life sciences industries experienced unprecedented levels of investment globally in 2020 in response to the COVID-19 pandemic and are likely to continue long-term growth in the region. Biotechnology and life sciences businesses typically prefer to co-locate near one another to facilitate the transfer of ideas and to be close to existing concentrations of their workforce, making South San Francisco especially well-positioned to continue capturing growth of these businesses, so long as adequate land supply and transportation capacity are available. Maintaining capacity for growth will become especially important as global investment in biotechnology has led to a boom in real estate development activity for biotechnology labs in competing locations throughout the region and the country.
Attracting Office Development
Limited demand for office space currently exists in South San Francisco among office tenants such as technology and professional services businesses. These businesses more typically locate in transit-adjacent areas in higher-income communities on the Peninsula. However, in the medium-to-long term, South San Francisco can potentially attract additional office-based businesses priced out of San Francisco or southern San Mateo County, as well as businesses that provide services for the biotechnology industry. However, in the short term, attracting new office development will be challenging due to uncertainty in regional office real estate markets induced by the COVID-19 recovery and intense competition with life science development activity.

Preparing for the Future of Industrial Lands
Demand for industrial properties to redevelop into housing and biotechnology uses creates the risk that businesses requiring industrial space will be displaced. Redevelopment of industrial properties would likely result in declining business diversity due to the loss of businesses engaged in production, distribution, and service and repair activities. Since these businesses are also associated with lower barriers to entry for jobs compared to the biotechnology industry, the loss of these businesses would also reduce the diversity of job opportunities in South San Francisco, especially for middle-wage jobs.

Many of South San Francisco’s longstanding industrial businesses are also facing challenges related to the relatively high cost of land and high operating costs in the inner Bay Area. Because of the high costs of doing business in the area, it is inevitable that some traditional industrial businesses will leave South San Francisco. However, these businesses play a role in the city’s economic diversity and in some cases, provide services that are needed locally by residents and other businesses. Opportunities exist for South San Francisco to work with these businesses to identify and implement programs, policies, zoning, and infrastructure that would support retention of these businesses.

Although industrial space overall has declined, South San Francisco is a prime location for logistics facilities, including last-mile delivery centers. Demand and rents for industrial and logistics space is approaching high enough levels to justify the development of multi-story industrial logistics buildings in South San Francisco. Demand is growing for logistics and warehouse space more generally as companies respond to rising demand for e-commerce last-mile delivery needs, and South San Francisco’s proximity to large population centers and appropriately zoned land make it a prime location for last-mile delivery centers.

South San Francisco’s large inventory of industrial buildings represents an opportunity for future production possibilities as new, innovation-oriented uses seek out space that can be flexibly reconfigured for activities such as prototyping, small-scale production, and advanced manufacturing. This building inventory has historically been adapted for different types of uses as innovation has occurred. Retaining industrial buildings and lands will allow South San Francisco to attract innovative start-up industries in the future.

Adapting to the Future of Retail
South San Francisco is well-served by retail, restaurants, and personal services businesses in the city’s existing collection of shopping centers, “big box” stores, Downtown, and standalone retail properties along major arterial streets. The city also attracts outside shoppers via convenient regional access on El Camino Real and Highway 280. Nearly all residential areas of the city are located within a twenty-minute walk of a grocery store, and the city’s retail offerings include local and chain stores and restaurants that represent and serve the city’s diverse population.

Additional retail space is most likely to be added in areas projected to accommodate future residential growth. This includes portions of Lindenwold, Downtown, and East of 101 near the Caltrain station. With the exception of Downtown, these areas currently feature few retail offerings due to their existing industrial uses. While the new households and workers in the East of 101 area will create more demand for businesses in Downtown, services and support may be necessary to ensure existing local businesses are not displaced by new businesses that serve higher-income residents and can afford higher rents.

The mix of businesses in South San Francisco’s retail storefronts, shopping centers, and districts will continue to evolve in response to the growth of e-commerce and online sales. Long-term trends favor “experiential” businesses such as dining, fitness, and entertainment are likely to continue while many “hard goods” and “soft goods” retailers will continue to suffer sales declines. However, grocery stores and general merchandise stores such as Costco have continued to perform well. Ultimately, the City of South San Francisco can anticipate that property owners likely will seek to rezone or redevelop underperforming and antiquated retail locations, but the City should also seek to preserve functional retail locations that provide services to employees working in the city and generates sales tax revenues for the City.

Some of South San Francisco’s older and antiquated retail buildings and shopping centers are likely to undergo redevelopment for other uses over time. This is particularly true of standalone and smaller clusters of retail buildings along El Camino Real. While redevelopment of these centers creates an opportunity to introduce new mixed-use housing and retail projects, this process creates two challenges. Redevelopment creates a displacement risk for small, local businesses that can only afford rents in these older buildings. Second, competition from online sales is driving reductions in overall needs for retail space, suggesting that new retail spaces should only be added in areas with high traffic volumes, visibility, or concentrations of surrounding residents and workers.
Strengthening Downtown

Downtown South San Francisco currently features many locally owned businesses that serve nearby residents and has strong potential to serve as a community anchor. Among Downtown’s locally owned businesses are grocers and corner stores, restaurants, apparel stores, bakeries, and other businesses that collectively represent the rich diversity of South San Francisco’s population.

A significant amount of new residential development is planned for and has been approved in Downtown and areas immediately to the east and south, which will augment demand for goods and services in the area. New households moving into residential buildings will support nearby restaurants and retail stores, including higher-end restaurants and services. Contingent on City requirements, some residential buildings will also be built with ground floor retail and may add additional space for new or existing businesses to occupy. As new residential development occurs and demand for higher-end restaurants and services increases, the city will need to balance preserving Downtown’s existing businesses and cultural identity with new development and attracting new businesses to the area.

Visitors to South San Francisco represent a source of inadequately realized demand for restaurants and services Downtown. Downtown may be able to capitalize on the presence of hotel and South San Francisco Conference Center guests if pedestrian and transit connections are improved between Downtown and areas near the Conference Center. Conversely, better access to restaurant and retail amenities could serve to make the city’s hotels more desirable for visitors.

Supporting Hotel Reinvestment and Growth

While the COVID-19 pandemic resulted in dramatic declines in travel and hotel stays both globally and locally, the long-term prospects of hotels in South San Francisco are strong due to the city’s strategic location and ability to capture multiple sources of visitors. The city’s hotel clientele includes biotechnology business travelers, attendees of conferences at the Moscone Center and the South San Francisco Conference Center, and tourists visiting San Francisco. Improved transit connections, more attractive streetscapes, and a greater offering of local restaurants and amenities will support the city’s hotels and make them more competitive with other establishments in the market area. Additionally, supporting the city’s biotechnology industry and Conference Center will bolster long-term sources of hotel stays.

Addressing the Impacts of Climate Change

Sea level rise induced by climate change is likely to impact the area south of East Grand Avenue in East of 101, as well as areas closest to Colma Creek in Lindenville, creating uncertainties for businesses regarding additional costs and risks associated with locating in these areas. Mitigating the risk of sea level rise will require significant financial investment at the local and/or regional levels. Currently there are limited local resources available for preparing the East of 101 area and other vulnerable areas for sea level rise. Several regional agencies already have sea level rise planning initiatives underway—including the Bay Conservation and Development Commission, Development Commission Metropolitan Transportation Commission, and Association of Bay Area Governments—which will explore funding possibilities.

Fiscal Health

South San Francisco’s fiscal outlook is strongly linked to investment in Life Sciences and residential real estate, as well as retail, restaurant, and hotel performance. Property tax revenues are the largest source of revenue for the City’s General Fund, followed by sales tax and transit occupancy tax (or hotel tax). The largest General Fund expenditure categories include the Fire Department, Police Department, and Parks and Recreation, whose costs will increase as new population is added. Conversely, as new development occurs and property values are reassessed, the City will be able to generate additional property tax revenue to offset these new expenditures. The success of restaurants and retail businesses, which generate sales tax revenue, and of the city’s hotels, which generate transient occupancy tax revenue, will also generate fiscal benefits for the City of South San Francisco that will allow it to provide higher quality services to residents.
GOAL PE-1: South San Francisco remains a premier location for biotechnology and related industries.

INTENT:
To support the long-term success of the biotechnology industry in South San Francisco while also leveraging the industry’s presence in South San Francisco to attract related businesses and activities.

Policy PE-1.1: Ensure long-term viability of biotechnology. Continue to support the long-term viability of the East of 101 area for biotechnology and related businesses.

Policy PE-1.2: Diversify the biotechnology and life science cluster to include related businesses. Attraction efforts should focus on related industries that benefit from proximity to existing biotechnology businesses and/or provide complementary services to existing biotechnology businesses. Related businesses could include medical diagnostics, digital health, medical device manufacturing, testing, lab supplies, test products, venture capital firms, and legal services, financial services, and other support services. Attraction efforts should also include understanding and tracking the shift of some life science activities and businesses to the periphery of the Bay Area.

GOAL PE-2: A resilient and diverse South San Francisco economy supports existing industries while accommodating emerging growth opportunities.

INTENT:
To maintain economic diversity in South San Francisco by ensuring City actions and land use policies support existing major industries while positioning the City to capture growth in rapidly growing industries and business activities.

Policy PE-2.1: Reinvest in industrial property. Within areas targeted for retention of industrial uses, support industrial property owners seeking to reinvest in and modernize their properties and come into compliance with environmental regulations, current building codes, and use/production of green energy.

Policy PE-2.2: Facilitate redevelopment of industrial property. Facilitate redevelopment of industrial properties in portions of Lindenville and East of 101 targeted for redevelopment for other commercial or residential uses.

Policy PE-2.3: Encourage multi-level logistics/distribution buildings. As appropriate based on site and location conditions, encourage developers of new logistics/distribution projects to consider proposing multi-level buildings as a means of maximizing efficient use of remaining industrial land.

Policy PE-2.4: Encourage construction and occupancy of office space.

Policy PE-2.5: Target industry diversification opportunities. Prioritize business attraction and retention activities for targeted industry sectors that represent significant growth and economic diversification opportunities.

Policy PE-2.6: Maintain a strong hotel Transient Occupancy Tax base by supporting the city’s hospitality industry.
GOAL PE-3: The City of South San Francisco's economic development efforts sustain a healthy business climate through public-private collaborations, data tracking, and promotional activities.

INTENT: To create an attractive business environment by ensuring that the City of South San Francisco's economic development efforts leverage the knowledge of private sector partners, incorporate data-driven decision-making, and promote the city's assets, advantages, and opportunities.

Policy PE-3.1: Collaborate with the local business community to identify and implement improvements in business districts.

Policy PE-3.2: Monitor economic conditions. Enhance data collection and monitoring of economic conditions in South San Francisco to quickly identify emerging improvements in business districts.

Policy PE-3.3: Publicize and periodically review economic development strategies based on data tracking and other hazards on industrial and commercial lands.

Policy PE-3.4: Engage in promotional and support activities for the citywide business community.

Policy PE-3.5: Engage in promotional activities for the citywide business community to identify and implement opportunities.

GOAL PE-4: Infrastructure investments support job access, job growth, and address climate hazards impacting South San Francisco businesses.

INTENT: To ensure that transportation and other infrastructure investments support South San Francisco's workforce and major employment destinations by expanding accessibility and reducing the impacts of sea-level rise and other hazards on industrial and commercial lands.

Policy PE-4.1: Improve regional access to quality jobs. Support improvements to the transit and transportation networks that increase access by South San Francisco residents to middle- and high-wage jobs within the city and region. Refer to the Mobility Element of the General Plan for related policies and actions.

Policy PE-4.2: Encourage growth near transit. Encourage job and housing growth near the BART and Caltrain stations. Refer to the Mobility Element and Land Use Element of the General Plan for related actions.

Policy PE-4.3: Provide enhanced multimodal commute options. Continue collaborating with other City departments and regional transportation agencies to provide enhanced multimodal commute options.

Policy PE-4.4: Mitigate the risk of sea level rise. Explore funding mechanisms to make investments to mitigate the risk of sea level rise.

Policy PE-4.5: Support improvements to the transit and other hazards on industrial and commercial lands.

Policy PE-4.6: Support retail businesses and restaurants in adapting to e-commerce needs.

Policy PE-4.7: Support retail businesses and restaurants in adapting to e-commerce needs.

GOAL PE-5: The City has vibrant and healthy commercial districts and shopping centers that include amenities serving residents and outside shoppers.

INTENT: To ensure the long-term success of South San Francisco's retail districts and shopping centers by facilitating reinvestment or redevelopment, enhancing the attractiveness of retail destinations, adapting to e-commerce, supporting the needs of small businesses, and ensuring businesses and districts reflect South San Francisco's racial, ethnic, and socioeconomic diversity.

Policy PE-5.1: Provide functional retail space. Encourage property owners to provide storefront spaces that meet the functional needs of modern tenants.

Policy PE-5.2: Encourage retail concentration. Require or encourage retail concentrations in prime retail locations while allowing a greater diversity of ground-floor uses outside these areas.

Policy PE-5.3: Encourage redevelopment of underperforming centers. Pursue the redevelopment of shopping centers and districts that experience disinvestment and are not well-positioned for future success.

Policy PE-5.4: Enhance retail district environment. Enhance the public environment in retail districts such as Downtown South San Francisco and retail nodes along El Camino Real.

Policy PE-5.5: Foster a vibrant Downtown South San Francisco. Foster a vibrant Downtown with events, restaurants, retail, and arts amenities that serve the needs and reflect the culture of South San Francisco residents.

Policy PE-5.6: Support development of complete neighborhoods. Support the development of complete neighborhoods—with day-to-day goods and services located within a 20 minute walk of residents—throughout South San Francisco.

Policy PE-5.7: Support business and leisure tourism in e-commerce needs.

Policy PE-5.8: Engage in business recruitment and retention. Engage in business retention attraction targeted towards filling unmet needs and supporting small, local businesses.

Policy PE-5.9: Encourage housing and job growth near shopping districts. Encourage housing and job growth near Downtown and near shopping districts to create additional demand for retail, restaurants, and services. Refer to the Land Use Element of the General Plan for related actions.

Policy PE-5.10: Secure vibrant Downtown with events, restaurants, retail, and arts amenities that serve the needs and reflect the culture of South San Francisco residents.

Policy PE-5.11: Support development of complete neighborhoods. Support the development of complete neighborhoods—with day-to-day goods and services located within a 20 minute walk of residents—throughout South San Francisco.

INTENT: To support equitable access to high-quality job opportunities and positive outcomes for South San Francisco residents through education and job training partnerships with businesses, schools, and workforce development organizations, and through available affordable workforce housing.

Policy PE-6.1: Collaborate on workforce development programs. Work with job training agencies and local employers and unions to implement programs to improve workforce skills, including targeting of resources to residents of color and low-income residents.

Policy PE-6.2: Coordinate South San Francisco's employment and job training efforts with local youth educational institutions.

Policy PE-6.3: Encourage affordable housing and access to jobs. Encourage development of income-restricted affordable housing with easy access to other employment districts in and near South San Francisco (see the Housing Element and Land Use Element).
GOAL PE-7: South San Francisco provides a business climate that supports the success of local entrepreneurs and existing small, local, minority-owned, and culturally diverse businesses.

INTENT:
To ensure South San Francisco's small, local, minority-owned, and culturally diverse businesses can achieve success by removing barriers to opportunity and providing culturally appropriate technical resources and training for entrepreneurs.

Policy PE-7.1: Provide technical assistance information to small businesses. Provide information to small businesses about technical assistance programs available through the City and partners such as the San Mateo Small Business Development Center.

Policy PE-7.2: Explore opportunities to enhance access to capital. Explore opportunities for developing programs that enhance access to capital for small businesses and entrepreneurs.

Policy PE-7.3: Augment channels of communication with the business community.

Policy PE-7.4: Support the retention and formation of local businesses owned by people of color and historically disenfranchised community members.

GOAL PE-8: Business growth and investment provide financial and other contributions that meet the needs of South San Francisco residents.

INTENT:
To ensure that business activity and real estate development provide benefits for South San Francisco residents.

Policy PE-8.1: Monitor constraints to biotechnology and related businesses. Through business, broker, and developers contacts, monitor and address potential constraints to ongoing growth of biotechnology and related businesses, including zoning, land supply, transportation, and infrastructure.

Policy PE-8.2: Explore equitable services spending. As operating revenues increase in response to citywide growth, explore how these revenues can be equitably deployed to meet the needs of residents.

Policy PE-8.3: Establish community benefits contributions. Establish and maintain mechanisms for businesses seeking adjustments to base zoning and density standards to provide voluntary community benefits.

GOAL PE-9: South San Francisco remains a premier location for biotechnology and related industries.

Policy PE-9.1: Monitor constraints to biotechnology and related businesses. Through business, broker, and developers contacts, monitor and address potential constraints to ongoing growth of biotechnology and related businesses, including zoning, land supply, transportation, and infrastructure.

Policy PE-9.2: Explore equitable services spending. As operating revenues increase in response to citywide growth, explore how these revenues can be equitably deployed to meet the needs of residents.

Policy PE-9.3: Establish community benefits contributions. Establish and maintain mechanisms for businesses seeking adjustments to base zoning and density standards to provide voluntary community benefits.

IMPLEMENTATION ACTIONS

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL PE-1: Business growth and investment provide financial and other contributions that meet the needs of South San Francisco residents.</td>
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<tr>
<td>Action PE-1.1: Maintain and implement new funding mechanisms to address the impacts of development and support infrastructure needs.</td>
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<tr>
<td>Policy PE-1.1: Monitor and address potential constraints to ongoing growth of biotechnology and related businesses, including zoning, land supply, transportation, and infrastructure.</td>
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<tr>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td>Policy PE-1.2: Explore equitable services spending. As operating revenues increase in response to citywide growth, explore how these revenues can be equitably deployed to meet the needs of residents.</td>
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<tr>
<td>Action PE-1.2: Explore equitable services spending.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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<td>Policy PE-1.3: Establish community benefits contributions. Establish and maintain mechanisms for businesses seeking adjustments to base zoning and density standards to provide voluntary community benefits.</td>
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<tr>
<td>Action PE-1.3: Establish community benefits contributions.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td>GOAL PE-2: A resilient and diverse South San Francisco economy supports existing industries while accommodating emerging growth opportunities.</td>
<td></td>
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<tr>
<td>Action 2.1.1: Conduct outreach to industrial property owners. Contact outreach to property owners seeking relevant permits to determine opportunities for the City to facilitate reinvestment.</td>
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<tr>
<td>Policy PE-2.1: Explore equitable services spending. As operating revenues increase in response to citywide growth, explore how these revenues can be equitably deployed to meet the needs of residents.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action 2.1.2: Support infrastructure improvements. Pursue infrastructure and placemaking improvements that enhance the functionality of industrial districts.</td>
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<tr>
<td>Policy PE-2.2: Establish community benefits contributions. Establish and maintain mechanisms for businesses seeking adjustments to base zoning and density standards to provide voluntary community benefits.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action 2.2.1: Identify obstacles to redevelopment. Conduct outreach to property owners to identify specific obstacles to redevelopment to inform strategies for supporting property owners through the redevelopment process.</td>
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</tr>
<tr>
<td>Policy PE-2.3: Monitor constraints to biotechnology and related businesses. Through business, broker, and developers contacts, monitor and address potential constraints to ongoing growth of biotechnology and related businesses, including zoning, land supply, transportation, and infrastructure.</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
</tbody>
</table>
Policy PE-2.4
Action 2.4.1: Attract tenants to ground floor spaces that support day-to-day services in the neighborhood. Explore incentives, opportunities, forecast demand, and identify barriers to attracting small businesses and tenants to ground floor spaces outside of the city’s best-located retail nodes (such as on blocks of Downtown away from Grand Avenue).
Priority: Medium
Primary Responsibility: Economic Development and Housing Division (ECD)

Policy PE-2.5
Action 2.5.1: Monitor regional business and employment trends and analysis links to workforce development opportunities for residents. Monitor regional business and employment trends to explore emerging and/or growing economic development opportunities, with a focus on professional services, research and development, technology, biomedal and life sciences, and advanced manufacturing.
Priority: Medium
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.5.2: Focus efforts on emerging technology industries. Focus attraction and retention efforts on emerging technology industries, such as those in industrial design services, transportation engineering, robotics, autonomous vehicles and drones, instrumentation, mechanical engineering, and related fields.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.5.3: Focus efforts on emerging industrial technologies. Focus attraction and retention efforts on emerging industrial technologies, such as those in industrial design services, transportation engineering, robotics, autonomous vehicles and drones, instrumentation, mechanical engineering, and related fields.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.5.4: Focus efforts on advanced food industries. Focus attraction and retention efforts on advanced food production and food technology businesses, such as specialty food manufacturers, businesses developing new food products, and businesses implementing higher efficiency agricultural technologies.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.5.5: Focus efforts on advanced food industries. Focus attraction and retention efforts on advanced food production and food technology businesses, such as specialty food manufacturers, businesses developing new food products, and businesses implementing higher efficiency agricultural technologies.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Policy PE-2.6
Action 2.6.1: Facilitate hotel investment and development. Provide supportive City services to facilitate hotel owner/developer efforts to expand and upgrade local hotels, with a focus on upper upscale brands with higher daily rates.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.6.2: Promote the city as a hotel destination. Support hotel stays through promotion of South San Francisco as a lodging destination via the South San Francisco Visitors Bureau and partnerships with hotel operators and the San Mateo County/Silicon Valley Convention and Visitors Bureau.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 2.6.3: Engage in marketing efforts to attract events to the South San Francisco Conference Center.
Priority: High
Primary Responsibility: Communications (CM)

Policy PE-3
Action 3.1.1: Establish business districts. In partnership with the Chamber of Commerce, conduct outreach to businesses to encourage local district-based efforts to establish business organizations and form business improvement districts that can raise funding to provide enhanced district services; potential locations include Downtown South San Francisco, Lindenville, segments of El Camino Real, the BART station area, and portions of East of 101.
Priority: High
Primary Responsibility: Capital Projects (CM)

Action 3.1.2: Conduct regular outreach with the business community. Conduct regular outreach and meetings with business and organizations such as the South San Francisco Chamber of Commerce and district-based organizations (e.g. groups of businesses) to share information and to identify challenges and opportunities. Work through promoters, business community, and the Economic Advancement Center to ensure businesses owned by people of color and historically disenfranchised community members are reached.
Priority: Medium
Primary Responsibility: City Manager

Action 3.1.3: Monitor business license data. Modify business license monitoring system to permit analysis of business license data.
Priority: Medium
Primary Responsibility: Finance

Action 3.2.1: Engage businesses. Use active mechanisms to stay informed of business needs through such tools as business surveys, customer surveys, personal contact, and business functions.
Priority: Medium
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 3.2.2: Monitor business license data. Modify business license monitoring system to permit analysis of business license data.
Priority: Medium
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 3.2.3: Monitor business license data. Modify business license monitoring system to permit analysis of business license data.
Priority: Medium
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 3.2.4: Identify vulnerable businesses. Use sales tax data, employment data, and qualitative information to identify declining businesses and businesses likely to close or relocate.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 3.2.5: Identify vulnerable businesses. Use sales tax data, employment data, and qualitative information to identify declining businesses and businesses likely to close or relocate.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)

Action 3.3.1: Maintain an accessible public database of economic development projects, goals, and city demographics.
Priority: Medium
Primary Responsibility: Information Technology

Action 3.3.2: Prepare/update economic development strategic plans. Regularly prepare/update a multiyear economic development strategic plan to provide a comprehensive understanding of current economic and market conditions and to guide City staff economic development activities.
Priority: High
Primary Responsibility: Economic Development and Housing Division (ECD)
### Policy PE-4: Infrastructure investments support job access, job growth, and address climate hazards impacting South San Francisco businesses.

<table>
<thead>
<tr>
<th>Action</th>
<th>Priority</th>
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</thead>
<tbody>
<tr>
<td>PE-4.1: Communicate trends and news to the business community. Communicate economic development trends and news to the business community, including multi-lingual communications and communication channels focused on businesses owned by people of color and historically disfavored community members.</td>
<td>Low</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>PE-4.2: Conduct regular outreach. Conduct outreach to businesses found to be likely to Low</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-4.3: Provide sitting assistance. In partnership with real estate brokers, provide site Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-4.4: Establish local business procurement opportunities, with a focus on Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-4.5: Promote the city’s “business-friendly” reputation in all promotional actions. High</td>
<td>Communications (CM)</td>
<td></td>
</tr>
<tr>
<td>PE-4.6: Increase and improve communication with the public about new promotion Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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</tbody>
</table>

### GOAL PE-5: The city has vibrant and healthy commercial districts and shopping centers that include amenities serving residents and outside shoppers.

<table>
<thead>
<tr>
<th>Action</th>
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</tr>
</thead>
<tbody>
<tr>
<td>PE-5.1: Create design and standards for ground-floor space. Create design and Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-5.2: Monitor sales tax performance. Identify underperforming shopping centers and High</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-5.3: Conduct outreach and enforcement for underperforming shopping centers. Create Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-5.4: Provide public investment for streetscapes and façades. Enhance the public High</td>
<td>Capital Projects (CM)</td>
<td></td>
</tr>
<tr>
<td>PE-5.5: Target growth of arts and culture uses to Downtown and Lindenville. Target High</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>PE-5.6: Collaborate with Downtown community to support events. Collaborate Medium</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>PE-5.7: Ensure zoning accommodates arts and culture uses. Ensure zoning and other High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
</tbody>
</table>
Policy | Implementation Action | Priority | Primary Responsibility
--- | --- | --- | ---
Policy PE-5.4 | Action 5.4.1: Support retention and attraction of resident-serving businesses. | High | Economic Development and Housing Division (ECD)
Policy PE-5.5 | Action 5.5.1: Maintain good and services inventory. | Medium | Planning Division (ECD)
Policy PE-5.6 | Action 5.6.1: Identify existing shopping destinations and services. | Medium | Economic Development and Housing Division (ECD)
Policy PE-5.7 | Action 5.7.1: Provide resources and training in online marketing. | Medium | Economic Development and Housing Division (ECD)
Policy PE-5.8 | Action 5.8.1: Develop a neighborhood retail business attraction and retention program. | High | Economic Development and Housing Division (ECD)

GOAL PE-6: South San Francisco residents achieve upward mobility and equitably shared prosperity.

Policy | Implementation Action | Priority | Primary Responsibility
--- | --- | --- | ---
Action 6.1.1 | Determine skills needs of South San Francisco residents. Regularly assess the skills needs of businesses and industries in South San Francisco, San Mateo County, and San Francisco to determine what kinds of training programs may be most beneficial for South San Francisco residents, including residents with a high school degree or partial college completion. | High | Economic Development and Housing Division (ECD)
Action 6.1.2 | Seek funding and partnerships for workforce development programs. Seek out new funding streams and partnerships for workforce development programs, such as funding from federal sources and partnerships with companies located in South San Francisco and with trade unions. | High | Economic Development and Housing Division (ECD)
Action 6.1.3 | Coordinate with workforce development agencies. Continue working with local workforce development agencies that provide rapid re-employment services, training services, and technical assistance partners to provide resources and training to assist retail and restaurant businesses in online marketing and integration of e-commerce operations. | High | Economic Development and Housing Division (ECD)
Action 6.1.4 | Prioritize recruitment and retention of anchor businesses. As needed, prioritize recruitment and retention of anchor businesses in retail districts and shopping centers, anchor stores should draw visitors either from a larger geographic area or on a regular basis, and can potentially include large retail stores, gyms, entertainment and games, and even medical offices. | High | Economic Development and Housing Division (ECD)
Action 6.1.5 | Support community wide efforts to provide English as a Second Language education. Continue working with local workforce development agencies to ensure that programs are aligned with retail and service businesses with high-hubage industries located in South San Francisco. If mismatches exist between the focus areas of countywide or regional workforce development agencies versus unique skill needs in South San Francisco, continue to pursue the creation of local customized workforce development services. | High | Economic Development and Housing Division (ECD)
Action 6.1.6 | Develop partnerships with major local employers. Develop partnerships with major local employers that create pathways for job training and placement for residents and students, such as Genentech’s Gene Academy, Futurelab, and other STEM initiatives. | High | Economic Development and Housing Division (ECD)
Action 6.2.1 | Develop shared work program with SSFUSD. Develop and maintain a shared work program and agreement with the South San Francisco Unified School District to coordinate education, employer skill needs, and on-the-job internships/training opportunities. | High | City Manager
Action 6.2.2 | Establish youth job training with local employers. Establish agreements with local employers to provide job training for local youth. | High | City Manager
Action 6.2.3 | Continue City practice of providing internships and mentoring. | High | City Manager
**GOAL PE-7: South San Francisco provides a business climate that supports the success of local entrepreneurs and existing small, local, minority-owned, and culturally diverse businesses.**

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Policy PE-7.1</strong></td>
<td>Action 7.1.1: Disseminate resources. Introduce available resources through all contacts with businesses. Examine additional opportunities to broaden access to information about these resources, such as providing materials to all establishments receiving City business licenses.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy PE-7.2</strong></td>
<td>Action 7.1.2: Provide targeted resources to home-based businesses. Explore providing targeted resources to home-based businesses regarding opportunities for support and for expansion into commercial and industrial spaces.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy PE-7.3</strong></td>
<td>Action 7.2.1: Consider creation of a program that provides low-cost business loans. Explore the creation of a low-cost business loan program for local small businesses and entrepreneurs, administered and/or funded by the City of South San Francisco or outside partners.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy PE-7.4</strong></td>
<td>Action 7.2.2: Increase coordination with business organizations. Increase cooperation and coordinate with the South San Francisco Chamber of Commerce, the regional ethnic chambers of commerce, and other local business groups.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td><strong>Policy PE-7.5</strong></td>
<td>Action 7.3.1: Increase coordination with business organizations. Increase cooperation and coordinate with the South San Francisco Chamber of Commerce, the regional ethnic chambers of commerce, and other local business groups.</td>
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<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td><strong>Policy PE-7.6</strong></td>
<td>Action 7.4.1: Conduct targeted engagement. Conduct outreach to and share technical and other resources with these entrepreneurs through partnerships with culturally relevant organizations and via the promoters, community navigators, and the Economic Advancement Center.</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
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</table>

**GOAL PE-8: Business growth and investment provide financial and other contributions that meet the needs of South San Francisco residents.**

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<tbody>
<tr>
<td><strong>Policy PE-8.1</strong></td>
<td>Action 8.1.1: Periodically update impact fees. Periodically update the City’s impact fee schedule to reflect changing development conditions and supportable fee levels.</td>
<td>High</td>
<td>Finance</td>
</tr>
<tr>
<td><strong>Policy PE-8.2</strong></td>
<td>Action 8.1.2: Establish district-based financing tools. Explore establishing community facilities districts and other district-based financing mechanisms East of I-280 and in other rapidly growing areas to ensure that new development adequately covers the costs of new infrastructure and facilities needs.</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td><strong>Policy PE-8.3</strong></td>
<td>Action 8.2.1: Permanently update impact fees. Periodically update the City’s impact fee schedule to reflect changing development conditions and supportable fee levels.</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
</tbody>
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**PERFORMANCE METRICS**

**PERFORMANCE METRIC: Number of jobs and businesses**

- **Target: Growth rates of jobs and businesses match or exceed growth rates for San Mateo County overall during comparable periods of time.**
- **Data Source: State of California Employment Development Department.**
- **Department Responsible: Economic and Community Development.**

<table>
<thead>
<tr>
<th>City</th>
<th>Job Growth Rate from 2009–2018</th>
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</thead>
<tbody>
<tr>
<td>South San Francisco Jobs</td>
<td>21%</td>
</tr>
<tr>
<td>San Mateo County Jobs</td>
<td>27%</td>
</tr>
</tbody>
</table>

**PERFORMANCE METRIC: Share of locally owned businesses**

- **Target: Long-term increase in the share of locally owned businesses.**
- **Data Source: City of South San Francisco Business License data.**
- **Department Responsible: Finance Department.**

**CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.**
**PERFORMANCE METRIC:** Share of jobs filled by city residents

**Target:** Year-over-year increase in the share of jobs within South San Francisco that are filled by residents

**Data Source:** U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)

**Department Responsible:** Economic and Community Development

**PERFORMANCE METRIC:** Race/ethnicity of workers at jobs in South San Francisco

**Target:** Race/ethnicity of workers employed in South San Francisco matches the race and ethnicity of employed South San Francisco residents overall

**Data Source:** U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)

**Department Responsible:** Economic and Community Development

**PERFORMANCE METRIC:** Resident participation in job skills, adult education, and union apprenticeship training

**Target:** Year-over-year growth in the percent of residents participating in available programs

**Data Source:** Compilation of participation data from primary workforce development partners

**Department Responsible:** Economic and Community Development, with education and workforce development partner organizations

**PERFORMANCE METRIC:** Residents located within a fifteen-minute walk of a food store with fresh produce and a drug store, disaggregated by race and ethnicity

**Target:** Year-over-year growth in number of residents meeting criteria, and reduction in disparities by race and ethnicity

**Data Source:** U.S. Census Bureau ACS and GIS analysis of produce and drug store locations

**Department Responsible:** Economic and Community Development

---

**PERFORMANCE METRIC:** South San Francisco General Fund revenue per capita, disaggregated by revenue source (property tax, sales tax, transient occupancy tax, etc.)

**Target:** Year-over-year growth in inflation-adjusted General Fund revenue per capita

**Data Source:** City of South San Francisco annual budget

**Department Responsible:** Finance Department

---

**PERFORMANCE METRIC:** Race/ethnicity of workers at jobs in South San Francisco

**Target:** Race/ethnicity of workers employed in South San Francisco matches the race and ethnicity of employed South San Francisco residents overall

**Data Source:** U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD)

**Department Responsible:** Economic and Community Development

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**PERFORMANCE METRIC:** Residents located within a fifteen-minute walk of a food store with fresh produce and a drug store, disaggregated by race and ethnicity

**Target:** Year-over-year growth in number of residents meeting criteria, and reduction in disparities by race and ethnicity

**Data Source:** U.S. Census Bureau ACS and GIS analysis of produce and drug store locations

**Department Responsible:** Economic and Community Development

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23% of residents of SSF live within a 15 mins. walk to a food and drug store
CHAPTER 9
Mobility and Access

Reliable Transit Access

Multimodal Travel
WHERE WE WANT TO BE IN THE FUTURE

Travel in South San Francisco is safe and is perceived to be safe by all.

Transit is the first choice for regional travel. South San Francisco’s BART and Caltrain stations, and ferry terminal are all critical hubs of local and regional travel in the Bay Area.

SSF is a city where daily activities and functions can be performed without the need or desire for a single-occupancy vehicle.

Plans and development activity emphasize transportation modes and strategies that ensure healthy air quality, reduce greenhouse gas emissions, and reduce the need to devote additional lands to transportation uses.

All South San Francisco residents have reliable access to commercial centers, schools, and recreation regardless of their mode of travel.

Performance Metrics

1. PERFORMANCE METRIC
   Transportation injury collisions
   Target: Eliminate severe injury and fatal collisions on the City’s roadway network
   TOTAL COLLISIONS BETWEEN VEHICLES, PEDESTRIANS, AND CYCLISTS FROM 2009-2018: 481 INCIDENTS

2. PERFORMANCE METRIC
   Redefine South San Francisco BART, Caltrain, SamTrans, and ferry facilities
   Target: Shrink SamTrans and BART ridership, quadruple ferry ridership, and achieve 10x-growth in Caltrain ridership by 2040

How Our Plan Gets Us There

Transportation policy choices are key to achieving the equity, environment, and quality-of-life outcomes discussed throughout the General Plan.

Currently, South San Francisco residents and employees have few convenient choices to travel without a car: approximately 90 percent of all trips by residents and over 80 percent of commute trips by employees occur via driving. The auto-centric nature of the city’s transportation system generates traffic congestion, greenhouse gas emissions, and inequitable access to jobs and services.

South San Francisco relies on transportation infrastructure that was built for a different era when life was lived closer to home and the city had more heavy industry and fewer people and jobs. Today, reality is more regional in nature, spanning commutes between employment centers, goods movement, and travel to retail, medical, hospitality, and recreational facilities. Freeways are fully built out, yet traffic congestion continues to worsen. With the Bay Area expected to add another 1.5 million people in the next two decades, cleaner, less space-intensive forms of travel will be necessary to keep the region and South San Francisco moving.

South San Francisco is well-positioned to capitalize on this shift, with access to two BART stations, a new Caltrain station expected to see a substantial increase in service, a ferry terminal serving regional commuters, and a local network of buses, shuttles, and bikeways. Nonetheless, further modernization of the city’s infrastructure is needed.

Health and safety are inextricably linked to the transportation system. Roadway collisions are the leading cause of death for people under the age of 55, and more than half of all road traffic deaths occur among vulnerable road users — pedestrians, bicyclists, and motorcyclists. For South San Francisco to achieve Vision Zero — eliminating all injury collisions on roadways — requires making tradeoffs to prioritize safety, such as reducing vehicle speed limits on local streets or allotting more street space to vulnerable users in the form of bikeways and sidewalks.

Transportation policy offers an opportunity to deliver mobility in a more equitable manner. On average, transportation is the second-largest cost for households, and the cost is largely driven by the location of one’s home in relation to jobs and services. Because housing is costly in San Mateo County, it is often the case that people earning less make the longest, most expensive commutes. Providing more housing close to job centers and prioritizing improvements for the city’s most vulnerable communities represent key strategies for realizing a more-equitable mobility system.

Refer to page 202 to view a full list of Performance Metrics for this chapter.
Modernizing the Transportation System for a Growing City

As South San Francisco continues to experience growth and change, its transportation needs are increasingly mismatched with the infrastructure and services constructed years ago to support “the Industrial City.” This mismatch is especially apparent in the East of 101, Lindenville, and the El Camino Real sub-areas, where large auto-oriented streets are increasingly at-odds with higher density developments more oriented toward walking, biking, and transit use. In many areas of the city, residents and employees rely on driving for the vast majority of trips because there are few other viable options.

As the local and regional population grows the number of trips will also increase. Roadways cannot be expanded to accommodate a similar increase in vehicle trips and more trips must be made by non-auto modes. Local trips within South San Francisco should be made by walk, bike, scooter, and transit whenever possible.

Modernizing South San Francisco’s transportation system means giving people choices in how they travel within the city and region. It also means right-sizing the city’s transportation infrastructure, adding new streets and trail connections, and phasing out vestiges of the past like the city’s freight rail spurs. By building a more multimodal transportation network, South San Francisco can achieve a safe, multimodal, sustainable, livable, and connected city.

Capitalizing on Regional Transit Improvements to Realize Mode Shift

South San Francisco is uniquely positioned to capitalize on several regional transportation improvements that can help reshape travel patterns for residents and employees. These projects include planned service expansions by Caltrain, SamTrans, and San Francisco Bay Area Water Emergency Transportation Authority (WETA), along with the new Caltrain station providing a more direct connection to Downtown and the East of 101 sub-area. These changes present opportunities to reduce vehicle miles traveled and shift vehicle trips (especially longer distance commute trips) to transit.

In order to realize the full potential of these projects, South San Francisco will need to prioritize walkable station areas along with first/last mile improvements that connect residents and employers with regional transit via shuttles and active transportation facilities. Such improvements are particularly critical for the East of 101 and Lindenville areas, where it is important for buses and shuttles to provide fast, direct, and reliable connections separated from traffic congestion and delays.

Connecting the City for Multimodal Travel

South San Francisco’s fragmented street grid presents challenges in accommodating growth. These challenges are especially apparent at the gateways to the East of 101 sub-area, which has constrained access via just four streets providing east-west and north-south connections. Other sub-areas experience limited connectivity as well, just four streets provide east-west connections between El Camino Real and Downtown/Sunshine Gardens, and much of Lindenville remains relatively isolated from adjacent areas. Traffic congestion tends to be concentrated on the few streets connecting the city given the lack of alternatives, and constrained right-of-way can limit opportunities for bicycle, pedestrian, and transit improvements.

KEY ISSUES AND OPPORTUNITIES
A Focus on Safety

With hundreds of miles of roadway and trails, it can be difficult to focus on the city’s energy and financial resources. The desired General Plan transportation outcome is a system that is safe, connected, multimodal, sustainable, and livable. Safety is foundational for the other outcomes. Residents and employees will only choose to bike, walk, and take transit if they feel safe doing so and mode shift will only occur if the city proactively undertakes projects to protect the most vulnerable roadway users. The ability to use these alternatives to get around the city will greatly improve health and environmental outcomes, which when combined, work to improve sustainability and livability.

The priority network in Figure 13 provides a roadmap to improve multimodal safety projects in South San Francisco in coordination with the City’s Local Road Safety Plan and Active South City Plan.

The priority layers include:

- High-injury network: The high-injury network is the subsection of streets in South San Francisco where 75% of all collisions occurred between 2015 and 2019, with greater weighting for collisions that resulted in a severe injury or death. The vast majority of collisions are predicted to occur along these streets in the future unless safety countermeasures are enacted.
- Complete streets opportunities: Complete streets opportunities represent streets that are not currently part of the high-injury network but are expected to play an outsized role in serving the changing context of the city. While a pattern of injury collisions has not yet been observed, these corridors may present a higher risk as land use and transportation changes occur.
- School and community zones: School and community zones highlight the importance of pedestrian and bicycle safety for all ages and also within one to two blocks of schools and community centers.
- Regional transit zones: Areas within 0.5 mile of BART, Caltrain, and the ferry are priorities for pedestrian and bicycle safety to support access to regional transit and ridership growth. Referred to as transit-oriented communities in the Land Use Element.

South San Francisco is not equally accessible by all modes of travel. For example, Figure 12 shows that from El Camino Real at the South San Francisco BART station, only by traveling in a car can you reach all of the East of 101 area within 30 minutes. North-south connectivity is far superior to east-west connectivity and the East of 101 sub-area—the biggest cluster of jobs in the city—is virtually inaccessible to local bicycle and transit travelers coming from the western neighborhoods including parts of Sunrise Gardens, Sierra Highlands, Westminster, and Avalon-BrecoWood. Although regional transit travelers can use the San Bruno BART station for closer access to East of 101 jobs, local South San Francisco residents on the west side are disconnected from jobs and other opportunities on the east side. Improving accessibility for transit and active transportation modes (especially east-west access) represents a key opportunity for the city’s transportation system.

Figure 13: Transportation Priority Layers

Key:
- High Injury Network
- Complete Streets Opportunities
- 1/2 Mile School & Community Zone
- 0.5 Mile BART Transbay Zone

Figure 12: Travel Sheds
MOBILITY NETWORK

Street Network

In order to accommodate anticipated growth, the city’s street network will need to evolve in the coming decades. streets in South San Francisco are categorized into five typologies: Boulevards, Connectors, Downtown Main Streets, Industrial, and Neighborhood Streets. Figure 14 illustrates the city’s street network, including proposed street typologies and new street connections.

Figure 14: Proposed Roadway Network

Sources: City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).

### Roadway Typologies

- **Existing Boulevard (Arterial)**
- **Existing Connector (Collector)**
- **Existing Main St (Collector)**
- **Existing Industrial Street**
- **Existing Neighborhood (Local)**
- **Potential Boulevard**
- **Potential Connector**
- **Potential Industrial Road**
- **Potential Neighborhood Road**
- **1/2 Mile Transit Zone**

**Boulevard**

Boulevards (arterials) serve as primary routes to destinations within the city or through the city. These roadways are designed to prioritize mobility and person throughput for all types of road users. They can accommodate larger volumes of travelers. They typically have four to six travel lanes (both directions combined), larger sidewalks, and dedicated bicycle facilities. They may also include dedicated facilities for buses. Where the right-of-way is limited, user safety and person throughput (via vehicle, transit, bicycle, and foot) should be prioritized vehicle delay or parking.

**Connectors and Downtown Main Streets**

Connectors (collectors) are primary or secondary streets within the city that serve as corridors to major destinations. These streets are designed to provide mobility space for all travelers – vehicles, pedestrians, bicyclists, and transit riders. They also provide access to major destinations and denser residential or commercial areas and can accommodate moderate volumes of travelers. Connectors generally have two travel lanes, sometimes with short four lane segments or a center left-turn lane. Connectors have sidewalks and provide on-street bicycle facilities and/or on-street parking.

**Key design features may include:**
- Typically a single lane of vehicle traffic in each direction, sometimes accompanied by on-street parking or dedicated left turn lanes
- Buffered or protected bike lanes, including intersection conflict treatments
- Appropriate lane striping and widths to manage vehicle speeds and collision severity
- Comfortable sidewalks and crosswalks usually a minimum of eight feet wide, including median refuge islands and curb bulks to reduce crossing distance
- Landscaping and stormwater management infrastructure
- Speed limits of 25 mph to prioritize safety

Downtown streets are a special type of connector where mobility related to higher density commercial and housing converge into a single corridor in which people do business, live, and interact with each other. Downtown streets typically serve as destination corridors rather than through routes, with lower traffic speeds, higher pedestrian and bicycle volumes, and flexible use of curb space for high-turnover on-street parking, loading, bicycling parking, and pedestrians. These streets typically have narrower two-lane cross sections. Design is focused on providing a vibrant walkable setting conducive to local business activity.

- Typically a single lane of vehicle traffic in each direction accompanied by flexible curb space
- Time-limited and/or metered on-street parking to increase parking turnover and ensure availability of parking for business customers, with clear wayfinding to longer-term parking
- On-street commercial loading areas (side turn or center-turn lane for large vehicles)
- Sidewalks a minimum of 10 feet wide, bulbouts, and mid-block crosswalks to facilitate accessibility
- Bike lanes on designated corridors
- Parklets and outdoor cafe seating
- Landscaping and stormwater management infrastructure
- Speed limits of 25 mph to prioritize safety
Neighborhood and Industrial Streets

Neighborhood (local) streets are primarily located in residential neighborhoods. These streets provide local access to and between residential areas, commercial areas, schools, parks, and community centers. These streets typically have two travel lanes and on-street parking if street widths permit. They may incorporate design features to calm or discourage use by vehicles and prioritize their use as bicycle boulevards or slow streets.

Key design features may include:

- Typically a single lane of vehicle traffic in each direction accompanied by on-street parking
- Landscaping and stormwater management infrastructure
- Mid-block speed bumps, chicanes, traffic circles, and other calming measures to reduce vehicle speeds
- Bicycle sharrows and wayfinding signage if streets are designated as a bicycle boulevard
- Sidewalks a minimum of eight feet wide
- Lower speed limits (15 to 25 mph)

Industrial streets are like neighborhood streets but are designed to serve the needs of manufacturing and goods movement businesses that need access by larger and heavier vehicles. Common vehicles often include vans, single unit trucks, and smaller semi-trucks. Industrial streets may have two vehicle lanes, and occasionally wider lane widths to accommodate larger vehicles.

Design elements will be scaled to reflect the function of the surrounding land uses and roadway size, and may emphasize:

- Thicker pavement sections for increased resiliency against heavy, low-speed vehicles
- Truck aprons to manage vehicle speed and truck turns
- Layover space for trucks waiting to make deliveries
- Bioswales and other surface water treatments to reduce pollution and sediments in runoff

Transit Priority Corridors

Some streets in South San Francisco warrant special consideration as transit priority corridors – corridors that serve high frequency bus and shuttle routes under existing or future conditions. Transit priority corridors primarily overlap with arterials and collectors, though they may occasionally consist of local streets. Designated transit priority corridors may evolve over time as bus and shuttle services change.

Transit priority routes may incorporate design elements to prioritize transit speed and reliability and passenger experience, such as:

- Transit only lanes
- Transit signal priority
- In-lane, far-side bus stops
- Bus bulbs (with bike lane bypasses on designated bike corridors)
- Queue jumps
- Bus shelters
- Sidewalk and crosswalk gap closures

Bicycle and Pedestrian Networks

As South San Francisco adds residents and jobs, more trips will need to occur via walking and biking to keep the city moving. The Active South City Plan presents the city’s roadmap for bicycle and pedestrian network rollout in the near-, medium-, and long-term, with an emphasis on creating comfortable, connected facilities that address key barriers throughout the city, such as US-101, I-280, and El Camino Real. The plan identifies changes to how infrastructure and programmatic elements can grow walking and bicycling in the city.

The Active South City bicycle and pedestrian recommendations should be implemented alongside the street concepts described above and scheduled using the priority network introduced in the ‘Keys Issues and Opportunities’ section. Reworking the street network to accommodate multiple modes will require further analysis in some places, and tradeoffs where right-of-way is limited. Where conflicts arise, decision makers should refer back to the Mobility Element ‘Key Outcomes’.
Transit Network
South San Francisco’s transit network revolves around its major regional transit stations (South San Francisco and San Bruno BART Stations, South San Francisco Caltrain Station, and the South San Francisco Ferry Terminal) and three frequent SamTrans bus corridors: Route ECR (El Camino Real) and Route 292 (Airport Boulevard) running north-south; and Route 130 (Grand Avenue/Hickey Boulevard) running east-west. Additional local SamTrans bus routes, commuter shuttle routes, and community shuttle routes fill gaps in first/last mile and community connections.

As the city grows, the transit network is expected to evolve over time. In particular, South San Francisco is expected to see a substantial increase in Caltrain service in the coming years as the agency implements its Business Plan service vision, while ferry, bus, and shuttle service is also expected to grow to meet the city’s changing needs. The city can support increased regional transit service via pursuing access improvements to its stations and orienting employer transportation demand management programs around these services. The city can also support fast and reliable bus and shuttle operations by implementing improvements such as transit signal priority, bus stops and in-lane bus stops, and bus-only lanes, particularly on its transit priority corridors.

Figure 15: Transit Network

truck network
South San Francisco’s truck network differentiates streets that are designed to accommodate large freight trucks. These streets typically require design for larger vehicles, including lane configurations, curb radii, and pavement types. The truck network is expected to evolve over time as land uses change, in particular truck routes in Downtown and northern Lindenville should be phased out as more residential development occurs and the Ninth Lane extension is constructed between South Linden Avenue and Huntington Avenue.

Figure 16: Truck Network and Restrictions
To support the city’s changing needs and transportation policy framework, various major transportation investments are needed, as summarized in the previous sections and illustrated in Figures 17 through 27. Table 6 provides an inventory of these major transportation projects in relation to the overall transportation network, excluding the proposed changes and approximate cost. Projects of citywide or area-wide importance are marked as having a “high” level of City involvement, while projects with more local effects or contingent on individual developments or partnerships with other agencies are marked as having “medium” or “low” levels of City involvement. Additional information on smaller-scale street and active transportation projects may be found in planning documents such as the Active South City Plan. Although these projects alone cannot solve traffic congestion and person throughput needs, when paired with enhanced transit services and stronger transportation demand management programs, these projects can help support the city’s growth. In total, it is anticipated that the city will need roughly $1.2 billion in transportation upgrades over the next two decades to support buildout of the General Plan.

Table 6: Proposed New Streets & Major Transportation Investments

<table>
<thead>
<tr>
<th>#</th>
<th>City Involvement</th>
<th>STREET</th>
<th>PROPOSED CHANGE</th>
<th>STREET CHARACTERISTICS</th>
<th>PROPOSED TYPOLOGY</th>
<th>PURPOSE</th>
<th>APPROX. COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High</td>
<td>Oyster Point Boulevard</td>
<td>Addition of bus-only lanes between US-101 and ferry terminal</td>
<td>6 lanes (2 bus-only lanes) + bike lanes, 30 MPH</td>
<td>Boulevard (Transit Priority Corridor)</td>
<td>Adds capacity for East of 101 Area and improves first/last mile access to regional transit</td>
<td>$15M</td>
</tr>
<tr>
<td>2</td>
<td>High</td>
<td>East Grand Avenue</td>
<td>Addition of bus-only lanes between Caltrain Station and Forbes Boulevard, and bus-only ramp to Poletti Way</td>
<td>6 lanes (2 bus-only lanes) + bike lanes, 30 MPH (Bus-only ramp: 1 lane + multi-use trail, 20 MPH)</td>
<td>Boulevard (Transit Priority Corridor)</td>
<td>Adds capacity for East of 101 Area and improves first/last mile access to regional transit</td>
<td>$25M</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>New East of 101 Trails</td>
<td>Three miles of new multi-use trails along Poletti Way and parallel to Forbes Boulevard, Eccles Avenue, and Harbor Way</td>
<td>N/A</td>
<td>Class I Bikeway</td>
<td>Expands active transportation network and improves first/last mile access to regional transit</td>
<td>$5M</td>
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<tr>
<td>4</td>
<td>High</td>
<td>Utah Avenue Interchange</td>
<td>Extension from South Airport Boulevard to San Mateo Avenue with connection to Produce Avenue</td>
<td>4 lanes + bike lanes, 25 MPH</td>
<td>Boulevard</td>
<td>Connects East of 101 Area and Lindenville and improves access to US-101</td>
<td>$100M</td>
</tr>
<tr>
<td>5</td>
<td>High</td>
<td>Haskins Way</td>
<td>Haskins Bridge connecting Haskins Way in the north to North Access Road to the south</td>
<td>4 lanes + multi-use trail, 40 MPH</td>
<td>Boulevard</td>
<td>Adds capacity for East of 101 Area</td>
<td>$130M</td>
</tr>
<tr>
<td>6</td>
<td>High</td>
<td>Oyster Point Boulevard</td>
<td>Extension of Oyster Point Boulevard to Sierra Point via new bridge</td>
<td>2 lanes + multi-use trail, 30 MPH</td>
<td>Boulevard</td>
<td>Adds capacity for East of 101 Area</td>
<td>$50M</td>
</tr>
<tr>
<td>7</td>
<td>High</td>
<td>Railroad Avenue</td>
<td>Connect Sylsvester Road and Littlefield Avenue using railroad right-of-way</td>
<td>2 lanes + bike lanes, 25 MPH</td>
<td>Connector</td>
<td>Improves internal connectivity in East of 101 Area and supports corridor redevelopment</td>
<td>$20M</td>
</tr>
<tr>
<td>8</td>
<td>Medium</td>
<td>Sneath Lane Extension</td>
<td>Extension of Sneath Lane from Huntington Avenue to South Linden Avenue</td>
<td>4 lanes + bike lanes, 25 MPH</td>
<td>Boulevard (Transit Priority Corridor)</td>
<td>Connects Lindendale to San Bruno</td>
<td>$20M</td>
</tr>
<tr>
<td>9</td>
<td>Medium</td>
<td>El Camino Real</td>
<td>Grand Boulevard Modernization</td>
<td>6 lanes + bike lanes, 30 MPH</td>
<td>Boulevard (Transit Priority Corridor)</td>
<td>Supports corridor redevelopment</td>
<td>$30M</td>
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<td>City Involvement</td>
<td>STREET</td>
<td>PROPOSED CHANGE</td>
<td>STREET CHARACTERISTICS</td>
<td>PROPOSED TYPOLOGY</td>
<td>PURPOSE</td>
<td>APPROX. COST</td>
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<tr>
<td>11</td>
<td>Medium</td>
<td>El Camino Real</td>
<td>Grand Boulevard Modernization</td>
<td>6 lanes + bike lanes, 30 MPH</td>
<td>Boulevard</td>
<td>(Transit Priority Corridor)</td>
<td>Supports corridor redevelopment</td>
</tr>
<tr>
<td>12</td>
<td>Medium</td>
<td>South Airport Boulevard</td>
<td>Modernization to add median, protected bike lanes, enhanced bus stops, and wider sidewalks</td>
<td>4 lanes + bike lanes, 30 MPH</td>
<td>Boulevard</td>
<td>(Transit Priority Corridor)</td>
<td>Supports corridor redevelopment</td>
</tr>
<tr>
<td>13</td>
<td>Medium</td>
<td>Grand Avenue</td>
<td>Downtown Streetscape Project</td>
<td>2 lanes + bike lanes, 26 MPH</td>
<td>Downtown Main Street</td>
<td>Improves walkability and first/last mile access to Caltrain station</td>
<td>$20M</td>
</tr>
<tr>
<td>14</td>
<td>Medium</td>
<td>New Street</td>
<td>New street connecting Eccies Avenue to Forbes Boulevard between Royal Place and Gull Drive</td>
<td>2 lanes + bike lanes, 25 MPH</td>
<td>Connector</td>
<td>Improves internal connectivity in East of 101 Area</td>
<td>$15M</td>
</tr>
<tr>
<td>15</td>
<td>Medium</td>
<td>Grand Avenue</td>
<td>Downtown Streetscape Project</td>
<td>2 lanes + bike lanes, 25 MPH</td>
<td>Neighborhood</td>
<td>Improves walkway connectivity across Colma Creek</td>
<td>$20M</td>
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<tr>
<td>16</td>
<td>Medium</td>
<td>Maple Avenue</td>
<td>Connect Maple Avenue between Railroad Avenue and S. Canal St including a bridge</td>
<td>2 lanes, 25 MPH</td>
<td>Neighborhood</td>
<td>Connects Lindenville and Downtown</td>
<td>$20M</td>
</tr>
<tr>
<td>17</td>
<td>Medium</td>
<td>South Linden Avenue</td>
<td>South Linden Grade Separation &amp; San Bruno Avenue Pedestrian Undercrossing</td>
<td>2-4 lanes + bike lanes, 25 MPH</td>
<td>Boulevard</td>
<td>Improves internal connectivity in Lindenville &amp; first/last mile access to BART</td>
<td>$80M</td>
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<tr>
<td>18</td>
<td>Medium</td>
<td>New Trail</td>
<td>Connect Centennial Way Trail and Bay Trail via US-101 overcrossing</td>
<td>N/A</td>
<td>Class I Bikeway</td>
<td>Improves first/last mile access to BART</td>
<td>$15M</td>
</tr>
<tr>
<td>19</td>
<td>Low</td>
<td>Littlefield Avenue</td>
<td>Extension from East Grand Avenue to Eccies Avenue via Cabot Road, Forbes Boulevard, and Carlton Court</td>
<td>2 lanes, 25 MPH</td>
<td>Connector</td>
<td>Improves internal connectivity in East of 101 Area</td>
<td>$20M</td>
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<tr>
<td>20</td>
<td>Low</td>
<td>Point San Bruno Boulevard</td>
<td>Formalize connection between Point San Bruno Boulevard and East Grand Avenue</td>
<td>2 lanes, 25 MPH</td>
<td>Connector</td>
<td>Improves internal connectivity in East of 101 Area</td>
<td>$15M</td>
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<td>21</td>
<td>Low</td>
<td>Myrtle Avenue</td>
<td>Extension from South Spruce Avenue to South Maple Avenue</td>
<td>2 lanes, 25 MPH</td>
<td>Neighborhood</td>
<td>Improves internal connectivity in Lindenville</td>
<td>$20M</td>
</tr>
<tr>
<td>22</td>
<td>Low</td>
<td>Harris Avenue</td>
<td>Connect cul-de-sac with Hill</td>
<td>2 lanes, 25 MPH</td>
<td>Neighborhood</td>
<td>Improves internal connectivity in East of 101 Area</td>
<td>$20M</td>
</tr>
</tbody>
</table>

Total Cost: $2022

Notes:
- Streets marked as “high” priority should provide a citywide or neighborhood-wide mobility benefit and should be advanced by the city’s public works department. Streets marked as “low” priority should be considered in redevelopment occurs at the applicable parcels and would primarily have a local mobility benefit. Streets marked as “medium” priority may be pursued by the city or considered for redevelopment occurs, and would provide a neighborhood-wide mobility benefit.
- Costs are rough order-of-magnitude estimates based on previous analyses or comparable projects, rounded to the nearest $5 million in 2022 dollars.
- Costs do not include right-of-way acquisition or initial project preparation.
- Additional study is needed to derive the cost of each project.

Contingency and other local streets and active transportation projects identified in other plans: $200-400M

Total Cost, 2022: $5.6B
Oyster Point Boulevard Bus Lanes

Oyster Point Boulevard will function as the primary or secondary route to access over 100,000 jobs in the East of I-101 sub-area, representing one of the city’s biggest bottlenecks. In order to serve this demand and provide sufficient person-throughput along a constrained corridor, it is necessary to prioritize transit operations by adding bus lanes. Bus lanes allow for fast and reliable operations of regional express buses along with first/last mile services to Caltrain, BART and the ferry, while promoting the use of transit and stabilizing transit operating costs. Without bus lanes, bus and shuttle services will experience longer travel times and delays as the corridor develops, resulting in a negative feedback loop that increases operating costs while reducing the usefulness of these services.

Bus lanes may be accommodated on Oyster Point Boulevard between US-101 and Gull Drive through a combination of restriping, repurposing medians and turn lanes, and some widening along portions of the corridor (particularly east of Veterans Boulevard where the right-of-way narrows to roughly 85 feet). As illustrated in Figure 17, a 115 to 120 foot cross-section would accommodate a curbside bus lane and bike lane in each direction along with widened sidewalks while maintaining two through lanes for auto traffic, one left turn lane, and a median. In the westbound direction, bus-only lanes should extend to the US-101 northbound onramp to provide a seamless connection for buses traveling to San Francisco. At intersections where a second left turn lane is needed, the city may consider dynamic lane assignment to convert one left turn lane to a through-left lane during the AM peak period. To improve walkability and traffic operations while reducing conflicts along the corridor, the city may also consider restricting some lower-volume turning movements.

Key Street Changes

A few streets across South San Francisco are expected to play outsized roles in accommodating changing land use and transportation conditions within the city. This section provides additional descriptions, conceptual layouts, and cross-sections for these streets to serve as a starting point for planning activities.

Figure 17: Oyster Point Boulevard Concept
East Grand Avenue Bus Lanes and Caltrain Station Access

Like Oyster Point Boulevard, East Grand Avenue will serve as a key gateway to jobs in the East of 101 Area as well as the primary connection to Caltrain. In order to maximize the corridor’s person throughput, a combination of bus lanes, expanded sidewalks, and trail gap closures are needed. Bus lanes would span most of the corridor from the Caltrain station to Haskins Way, including a new westbound bus ramp directly connecting East Grand Avenue to Poletti Way and the Caltrain station. Widened sidewalks and an expanded trail along the north side of East Grand Avenue would serve pedestrians and bicyclists traveling between Caltrain/Downtown and the East of 101 Area as well as the primary connection to Caltrain. In order to maximize the corridor’s person throughput, a combination of bus lanes, expanded sidewalks, and trail gap closures are needed.

While the right-of-way varies, widening of the street itself would be necessary east of Forbes Boulevard to achieve roughly 95 feet curb-to-curb (as opposed to about 70 feet existing). Eliminating the channelized right turn “slip” lanes and providing curb extensions would help improve traffic operations and reduce conflicts.

Widened sidewalks and an expanded trail along the north side of East Grand Avenue would serve pedestrians and bicyclists traveling between Caltrain/Downtown and the East of 101 Area. As shown in Figure 18, a 120 to 130 foot cross-section would accommodate a curbside bus lane in each direction, expanded sidewalks and an expanded trail along the north side of East Grand Avenue. Like Oyster Point Boulevard, East Grand Avenue will serve as a key gateway to jobs in the East of 101 Area and reduce conflicts.
Haskins Way and Oyster Point Boulevard Bridges

The Haskins Way and Oyster Point Boulevard bridges each would expand capacity into the East of 101 Area to the south and north, respectively, providing access to two underutilized freeway interchanges. The Haskins Way Bridge would connect East Grand Avenue and North Access Road 83-100 with a four-lane bridge, enabling a direct connection between the East of 101 Area, Sierra Point, and US-101. The Oyster Point Boulevard bridge would connect Oyster Point Boulevard and Sierra Point Parkway with a two-lane bridge, enabling a direct connection between the East of 101 Area, Sierra Point, and US-101. Both bridges would also include an extension of the Bay Trail. While these bridges would serve critical roles in expanding street capacity, each faces complex and uncertain paths toward implementation given their high costs and potential effects on the San Francisco Bay; for these reasons, further study is necessary to confirm feasibility.

Railroad Avenue and Sylvester Road

Railroad Avenue would provide a new east-west street between Sylvester Road and Littlefield Road via Gateway Boulevard and Harbor Way, repurposing an underutilized rail spur. Railroad Avenue would provide several benefits to East of 101 sub-area circulation: it would expand capacity for east-west travel, enhance local access for redevelopment opportunities along Sylvester Road and East Grand Avenue, and improve pedestrian and bicycle access to Caltrain. Railroad Avenue would have two vehicle lanes along with sidewalks and bicycle lanes. The right-of-way varies between approximately 50 feet at its narrowest segments and 75 feet at its widest segments; along such wider segments, the street should also include protected bike lanes, landscaping, and a center left turn lane. Sylvester Road would connect to Railroad Avenue and include two vehicle lanes, sidewalks, and a two-way protected bikeway to minimize conflicts between vehicles and bicyclists.

El Camino Real and South Airport Boulevard Modernization

El Camino Real and South Airport Boulevard would be modernized into more walkable and bikeable “grand boulevards” to support their evolution from low density auto-oriented corridors into mixed-use residential, employment, and hotel uses. Both streets have substantial right-of-way along most of the corridor: South Airport Boulevard is typically greater than 200 feet wide, while El Camino Real is typically greater than 125 feet wide. Wider sidewalks, buffered or protected bike lanes, enhanced bus stops, and landscaped medians and sidewalk buffers should be added, while maintaining existing vehicle lanes and a dedicated left turn lane. Signalized crossings should be provided for pedestrians and bicyclists at all marked crosswalks and accompanying bus stops, ideally no greater than ¼ mile apart.

Utah Avenue

Utah Avenue is expected to grow in importance as a connection between the East of 101 Area and Lindenville after completion of an overpass connecting San Mateo Avenue and South Airport Boulevard. Utah Avenue has approximately 75 feet of right-of-way west of South Airport Boulevard, which presents an opportunity for wider sidewalks and protected bike lanes while maintaining existing vehicle lanes. A new traffic signal at Harbor Way is recommended, while a signal at Watts Way/Corey Way may also be considered as land uses densify. Adding a left turn lane (via widening Utah Avenue) or implementing a four-to-three lane road diet may be considered to enable protected left turns at these traffic signals.
Bruno Bart Station via a new bridge over US-101. Some of these trail segments have already been constructed, while other gaps remain.

Way converging at East Grand Avenue and the Caltrain Station, a trail along Poletti Way to the Caltrain Station, and a trail connecting the Bay Trail and Centennial Way Trail.

These trails connecting employers to regional transit could function as a backbone network for East of 101 Area Trail Network and Bay Trail-Centennial Way Trail connection between the Bay Trail and Centennial Way Trail.

A pedestrian and bicycle crossing at Tanforan Avenue would further enhance first/last mile access to the San Bruno BART station and enable a dedicated connection between the Bay Trail and Centennial Way Trail.

The Sneath Lane extension would connect to the proposed grade separation of South Linden Avenue crossing Caltrain, negating the grade separation as a primary east-west route.

The Sneath Lane extension would connect Lindenville and San Bruno with a four-lane street along with bike lanes and wide sidewalks. The Sneath Lane extension from Huntington Avenue to South Linden Avenue Grade Separation

The Sneath Lane extension from Huntington Avenue to South Linden Avenue would connect Lindenville and San Bruno with a four-lane street along with bike lanes and wide sidewalks. The Sneath Lane extension would connect the proposed grade separation of South Linden Avenue crossing Caltrain, negating the grade separation as a primary east-west route. A parallel pedestrian and bicycle crossing at Tanforan Avenue would further enhance first/last mile access to the San Bruno Bart Station and enable a dedicated connection between the Bay Trail and Centennial Way Trail.

East of 101 Area Trail Network and Bay Trail Centennial Way Trail Connection

The Sneath Lane extension would connect to the proposed grade separation of South Linden Avenue crossing Caltrain, negating the grade separation as a primary east-west route. A parallel pedestrian and bicycle crossing at Tanforan Avenue would further enhance first/last mile access to the San Bruno Bart Station and enable a dedicated connection between the Bay Trail and Centennial Way Trail.

The San Mateo County Transit Authority and the San Mateo County Transportation Authority administer several grant programs to fund transportation improvements with a focus on the state highway system, active transportation, and safety.

Figure 27: Proposed Cross Section — Sneath Lane Extension

Table 7: Mobility Element Funding Summary

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Funding Expectations</th>
<th>Funding Emphasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>City/County</td>
<td>Caltrans leverages</td>
<td>Local projects focused on city circulation needs.</td>
</tr>
<tr>
<td>State/Federal</td>
<td>Transit Impact Fee</td>
<td>Local projects on corridors right-of-way associated with new developments.</td>
</tr>
<tr>
<td>County/Regional</td>
<td>Local projects on corridor right-of-way associated with new developments</td>
<td>Local projects on corridor right-of-way associated with new developments.</td>
</tr>
<tr>
<td>State/Federal</td>
<td>Local projects on corridor right-of-way associated with new developments</td>
<td>Local projects on corridor right-of-way associated with new developments.</td>
</tr>
</tbody>
</table>

Funding Plan

Funding for the approximately $1.2-1.5 billion in capital improvements identified in Table 7 would come from a combination of city, county, regional, state, federal, and private sector sources.

Key funding sources include:

- **City funds:** The City of South San Francisco funds transportation improvements through various sources. The primary source is via a Transportation Impact Fee (Resolution 120-2020).

  At current fees, the General Plan buildout could generate approximately $1.5 billion upon full buildout of the General Plan (although not all developments may ultimately be realized). The City is also considering a community facilities district (CFD) within the East of 101 area to augment transportation funding for the district. Preliminary funding plans for the CFD project could generate approximately $160 to $290 million.

- **Private sector funds:** Some transportation projects within the city may be partially or fully funded by the private sector as developments occur—especially new streets, streetscape improvements, or trail connections within or alongside such developments.

- **County/regional grants and local return:** The San Mateo County Transit Authority and the City/County Association of Governments administer several grant programs funding highway, grade separation, bicycle & pedestrian, transit, and other local transportation projects. Funding for these county programs is primarily derived from the County’s Measure A and Measure X sales taxes and Measure M vehicle registration tax. The City also receives a dedicated local return from Measure A and Measure W. Additionally, the Metropolitan Transportation Commission and Bay Area Air Quality Management District periodically administer their own grant programs to fund various transportation improvements with an emphasis on equity and VMT reduction. Grant funding varies by year.

- **State grants:** The State of California administers several grant programs to fund transportation improvements with a focus on the state highway system, active transportation, and safety, including the State Transportation Improvement Program, Active Transportation Program, and Highway Safety Improvement Program. Grant funding varies by year.

- **Federal grants:** Various grant programs are distributed to cities directly or via state, regional, and county governments. Federal grants are primarily funded via the Surface Transportation Program and Congestion Mitigation and Air Quality Improvement Program. Grant funding varies by year.

Some projects affecting regional transportation projects identified in the General Plan are expected to be primarily funded by county, regional, state, and/or federal sources, while other projects more local in nature may be funded primarily via the City with transportation impact fees and CFD funds or via the private sector. Based on recent and anticipated funding from these sources, Table 7 summarizes the funding plan to build out projects identified in the Mobility Element.

Funding Source

City/Transportation Impact Fee | 5100-5250M (50%) |
State/Federal | 300-2400M (30%) |
County/Regional | 300-2400M (20%) |
Private Sector | 300-2400M (20%) |
Total | $1.5-1.8B |

*Note: The Transportation Impact Fee may generate up to $1.5 billion in funding with full buildout of the General Plan, while a potential community facilities district may generate $160 to $290 million.*
GOAL MOB-1: South San Francisco prioritizes safety in all aspects of transportation planning and engineering.

**INTENT:**
To advance the Vision Zero goal of zero traffic deaths and serious injuries on city streets by 2025 (Resolution 40-2021).

Policy MOB-1.1: Use a systemic safety approach to proactively identify and address safety risks.

Policy MOB-1.2: Strive to reduce vehicle speeds throughout the city to reduce the frequency and severity of collisions.

GOAL MOB-2: South San Francisco provides a multimodal network with convenient choices for everyone.

**INTENT:**
To provide low-cost, low-impact travel options and to focus on moving people rather than cars (Resolution 86-2012).

Policy MOB-2.1: Incorporate complete streets improvements into all roadway and development projects.

Policy MOB-2.2: Advance more equitable transportation within South San Francisco.

GOAL MOB-3: South San Francisco proactively manages traffic and parking demand.

**INTENT:**
To focus on access for people while ensuring that car travel is a reliable option.

Policy MOB-3.1: Promote mode shift among employers. Manage the number of vehicle trips, with a focus on promoting mode shift among employers.

Policy MOB-3.2: Optimize traffic operations on City streets. Optimize traffic operations on City streets while avoiding widening roadways or otherwise pursuing traffic operations changes at expense of multimodal safety, transit reliability, or bicycle and pedestrian comfort.

Policy MOB-3.3: Right-size parking supply and maximize the efficiency of curb space.

Policy MOB-3.4: Use parking management tools to manage limited street space in residential neighborhoods.
GOAL MOB-4: South San Francisco's land use and transportation actions reduce vehicle miles traveled (VMT) and greenhouse gas emissions.

**INTENT:**
To curb greenhouse gas emissions and support mode shift to transit, active transportation, and carpooling.

**Policy MOB-4.1:** Increase substantially the proportion of travel using modes other than driving alone.

**Policy MOB-4.2:** Embrace innovation. Prepare the City for changes to transportation technology (such as autonomous vehicles and micromobility) and incorporate such innovations into projects where appropriate and where feasible.

GOAL MOB-5: South San Francisco residents have easy access to play, fitness, and active transportation networks.

**INTENT:**
To reduce barriers to physical activity and improve comfort with the city’s pedestrian and bicycle networks.

**Policy MOB-5.1:** Enhance access to the trail network.
Enhance access to Centennial Way Trail, Bay Trail, and other trail facilities through streetscape projects and new developments.

**Policy MOB-5.2:** Enhance access to play, fitness, and active transportation networks.

## IMPLEMENTATION ACTIONS

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL MOB-1:</strong> South San Francisco prioritizes safety in all aspects of transportation planning and engineering.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Policy MOB-1.1:</strong></td>
<td>Develop a Vision Zero Action Plan. Develop and implement a Vision Zero Action Plan that incorporates a prioritization approach for the Capital Improvement Program (CIP) and maintenance response process and identifies safety countermeasures to incorporate into all development projects and capital improvements.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>Policy MOB-1.2:</strong></td>
<td>Incorporate traffic calming. Incorporate traffic calming treatments into all street projects to support lower design speeds.</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>GOAL MOB-2:</strong> South San Francisco provides a multimodal network with convenient choices for everyone.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Policy MOB-2.1:</strong></td>
<td>Complete multimodal design and impact analysis. Ensure that roadway and development projects are designed and evaluated to meet the needs of all street users, and that development projects contribute to multimodal improvements in proportion to their potential impacts on vehicle miles traveled.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>Policy MOB-2.2:</strong></td>
<td>Create multimodal prioritization processes. Develop Capital Improvement Program (CIP) prioritization criteria to strategically advance multimodal complete streets projects.</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>Policy MOB-2.3:</strong></td>
<td>Implement Active South City Pedestrian and Bicycle Plan. All capital improvements and development projects incorporate bicycle and pedestrian improvements identified in the Active South City Plan, such as trails, bikeways, bicycle detection at traffic signals, high-visibility crosswalks, and pedestrian-oriented site plans.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>Policy MOB-2.4:</strong></td>
<td>Implement transit speed, reliability, and access improvements. All capital improvements and development projects near regional transit stations or bus/shuttle routes incorporate improvements to advance speed, reliability, and access, such as on-street and side bus stops, bus-only lanes, queue jumps, and pedestrian/bicycle gap closures.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td><strong>Policy MOB-2.5:</strong></td>
<td>Address ADA accessibility. Address ADA accessibility gaps in the City’s transportation infrastructure, including at sidewalks, curbs, ramps, crosswalks, and bus stops.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
</tbody>
</table>

Refer to the Implementation Matrix within the "Our Plan to Get There" chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.
<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-2.2</td>
<td>Action MOB-2.2.1: Implement Safe Routes to Schools program. Collaborate with the South San Francisco Unified School District to implement Safe Routes to Schools programs and improvements, with an emphasis on schools serving equity priority communities.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>MOB-2.2</td>
<td>Action MOB-2.2.2: Develop free bus and shuttle service for residents. Develop a dedicated funding source or leverage private sector contributions to fund the South City shuttle and free bus service for South San Francisco residents.</td>
<td>High</td>
<td>City Manager</td>
</tr>
<tr>
<td>MOB-2.2</td>
<td>Action MOB-2.2.3: Incorporate equitable prioritization processes. Incorporate equity in identifying and prioritizing Capital Improvement Program (CIP) transportation projects.</td>
<td>High</td>
<td>Engineering Division (PW)</td>
</tr>
</tbody>
</table>

**GOAL MOB-3:** South San Francisco proactively manages traffic and parking demand.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-3.1</td>
<td>Action MOB-3.1.1: Update and implement TDM Ordinance. Implement, monitor, and enforce compliance with the City’s TDM Ordinance. Maintain consistency with C/CAG’s requirements. Periodically update the TDM ordinance as transportation conditions change. Incorporate a fine structure for noncompliance.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>MOB-3.1</td>
<td>Action MOB-3.1.2: Implement an East of 101 Trip Cap. Implement an East of 101 area trip cap with triennial monitoring and corrective actions if exceeded. Implement project-specific trip caps for large campus developments.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>MOB-3.2</td>
<td>Action MOB-3.2.1: Update traffic operations metrics. Use appropriate metrics (e.g. travel time, travel times by mode of service, and/or person delay) to evaluate and advance projects that manage traffic flow in coordination with the implementation of complete streets.</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>MOB-3.2</td>
<td>Action MOB-3.2.2: Incorporate new street connections. Incorporate new street connections to better distribute vehicle trips across South San Francisco’s street network, especially in the East of 101 area (as illustrated in Figure 14 and Table 5).</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>MOB-3.3</td>
<td>Action MOB-3.3.1: Incorporate parking maximums. Incorporate maximum parking requirements for new residential and office/R&amp;D projects that align with TDM Ordinance trip reduction goals.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>MOB-3.3</td>
<td>Action MOB-3.3.2: Evaluate curb management practices. Evaluate the current and best use of curb space in the City’s activity centers and reconfigure space to maximize people served (i.e. for loading, bikeuse, bike parking, bus lanes, or parks).</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-3.4</td>
<td>Action MOB-3.4.1: Create funding and staffing plan for a Residential Parking Permit Program. Create a funding and staffing plan for a Residential Parking Permit Program in higher density neighborhoods.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
</tbody>
</table>

**GOAL MOB-4:** South San Francisco’s land use and transportation actions reduce vehicle miles traveled (VMT) and greenhouse gas emissions.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-4.1</td>
<td>Action MOB-4.1.1: Use plan review process to improve connectivity. Use the development review process to identify opportunities to enhance bicycle, pedestrian, and transit connectivity.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>MOB-4.1</td>
<td>Action MOB-4.1.2: Expand transit service. Continue collaboration with Caltrain, SamTrans, and Water Emergency Transportation Authority (WETA), and shuttle providers to scale service levels in growing areas. Consider independently operated transit services to fill regional transit gaps.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>MOB-4.1</td>
<td>Action MOB-4.1.3: Leverage employee transit subsidies. Leverage private sector subsidies to support BART, Caltrain, SamTrans, and Water Emergency Transportation Authority (WETA) ridership.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>MOB-4.1</td>
<td>Action MOB-4.1.4: Incorporate first/last-mile connections. Incorporate first/last mile bus, shuttle, and active transportation connections between employment hubs and regional transit stations.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
</tbody>
</table>

**GOAL MOB-5:** South San Francisco residents have easy access to play, fitness, and active transportation networks.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOB-5.1</td>
<td>Action MOB-5.1.1: Complete rails to trails projects. Leverage public-private partnerships to complete the conversion of the City’s freight rail lines to multi-use trails.</td>
<td>Medium</td>
<td>Capital Projects (CM)</td>
</tr>
<tr>
<td>MOB-5.1</td>
<td>Action MOB-5.1.2: Develop Bikeways and slow streets. Grow network of low stress bikeways and Slow Streets that promote direct access to recreation and active transportation within the city’s residential neighborhoods.</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>MOB-5.1</td>
<td>Action MOB-5.1.3: Expand bicycle parking at activity centers. Expand bicycle parking at major activity centers throughout the city.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
</tbody>
</table>
**PERFORMANCE METRICS**

**PERFORMANCE METRIC: Transportation injury collisions**

<table>
<thead>
<tr>
<th>Target</th>
<th>Eliminate severe injury and fatal collisions on the City’s roadway network</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>California Statewide Integrated Traffic Records</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Planning Division and Engineering Division</td>
</tr>
</tbody>
</table>

**TOTAL COLLISIONS BETWEEN VEHICLES, PEDESTRIANS, AND CYCLISTS FROM 2009-2018: ≥481 INCIDENTS**

**PERFORMANCE METRIC: Ridership at South San Francisco BART, Caltrain, SamTrans, and ferry facilities.**

<table>
<thead>
<tr>
<th>Target</th>
<th>Double SamTrans and BART ridership, quadruple ferry ridership, and achieve 10x growth in Caltrain ridership by 2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>SamTrans, BART, ferry, and Caltrain ridership reports</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Planning Division</td>
</tr>
</tbody>
</table>

**SOUTH SAN FRANCISCO BART STATION USAGE AS OF 2018: APPROXIMATELY 3,500 PASSENGERS ON AN AVERAGE WEEKDAY**

**SOUTH SAN FRANCISCO CALTRAIN STATION USAGE AS OF 2018: APPROXIMATELY 470 PASSENGERS PER DAY**

**SOUTH SAN FRANCISCO FERRY RIDERSHIP AS OF 2018: APPROXIMATELY 580 PASSENGERS PER DAY**

**PERFORMANCE METRIC: Mode split**

<table>
<thead>
<tr>
<th>Target</th>
<th>Transit, walk, and bike trips account for 40 percent of all trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>California Household Travel Survey or NHTS California add-on; American Community Survey Census for work-trips</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Planning Division</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target</th>
<th>DRIVE ALONE: 43%</th>
<th>CARPOOL: 47%</th>
<th>BIKE: &lt;1%</th>
<th>TRANSIT: 4%</th>
<th>WALK: 6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Responsible</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**PERFORMANCE METRIC: East of 101 Area traffic volumes**

<table>
<thead>
<tr>
<th>Target</th>
<th>East of 101 Area traffic volumes remain within the area’s street capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Aerial traffic counts</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Engineering Division, Planning Division</td>
</tr>
</tbody>
</table>

**CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.**
CHAPTER 10
Abundant and Accessible Parks and Recreation

PART II: OUR PLACE

Improved Parklands

Recreational Services
WHERE WE WANT TO BE IN THE FUTURE

South San Francisco has a system of well-connected parks, open spaces, trails, and recreational facilities that serves all residents, employees and visitors and promotes use of active transportation, exercise, and health.

Residents of all neighborhoods of the city have convenient access to well-maintained parks, open spaces, trails, and recreational facilities.

There are opportunities for people of all ages, abilities, ethnicities, and backgrounds to engage, participate, and enjoy South San Francisco’s parks and open spaces, recreational facilities and amenities, and recreational services.

The open space network contributes to a healthy community by sustaining a thriving urban forest, supporting urban biodiversity, and sequestering carbon.

Expanded recreational programming capacity effectively serves all segments of South San Francisco’s diverse community.

All South San Francisco children have access to affordable childcare and high-quality early childcare programs.

The City increases enrichment and youth development opportunities and increases participation for children of color in South San Francisco.

How Our Plan Gets Us There

Parks, recreational facilities, and services provide critical benefits to the residents of South San Francisco. They provide space for exercise, socialization, relaxation, enhance the visual appearance of the city and make the city an enticing place to live and work. A well-connected trail and park system can help bridge geographic divides and create opportunities for increased interaction among South San Francisco residents. As the city grows and the recreational needs of its residents evolve, the City will maintain existing spaces and services the community already enjoys while expanding the breadth of service of the City’s parks, trails, urban forests, and recreation services. The City will ensure parks and recreation services are provided equitably throughout the community and that the City conducts community engagement and outreach related to parks and recreation services in a transparent and equitable manner.

Performance Metrics

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>Park service ratio</th>
<th>Target:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3 acres of improved parkland per 1,000 residents</td>
<td>0.5 park acres per 1,000 employees</td>
</tr>
<tr>
<td></td>
<td>1.5 acres of open space per 1,000 residents</td>
<td>1.0 acres of joint use open space per 1,000 residents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>Park Access</th>
<th>Target:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 park, trail, open space, or privately-owned public open space within a 20-minute walk (0.5 mile) of residents</td>
<td>11 MILES OF TRAILS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>Miles of trails</th>
<th>Target:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15 miles of trails</td>
<td>11 MILES OF TRAILS</td>
</tr>
</tbody>
</table>

PERCENT OF RESIDENTS MEETING THE TARGET: 97% OF RESIDENTS

2021 DATA: 11 MILES OF TRAILS
KEY ISSUES AND OPPORTUNITIES

South San Francisco maintains a variety of parks and open spaces for its residents, employees, and visitors to enjoy. The City also maintains a variety of recreational facilities across the city, offering a wide range of high-quality, highly utilized programs for residents of all ages. This provides an exciting opportunity to expand recreational programming and create new innovative park and open space types to serve the needs of existing and future residents. To meet this vision, accessibility, land availability, and funding issues create challenges for the City.

Park Classifications

As of 2021, 316 acres of developed parklands, open space, and joint use facilities are within the City limits. This includes improved parkland (33 acres), open space (128 acres), and joint use facilities (77 acres). The City retains joint use agreements with other public agencies like the South San Francisco Unified School District, PG&E, San Francisco Public Utilities Commission, and BART to allow residents access to additional improved parkland and open space. The City also maintains an additional 30 to 40 acres of right of way or other open space.

The park and open space network in South San Francisco includes a range of types that have different roles and functions in the community. Each park type provides a range of opportunities for active and passive recreation, and they are categorized into three broad types: Improved Parks, Open Spaces, and Joint Use Facilities.

Improved Parklands

Community parks serve a citywide population and typically include sports facilities, such as lighted fields, tennis and basketball courts, swimming pools, public art, and recreational buildings. They are the City’s largest developed parks and include Orange Memorial Park and Weddington Park. These larger parks also support biodiversity and wildlife.

Neighborhood parks serve a smaller portion of the city than community parks and are usually within convenient walking and biking distance from residences. They usually have playgrounds, open turf areas, practice fields, public art, and/or picnic tables. They are usually between one and five acres. Examples include Avalon Park and Brentwood Park. Neighborhood parks also provide the opportunity to maintain patches of wildlife habitat in the city.

Mini parks are small play areas or greens spaces. They have limited amenities and are intended to serve immediate neighbors. They may have open turf, playgrounds, sport courts, public art, or picnic tables. They are usually one acre or less. Examples include Cypress and Pine Playlot and Gardiner Park.

Linear parks are trails located along linear geographic features, including watercourses, shorelines, and public utility and transportation rights-of-way. They have wider sections that can be used for amenities such as playgrounds, open turf areas, dog parks, benches, public art, and picnic tables. Linear parks are most often used for passive recreation, and often link to trails, other parks, and open spaces. Linear parks and greenways also support wildlife movement and provide connections to open spaces. Examples include the Bay Trail, Sister Cities Park and Centennial Way from the South San Francisco BART station to the San Bruno BART station.

Specialty parks provide specialized functions. Parks in this category include the Centennial Way Dog Park and the Community Garden.
Common green areas are publicly accessible parkland that feature community playgrounds, benches, open lawn areas, and patios. They are maintained by the City through the Common Green Fund. Owners of properties served by the common greens pay the same tax rate as other property owners, but a portion of their taxes are set aside to the Common Green Fund to maintain common greens areas.

Open Spaces
Open spaces are used for passive recreation activities, including walking and hiking. Examples include Sign Hill and areas along the San Francisco Bay.

Joint Use Facilities
Joint use facilities are not owned or exclusively programmed by the City.

School joint use facilities are available for public use due to a 2008 Joint Use Agreement between the South San Francisco Unified School District (SSFUSD) and the City of South San Francisco. As a result of this agreement, some SSFUSD sports fields, gyms, and other facilities are available for public use. In addition, the City operates licensed before and after school childcare and summer camps at six SSFUSD school sites, which include the use of facilities and playgrounds.

BART joint use facilities include a public access easement along the Centennial Way Trail.

Caltrain joint use facilities include a new Downtown Plaza / westside entry to the Caltrain Station.

PG&E joint use facilities include Irish Town Green which is a grass field with walking paths and benches.

San Francisco Public Utilities Commission joint use facilities include Elkwood Park.

Within the improved parks and open space, there are about 11.5 miles of trails. Examples include Centennial Way, the Bay Trail, Sister Cities Park and those located in Sign Hill Park.

Within a few miles of the city, residents have access to regional parks and recreation opportunities. These include the San Bruno Mountain State and County Park, state and local beaches along the Pacific Coast, and the Sweeney Ridge Skyline National Recreation Area, among others.
Recreation Facilities

South San Francisco owns and operates a robust and distributed network of recreational facilities. The City maintains ten indoor recreational facilities and numerous outdoor facilities for sports, social gatherings, camps, and classes. These indoor facilities include the Community Civic Campus (opens 2023), Municipal Services Building (opens 2023), Joseph A. Fernekes Recreation Building, Robert Cerri Teglia Center (formerly Magnolia Center), Orange Pool, Paradise Valley Recreation Center, Sievers Center, Terrabay Gymnasium, Alice Peña Bulos Community Center (formerly Westborough Recreation Building), Westborough Preschool, and Community Learning Center, which is jointly operated with the Library. The Municipal Services Building also hosts recreational programming but will be retired after the Community Civic Campus opens. The City also maintains numerous group picnic areas, courts and ballfields, restrooms, and other amenities in parks throughout the city. The City also offers before and after school programs at six SSFUSD elementary schools and is planning for the development of additional preschool sites.

The Parks and Recreation Master Plan identified a need for classrooms/meeting rooms, exercise and dance rooms, performance spaces, and aquatic facilities. To help fulfill that need, the Community Civic Campus includes a new library, music rooms, exercise and dance rooms, classrooms, and meeting rooms to replace old facilities at the Municipal Services Building and the Main Library. This facility will help to enhance multi-generational use and support a variety of programming needs. Likewise, the Orange Memorial Park Master Plan includes expansion of the aquatics center, which was ranked as one of the community’s highest priorities. 5


Figure 29: Existing Parks and Open Space by Type
Recreational Services

Recreation Division staff serve residents of all age groups through its operation of recreation centers, picnic sites, rental facilities, preschools, and select SSFUSD after school sites. The Recreation Division’s program areas include the following:

The Aquatics Program maintains the Orange Pool and provides swim lessons for all ages and levels of experience, fitness programming, recreation and lap swim, lifeguard training, and weekend rental opportunities.

The Classes Program includes a variety of activities for preschoolers, children, teens, adults, and seniors covering music, dance, fitness, art, and other special interest classes.

The Cultural Arts Program offers a variety of services/programs such as four art gallery programs per year, a public art program including art installations at public and private locations, utility box mural projects, and outdoor sculptural temporary exhibits, award of the annual Jack Streets Cultural Arts Commission Youth Scholarship to eligible graduating South San Francisco High School seniors; and engages in community funding and partnership.

The City and the Park and Recreation Department are committed to elevating childcare needs in the city. The Childcare Program operates three licensed preschools (Little Steps, Siebeck, and Westborough); four licensed after school recreation programs for school-age children Kindergarten-12 years old; two programs funded by the After School Educate and Safety (ASES) Program, called the R.E.A.L. (Recreation, Enrichment and Learning) Program designed for academic support for school age children Kindergarten–12 years old; seasonal summer, winter, and spring camps; and the Full of Fun Program for children and young adults with special needs. Programs such as Little Steps and ASES are offered at no cost to families.

A wide range of senior services are offered at the Roberta Cerri Taglia Center (formerly Magnolia Center), including picnics, movie screenings, blood pressure screenings, health insurance counseling, trips to events around the Bay Area, and other classes. The Roberta Cerri Taglia Center also includes an Adult Day Care Center.

The Sports Program includes Open Gym hours at Terrabay Gymnasium for sports such as basketball and badminton, and a fitness room. Elementary school age sports leagues through the RAPP basketball program and Junior Giants (baseball), middle school sports program at three middle schools, adult sports leagues in basketball and softball, oversees field and gym rentals, and other sport activities.

The Rentals Program manages internal and private use of the City’s community centers and picnic sites for meetings, parties, and other events.

All program areas support special events such as Concert in the Park, Halloween Extravaganza, the Thanksgiving Fun Run, and summer movie nights.

Despite this extensive offering of services, the City has identified additional recreational programming demand, specifically a strong demand for childcare, preschool programming, and after school care. The City’s three public preschools have multi-year waitlists, indicating an unmet demand for preschools in the area. A new preschool center is currently being planned for the Westborough Neighborhood. A Child Care Master Plan will be published in 2022. Likewise, the community expressed desire for additional ballet, private piano lessons, kindergarten readiness classes, gymnastics classes, yoga, exercise classes, and children’s art classes.**


Service Standards and Funding

In order to maintain the park and recreational standards for existing and future residents, the City requires an equitable, flexible, and sustainable funding approach. The acquisition of new parkland and the construction of new facilities is an important component of meeting existing and future population needs. Parks also require consistent investment in amenities to maintain a high-quality experience. Likewise, the ongoing maintenance, operations, and staffing help to extend the life of recreational amenities, and to provide recreational services to a diverse range of South San Francisco residents.

To achieve the vision of well-connected parks, open spaces, trails, and recreational facilities that serve all residents, employees, and guests, the City maintains park service standards for improved parkland, open space, and joint use facilities. Level of service standards are guidelines that define the condition of approval. The basic premise is that new development brings in more residents, placing a strain on the existing park, recreation, and childcare resources. These Development Impact Fees offset the impact by providing parks, recreational facilities, and childcare facilities to serve new residents. The City currently has impact fees for parks, childcare, and public art. Table 8 provides the service standards and current service ratios in South San Francisco.

<table>
<thead>
<tr>
<th>Types of Open Space</th>
<th>Standards (in acres per 1,000 residents)</th>
<th>Current Service Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Parkland</td>
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<td>2.4</td>
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<tr>
<td>Open Space</td>
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<tr>
<td>Joint Use Facilities</td>
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<td>All Park and Open Space Types</td>
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</tbody>
</table>

Table 8: Service Standards and Current Service Ratios in South San Francisco

With population growth anticipated to continue over the General Plan horizon (to 187,000), it is necessary to improve existing park deficiencies and develop new parks in areas anticipated to experience population and employment growth. An additional 214 acres of park and open space would be needed by 2040 to achieve the service standard of 5.5 acres of improved parkland per 1,000 residents. Much of this projected growth would be in sub-areas like East of 101, Lindenville, El Camino, and Downtown with fewer park resources.

The largest challenges to achieving this vision are sustainable funding sources, land/site acquisition, and maintenance. The City’s General Fund provides maintenance funding for parks, with most funding for new parks and improvements coming from grants and fees, including Development Impact Fees. However, the City’s parks and recreational facilities may not be able to maintain a funding level that sustains park and recreational facilities to match this anticipated level of growth, while also meeting the ongoing maintenance and operational standards. These funding deficiencies greatly impact the number of parks and facilities the City can build in the future, as well as the quality of service of existing and future parks. This will require the City to consider innovative park types, acquisition, and funding strategies, including widely accessible open space and temporary or pop-up facilities.

Park Access

Every South San Francisco resident should have access to parks, trails, and open spaces near their home. Parks can encourage physical activity, reduce disease, improve mental health, and support community resilience. While park access is important for everyone in the city, access is disproportionately lower in specific South San Francisco neighborhoods like Sunshine Gardens, El Camino, and Downtown. In neighborhoods like Downtown, lower park access also intersects with a high proportion of low-income households and high exposure to environmental pollution.

Figure 30 shows the areas in South San Francisco within a 10-minute walk (or 1/2 mile) of a park or open space. Westborough, Sign Hill, Terra Bella/Paradise Valley, and Change Park residents have the best access to parks, whereas Sunshine Gardens and Downtown residents have less access to parks. Efforts to increase park access, including site acquisition and joint use agreements should center the neighborhoods that have a history of insufficient park access. These neighborhoods would benefit from an increase of new, strategically placed outdoor spaces for recreation and new or improved recreational equipment. These could include short-term approaches like temporary or pop-up parks to meet immediate need, while efforts continue for longer park provision.
Planned and Proposed Parks
The General Plan provides an opportunity to advance a series of interconnected health, equity, and sustainability goals in the development of the parks and recreation system. The City has identified locations for planned and proposed parks and open spaces throughout the city, as shown in Figure 31. The proposed parks would significantly increase park access in the Westminster, Orange Park, and East of 101 planning sub-areas. Opportunities include:

- Identified locations for planned and proposed parks and open spaces throughout the city, encouraging active mobility, recreation, and gathering.
- New linear parks: Provide trail connections to parks and other trails throughout the city, encouraging active mobility, recreation, and gathering. These include the Railroad Avenue Linear Park (from US 101 to East Grand Avenue), Lindenwold Linear Park (from Treadwell Avenue to South Maple Avenue), Randolph Avenue Linear Park (from Airport Boulevard to Hillside Boulevard), and more connections to Centennial Way.
- A transformed Colma Creek: Connects new park and open space lands along new Colma Creek Trail to create opportunities for active recreation, social gathering, green infrastructure, and patches for natural habitat.
- A Downtown park: Supports a historically underutilized neighborhood with a significant population of young people.
- New parks East of 101 and Lindenville: Support new residential neighborhoods.
- New parks on former school sites: Work with SSFUSD to develop neighborhood and/or mini-parks with the redevelopment of those sites.
- New parks East of 101 and Lindenville: Support new residential neighborhoods.
- A Downtown park: Supports a historically underutilized neighborhood with a significant population of young people.
- New parks East of 101 and Lindenville: Support new residential neighborhoods.
- New parks on former school sites: Work with SSFUSD to develop neighborhood and/or mini-parks with the redevelopment of those sites.

Joint Use Facilities
Sunshine Gardens Elementary School joint use facility: Provides additional park resources in the Sunshine Gardens by means of partnership with SSFUSD at Sunshine Gardens Elementary School and El Camino Real High School.

- Joint use linear parks and trails: Provide joint-use parks and trails including the expansion and enhancement of Centennial Way (BART), Colma Creek linear park and trail (San Mateo County Flood and Sea Level Rise Resiliency District), PG&E Corridor Linear Park (from Linden Avenue to Randolph Avenue), PG&E Corridor Linear Park (from Centennial Way Trail to Hillside Boulevard), and the SFPLC Colma Creek Linear Park (south of Elwood Park).

Other partnership opportunities: Improve the overall levels of public park access by exploring new and emerging opportunities with SSFUSD, CalWater, Pt. BART, Caltrans, PG&E, and private companies within the city that maintain green spaces or privately-owned public open spaces.

Open Space
Skyline open space: Leverages the 30.5-acre vacant State-owned parcels between King Drive and Westminster Blvd, east of Skyline Blvd as a natural open space, trail system, and/or dog park.

Terrasay open space: Maintains open space north of South San Francisco Drive and provides trail connections to San Bruno Mountain.

The General Plan also provides the opportunity to continue to develop a system of well-connected parks and open spaces to support biodiversity, enable the movement of wildlife, and increase climate resilience. The transformation of Colma Creek and an improved urban forest are opportunities to improve connectivity for wildlife between larger open spaces and to create patches of natural habitat within the urban fabric.

Managing vegetation at parks and open spaces to support biodiversity by using various integrated pest management methods, reducing light pollution, reducing non-native species, and planting native species that provide valuable resources for native wildlife will support ecosystem health and increase resilience to the changing climate.

Figure 31: Existing and Potential Parks Sites

ImpROVED PARKLAND
Orange Memorial Park Expansion: The Orange Memorial Park Master Plan update is underway and explores the expansion of the park.

New linear parks: Provide trail connections to parks and other trails throughout the city, encouraging active mobility, recreation, and gathering. These include the Railroad Avenue Linear Park (from US 101 to East Grand Avenue), Lindenwold Linear Park (from Treadwell Avenue to South Maple Avenue), Randolph Avenue Linear Park (from Airport Boulevard to Hillside Boulevard), and more connections to Centennial Way.

A transformed Colma Creek: Co-locate new park and open space lands along new Colma Creek Trail to create opportunities for active recreation, social gathering, green infrastructure, and patches for natural habitat.

A Downtown park: Supports a historically underutilized neighborhood with a significant population of young people.

New parks East of 101 and Lindenville: Support new residential neighborhoods.

New parks on former school sites: Work with SSFUSD to develop neighborhood and/or mini-parks with the redevelopment of those sites.
GOAL PR-1: South San Francisco equitably provides improved parkland, recreational facilities, and services for all residents.

INTENT:
To advance distributive equity in the City’s improved parkland, recreational facilities, and services so that all residents can engage in recreational, arts, and educational opportunities.

Policy PR-1.1: Prioritize disadvantaged community park and recreation. Prioritize the delivery of improved parkland, recreational facilities, and services in disadvantaged communities as defined in the Community Health and Environmental Justice Element.

Policy PR-1.2: Strive to have all residents within a 10-minute walk access to parks. Strive to have all residents within a 10-minute walk of an improved park.

Policy PR-1.3: Design parks and facilities to meet universal access standards. Design parks and recreation facilities for universal access and multi-generational use, encouraging play by residents of all abilities and ages. Continue to improve existing parks and open spaces to accommodate the needs of users of all ages and abilities.

Policy PR-1.4: Ensure equitable distribution of park and recreation opportunities. Ensure accessible public facilities and services are equitably distributed throughout the city and are provided in a timely manner to keep pace with new development.

Policy PR-1.5: Use underutilized spaces for recreational services. Seek opportunities to use vacant and underutilized commercial and industrial buildings for recreational services, especially in disadvantaged communities.

Policy PR-1.6: Translate information for park and recreational programs. When appropriate, send targeted promotions and notifications related to parks, recreation, and City services in English, Spanish, Mandarin, Cantonese, and Tagalog.

Policy PR-1.7: Identify needs of underserved groups. In partnership with community members, identify the needs of youth, seniors, the disabled, children with special needs, people who do not speak English as a first language, disadvantaged groups, and people in neighborhoods underserved by parks, recreation, trails, and public facilities, and ensure facilities and programming serve the needs of these groups.

Policy PR-1.8: Match resident needs with services. Monitor demographics and needs of residents in neighborhoods throughout the city and match programming with neighborhood demographics and needs (e.g., more senior programming in neighborhoods with a substantial senior population) as part of the Parks and Recreation Master Plan process.

Policy PR-1.9: Support community events. Continue to support and permit special events in parks organized by community organizations helping to ensure these are self-sufficient over time.

PARKS AND RECREATION
GOAL PR-2: The city has an expanded network of improved parkland to accommodate the physical and social needs of users of all ages and abilities.

INTENT:
To increase the availability and connectedness of parks and gathering spaces in all neighborhoods of the City.

Policy PR-2.1: Meet improved parkland standard.
Maintain an interconnected system of community, neighborhood, mini, linear, and special-use parks that achieves a standard of 3.0 acres of improved parkland per 1,000 residents.

Policy PR-2.2: Use underutilized sites for improved parks.
Add improved parkland by improving existing underused sites, such as surface parking lots, to create new green space, recreation, and gathering areas in the parks system. Consider using sites as temporary / pop-up parks to meet near term needs.

Policy PR-2.3: Foster innovative park types.
Foster innovative park spaces to activate spaces and to meet the City’s existing and future recreation needs.

Policy PR-2.4: Determine alternative temporary park locations.
Determine potential locations for temporary park facilities, such as street-ends, single blocks, parking lots, and create pilot programs at these locations to test the closure in a temporary way.

Policy PR-3: South San Francisco maintains a network of open spaces that provide recreational opportunities and are managed to encourage healthy ecosystems, improve air and water quality, and adapt to a changing climate.

INTENT:
To increase the availability and connectedness of open spaces in the city and to leverage City-owned and maintained properties and resources to improve the ecological performance of all open spaces.

Policy PR-3.1: Meet open space standard:
Maintain a network of open spaces that achieves a standard of 1.5 acres of open space per 1,000 residents, preserving and seeking opportunities to expand open spaces areas like Sign Hill, along the San Francisco Bay and Colma Creek, and in other areas identified on Figure 31, while ensuring open spaces are accessible to people of all ages and abilities and support urban ecology.

Policy PR-3.2: Minimize environmental impact of support facilities:
Limit the number of support facilities in open space areas and design necessary improvements, such as fire roads, access roads, and parking facilities, to minimize environmental impacts and maintain the visual qualities of the open space.

Policy PR-3.3: Create new public access points to open spaces.
Seek opportunities to create new public access points to Sign Hill, San Bruno Mountain State and County Park, and the San Francisco Bay Trail and parks.

Policy PR-3.4: The City collaborates with a strong network of partners to improve and expand park and recreational opportunities across South San Francisco.

INTENT:
To increase the availability and accessibility of recreational opportunities through joint use, development agreements, and other arrangements with public agency partners, private entities, and volunteer groups.

Policy PR-4.1: Meet joint use access facilities standard.
To complement and extend City park and recreational service delivery, maintain a service target of 1.0 acres of joint use facilities per 1,000 residents.

Policy PR-4.2: Coordinate with South San Francisco Unified School District on facility access.
Work closely with South San Francisco Unified School District to transform former school sites like Fosdike and Serra Vista to park space, childcare facilities, and multifamily housing.

Policy PR-4.3: Partner with South San Francisco Unified School District to transform former school sites.
Partners with South San Francisco Unified School District to support the conversion of former school sites such as Fosdike and Serra Vista to park space, childcare facilities, and multifamily housing.

Policy PR-4.4: Maintain Caltrain plaza joint use improvement.
Maintain a joint use agreement with Caltrain for public access at the Downtown Plaza / westside entry to the Caltrain Station, particularly in neighborhoods with neighboring property owners to maintain the site.

Policy PR-4.5: Maintain Bay Area Rapid Transit (BART) joint use agreement.
Maintain a joint use agreement with Bay Area Rapid Transit for public access along the Caltrain Trail as well as improved parkland in sub-areas to provide publicly accessible private maintained open space as part of a developer agreement Memorandum of Understanding, or similar legally binding agreement with the city. Establish standards for private parks so that their quality is on par with public parks. Require the identification of an entity responsible for park maintenance, adoption of maintenance standards and guarantees of a funding source for long-term maintenance.

Policy PR-4.6: Provide publicly accessible, open park space.
Work with non-residential development projects in the East of 101, Lindendale, and El Camino Real to provide publicly accessible, private maintained open space as part of a developer agreement Memorandum of Understanding, or similarly legally binding agreement with the city. Establish standards for private parks so that their quality is on par with public parks. Require the identification of an entity responsible for park maintenance, adoption of maintenance standards and guarantees of a funding source for long-term maintenance.

Policy PR-4.7: Support non-profit partnerships for park maintenance and programming.
Support internal processes to encourage partnerships with other agencies, volunteer groups, and nonprofit groups. Partner with nonprofit organizations for park and trail maintenance, funding, and programming.
GOAL PR-5: Downtown has improved access to parks, gathering spaces, and public amenities.  

INTENT:  
To increase the availability and accessibility of public, open spaces in Downtown. To remedy the environmental burdens and lack of green/open space within Downtown.

Policy PR-5.1: Create downtown network of parks.  
Building on the Cypress & Pine Playlot, City Hall Tot Lot, and City Hall open space, create a network of mini parks, green streets, plazas, and other public open spaces Downtown and develop a clearly marked system of walkways to connect these spaces.

Policy PR-5.2: Expand Downtown park acquisition opportunities.  
Seek opportunities to acquire property, including former Redevelopment Agency sites, utility rights-of-way, and other vacant and underutilized properties to connect into parkland in Downtown.

Policy PR-5.3: Partner with private developers to facilitate community gathering spaces in Downtown.  
Work with development projects in Downtown to provide arts and recreation services in community spaces.

GOAL PR-6: The City provides convenient and safe trails and other pedestrian connections throughout the community.  

INTENT:  
To ensure the community has access to safe and reliable pedestrian and bicycle connections to promote physical activity and to increase access to parks and open space.

Policy PR-6.1: Maintain and expand trail connectivity.  
Maintain and expand an interconnected network of trails, greenways, and active transportation.

Policy PR-6.2: Connect parks to trails.  
When possible, connect parks, recreational facilities, and open spaces to the trail network and Class 1 bicycle connections identified in the Active South City Plan.

Policy PR-6.3: Maintain and expand trail system.  
Maintain and expand the San Bruno Mountain State and County Park, improve accessibility to San Bruno Mountain State and County Park from Hillsdale Boulevard by removing fencing, improving signage, and allowing visitors to park at Hillsdale Elementary during weekends.

Policy PR-6.4: Provide sidewalk, trail, and transit links to parks.  
Provide complete sidewalk networks to serve local parks. Improve the usefulness of transit as a way of getting to parks. Expand tree canopy cover to increase environmental benefits.

Policy PR-6.5: Improve trail amenities and safety.  
Ensure trails have seating, shade, signs, ruler-trails, and other amenities. Improve trail safety with appropriate lighting and better pedestrian and bicycle access.

Policy PR-6.6: Ensure visibility along the Bay Trail.  
Work with developers and property owners facing the San Francisco Bay Trail to ensure that the trail is unimpeded, well-maintained and that there are clear sight lines along trails.

Policy PR-6.7: Provide educational signage about biological resources.  
In coordination with San Mateo County and other partners, incorporate interpretive signage along Colma Creek, the Bay Trail and in other open spaces that educate community members and visitors about the unique biological resources in South San Francisco.

Policy PR-6.8: Provide educational signage related to urban forestry and tree planting.  
In coordination with San Mateo County and other partners, incorporate interpretive signage along Colma Creek, the Bay Trail and in other open spaces that educate community members and visitors about the unique biological resources in South San Francisco.

Policy PR-6.9: Modernize aquatics facilities.  
Continue to renovate existing pools to upgrade play features and add play elements to existing open spaces where feasible.

Policy PR-6.10: Reduce undeserved parks.  
Continue to redesign underserved parks to update programming to attract more users where feasible.

Policy PR-6.11: Redesign underused parks.  
Continue to redesign underused parks to update programming to attract more users where feasible.

Continue to redesign underused parks to update programming to attract more users where feasible.

Policy PR-6.13: Incorporate a public art in parks and open spaces.  
Incorporate permanent and temporary public art, including from local artists, throughout parks and other opportunities to implement the Public Art Master Plan in parks.

Integrate sustainability strategies into City-owned landscapes to expand tree cover, improve water quality, reduce the need to irrigate landscapes, and lower water costs. This includes green infrastructure and stormwater capture, drought resistant plants, native plants, and the use of recycled water for irrigation.

Policy PR-6.15: Ensure lighting and visibility in parks.  
Ensure parks are safe by providing lighting, orienting building facades towards parks, incorporating wayfinding signage, and providing clear lines of sight.

Policy PR-6.16: Provide historical education in parks.  
Add plaques, signage, and public art that celebrates South San Francisco’s history and culture in parks.

Policy PR-6.17: Install electric vehicle parking at City parks and facilities.  
Install electric vehicle charging infrastructure at City-owned parks and facilities.

Policy PR-6.18: Integrate sustainability into open space management and ecology.  
Continue to renovate existing pools to upgrade play features and add play elements to existing open spaces where feasible.

Policy PR-6.19: Redesign underused parks.  
Continue to redesign underused parks to update programming to attract more users where feasible.

Policy PR-6.20: Modernize aquatics facilities.  
Seek opportunities to replace and expand the indoor pool at Orange Park to continue to provide benefits from aquatics programming.

GOAL PR-7: South San Francisco provides well-maintained and sustainable parks and recreational facilities to meet the needs of current and future residents.  

INTENT:  
To ensure the community’s parks are well-maintained and meet the diverse needs and interests of all residents.

Policy PR-7.1: Meet park and facility maintenance staffing targets.  
Strive to achieve a ratio of 0.75 full time and part time maintenance staff per 20 acres.

Policy PR-7.2: Meet park and facility maintenance targets.  
Strive to achieve a ratio of 0.75 full time and part time maintenance staff per 20 acres.

Policy PR-7.3: Maintain and expand trail system.  
Maintain and expand the San Bruno Mountain State and County Park, improve accessibility to San Bruno Mountain State and County Park from Hillsdale Boulevard by removing fencing, improving signage, and allowing visitors to park at Hillsdale Elementary during weekends.

Policy PR-7.4: Upgrade playgrounds.  
Continue to renovate existing playgrounds to upgrade play features and add play elements to existing open spaces where feasible.

Policy PR-7.5: Redesign underused parks.  
Continue to redesign underused parks to update programming to attract more users where feasible.

Policy PR-7.6: Modernize aquatics facilities.  
Seek opportunities to replace and expand the indoor pool at Orange Park to continue to provide benefits from aquatics programming.

Policy PR-7.7: Reuse open space in parks.  
Incorporate permanent and temporary public art, including from local artists, throughout parks and other opportunities to implement the Public Art Master Plan in parks.

Policy PR-7.8: Integrate sustainable landscape strategies.  
Integrate sustainability strategies into City-owned landscapes to expand tree cover, improve water quality, reduce the need to irrigate landscapes, and lower water costs. This includes green infrastructure and stormwater capture, drought resistant plants, native plants, and the use of recycled water for irrigation.

Policy PR-7.9: Ensure visibility and lighting in parks.  
Ensure parks are safe by providing lighting, orienting building facades towards parks, incorporating wayfinding signage, and providing clear lines of sight.

Policy PR-7.10: Provide historical education in parks.  
Add plaques, signage, and public art that celebrates South San Francisco’s history and culture in parks.

Policy PR-7.11: Install electric vehicle charging at City parks and facilities.  
Install electric vehicle charging infrastructure at City-owned parks and facilities.

For related policies and implementation actions related to open space management and ecology, see Goal ES-1.

For related policies and implementation actions related to building and facility maintenance, see Goal ES-3 and CP-5.
GOAL PR-8: Parks and recreational facilities have the appropriate staffing to offer high-quality recreational programs and offerings for residents of all ages.

INTENT:
To expand programming capacity to effectively serve South San Francisco’s diverse community.

Policy PR-8.1: Meet Recreational Services Program staffing target. Strive to achieve a ratio of 15 full time and part time recreation program staff per 10,000 residents.

Policy PR-8.2: Provide varied recreational programming. Provide a variety of programming to ensure all residents have the opportunity to live healthy, active, and social lifestyles, including aquatics, fitness, library programs and events.

Policy PR-8.3: Maximize class offerings. Maximize successful class offerings by increasing class size limits or offering more sessions/times.

Policy PR-8.4: Provide cultural diversity in program offerings. Recognize the city’s diverse cultural influences and incorporate them into space planning and programming.

Policy PR-8.5: Provide multigenerational spaces. Continue to enhance multi-generational use of existing facilities that support a variety of programming needs.

Policy PR-8.6: Expand performing arts programs and facilities. Continue to provide facilities and service offerings to support South San Francisco’s thriving performing arts community.

Policy PR-8.7: Expand environmental stewardship programs. Recognize the unique ecological resources in the city through expanded recreational programming about ecology and environmental stewardship.

Policy PR-8.8: Connect services through shuttles. Continue to provide and expand when feasible connections to public services and programming by expanding the City Shuttle service and the City’s van program for medically frail older adults or by bringing “pop-up” services to neighborhoods underserved by public facilities, services, and programs.

Policy PR-8.9: Provide youth skill-building opportunities. Explore skill-building opportunities and programs that involve young people in parks and recreational service development and maintenance.

Policy PR-8.10: Involve youth in enrichment programs. Ensure that City-run enrichment programs promote racial and social equity by ensuring that young people—and especially youth of color and youth from other historically disenfranchised communities—are involved in (and ideally leading) City-run enrichment programs.

For related policies and implementation actions related to recreational programs for childcare and preschool and older adults and seniors, see Goals PR-9 and PR-7.

For related policies and implementation actions related to recreational programming and equity, see Goal PR-1. For related policies and implementation actions related to recreational facility maintenance and expansion, see Goal PR-7.

Policy PR-8.11: Explore park stewardship. Explore creating a program to train and hire SSF residents for maintenance and stewardship of open spaces.

For related policies and implementation actions related to recreational programs for childcare and preschool and older adults and seniors, see Goals PR-9 and PR-7.

For related policies and implementation actions related to recreational programming and equity, see Goal PR-1. For related policies and implementation actions related to recreational facility maintenance and expansion, see Goal PR-7.

GOAL PR-9: South San Francisco maintains quality childcare and preschool programs citywide.

INTENT:
To enhance the quality of childcare and preschool and to expand (city, private, and public) childcare opportunities and services throughout the city.

Policy PR-9.1: Enhance Childcare Program. Maintain and continue to improve the City’s Childcare Program to enhance the quality of childcare and preschool in the city.


Policy PR-9.3: Expand childcare options. Expand availability of affordable childcare and preschool for people of all income levels, with particular emphasis on lower-income families particularly in Downtown, Westborough/Winston Serra, and the new residential area of Lindenville.

Policy PR-9.4: Support business development for childcare. Encourage private preschools and childcare facilities to open in South San Francisco, particularly in neighborhoods with young children, employment land uses, and neighborhoods currently underserved by preschool and childcare facilities.

Policy PR-9.5: Advocate for childcare. Advocate in support of state and federal funding and programs that subsidize or expand early childhood education.

For related policies and implementation actions related to recreational programming and equity, see Goals PR-1 and PR-8.
GOAL PR-10: South San Francisco provides engaging and convenient programming and services for older adults.

**INTENT:**
To ensure older adults throughout the city have easy access to the recreational and education opportunities they need.

**Policy PR-10.1: Expand Senior Services Program.**
Seek opportunities to expand the wide range of older adult and senior services provided by the City, including recreation, education, and social programs, health screenings, and other enrichment opportunities.

**Policy PR-10.2: Maintain Adult Day Care Program.**
Continue to operate an Adult Day Care program to provide socialization, enrichment, and exercise activities to frail and/or impaired older adults with disabilities.

**Policy PR-10.3: Partner with San Mateo County to extend senior services.**
Continue to collaborate with San Mateo County and other outside entities to expand the reach of senior services, such as the Great Plates Delivered Program.

**Policy PR-10.4: Provide shuttle and van service to senior services.**
Continue to provide and expand when feasible connections to older adult and senior services by maintaining service to Roberta Cerri Teglia Center and seeking opportunities to expand the South City Shuttle service and the City’s van program for medically frail older adults.

**Policy PR-10.5: Publish Senior Connections Newsletter.**
Continue to publish the Senior Connections Newsletter free to South San Francisco seniors.

For related more general policies and implementation actions related to recreational programming, see Goal PR-8.

GOAL PR-11: South San Francisco maintains an equitable, flexible, and sustainable funding approach to maintain park and recreational standards for existing and future residents.

**INTENT:**
To create a sustainable funding approach from a diversity of sources.

**Policy PR-11.1: Diversify park funding.**
Provide reliable and diversified funding for park development, capital improvement, maintenance, and operations. Pursue all opportunities, including use of the general fund, donations, conservation easements, inheritance trusts, naming rights, community facilities district, lighting and landscape districts, and developer incentives.

**Policy PR-11.2: Reduce long term operations and maintenance costs.**
Identify ways to reduce the City’s long-term operations and maintenance costs, such as adopting more energy efficient technologies for park and recreation facilities, using low water landscape palettes and recycled water for irrigation, or exploring the use of artificial turf, alternative materials and other types of ground cover that do not require heavy maintenance or frequent mowing.

**Policy PR-11.3: Regularly review developer impact fees.**
Regularly review (at least every 3 years) and adjust park, recreation, and childcare impact fees to work towards the City’s service standard, and to account for the changing cost of land, facilities, and equipment. Consider fees by geographic area in the city to account for different land costs. Explore annual fees for city maintenance.

**Policy PR-11.4: Seek grant funding to help fund capital projects.**
Continue to seek grant funding to help fund capital projects.

**Policy PR-11.5: Explore bond funding.**
Explore opportunities for bond measures to fund maintenance, park operations, and park and recreational amenity investments.

**Policy PR-11.6: Provide publicly accessible private open space.**
Work with private developers and property owners to construct and maintain the improved parkland to serve new development through development regulations and development agreements.

**Policy PR-11.7: Explore alternative funding sources.**
Study potential for using parcel taxes or developing community facilities districts to fund facility development and maintenance.

**Policy PR-11.8: Explore allowing limited economic activity in public spaces.**
Lease parts of public spaces, parks and select sidewalks to private businesses and non-profit organizations to activate the space with programs and activities, such as small product vendors, bike rental, community garden plots, exercise programs, and larger events and festivals.

**Policy PR-11.9: Combined State, local, and federal childcare funds.**
Ensure that State, local, and federal childcare funds are maximized, secured, and leveraged for the benefit of South San Francisco families accessing child care.
## IMPLEMENTATION ACTIONS

Refer to the Implementation Matrix within the "Our Plan to Get There" chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.

### GOAL PR-1: South San Francisco equitably provides improved parkland, recreational facilities, and services for all residents.

<table>
<thead>
<tr>
<th>Policy PR-1.4</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action PR-1.4.1: Provide targeted recreational services.</td>
<td>Explore opportunities to provide and subsidize more recreational services to targeted populations (e.g., youth, older adults, persons with disabilities, and low-income populations).</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### GOAL PR-2: The city has an expanded network of improved parkland to accommodate the physical and social needs of users of all ages and abilities.

<table>
<thead>
<tr>
<th>Policy PR-2.1</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action PR-2.1.1: Adopt and Implement Parks and Recreation Master Plan.</td>
<td>Adopt and implement the Parks and Recreation Master Plan, updating the Plan every 5-10 years. Develop the proposed parks identified in the Parks and Recreation Master Plan. Include new categories in parks classification system: San Mateo County-owned park trailheads, SSFUSD properties the public can access per joint use agreements, and privately-owned public open spaces, among others.</td>
<td>High</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-2.1.2: Complete update of the Orange Memorial Park Master Plan.</td>
<td>Complete update and implement the Orange Memorial Park Master Plan.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### GOAL PR-4: The City collaborates with a strong network of partners to improve and expand park and recreational opportunities across South San Francisco.

<table>
<thead>
<tr>
<th>Policy PR-4.2</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action PR-4.2.1: Establish Sunshine Gardens Shared use agreement.</td>
<td>Establish a partnership with the South San Francisco Unified School District to provide access to Sunshine Gardens Elementary School open space areas.</td>
<td>High</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action PR-4.2.2: Provide recreational programming in joint use facilities.</td>
<td>Coordinate with the South San Francisco Unified School District and San Mateo County Health Department, as well as local health providers and other community organizations, to provide recreational programming not offered in nearby public parks or recreation centers, such as after-school fitness and education programs.</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### GOAL PR-5: Downtown has improved access to parks, gathering spaces, and public amenities.

<table>
<thead>
<tr>
<th>Policy PR-5.1</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action PR-5.1.1: Provide targeted recreational services.</td>
<td>Explore opportunities to provide and subsidize more recreational services to targeted populations (e.g., youth, older adults, persons with disabilities, and low-income populations).</td>
<td>High</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-5.1.2: Designate new Downtown/Lindenville park site.</td>
<td>Designate a site for a new neighborhood park adjacent to Downtown and Lindenville on the block bounded by Railroad Avenue, Spruce Avenue, Colma Creek, and Linden Avenue and require parkland dedication.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-5.1.3: Study City Hall park space opportunities.</td>
<td>Study opportunities to expand active park space on the City Hall property.</td>
<td>Low</td>
<td>Capital Projects (CM)</td>
</tr>
</tbody>
</table>

### GOAL PR-6: The City provides convenient and safe trails and other pedestrian connections throughout the community.

<table>
<thead>
<tr>
<th>Policy PR-6.1</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action PR-6.1.1: Create Colma Creek trail.</td>
<td>Create a trail along Colma Creek from the Bay Trail to Orange Memorial Park to accommodate bicycling, public art, and native and high-value landscaping.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-6.1.2: Implement active transportation improvements to parks and open space.</td>
<td>Implement new active transportation connections to the Centennial Way Trail, Colma Creek, and the San Francisco Bay Trail.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Action PR-6.1.2: Implement Centennial Trail vision plan.</td>
<td>Seek opportunities to create mid-block access to Centennial Way trail.</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-6.1.4: Develop Pacific Gas and Electric and Union Pacific trails.</td>
<td>Partner with Pacific Gas &amp; Electric and Union Pacific to reuse utility corridors and rail rights-of-way as trails.</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>Action PR-6.1.5: Require new development to link to trails.</td>
<td>Require new development to tie into the park and trail system by providing linkages to existing parks or dedicating new park land or trail easements.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>
### GOAL PR-7: South San Francisco provides well-maintained and sustainable parks and recreational facilities to meet the needs of current and future residents.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy PR-7.4</strong></td>
<td>Action PR-7.4.1: Complete pool design and financing studies. Move forward with design and financing studies for new pool.</td>
<td>High</td>
<td>Capital Projects (CM)</td>
</tr>
<tr>
<td></td>
<td>Action PR-7.4.2: Adopt Public Art Master Plan. Adopt and implement the Public Art Master Plan, updating the Master Plan every 5-10 years.</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action PR-7.4.3: Facilitate community engagement on public art selection. Establish a process to allow community input into public art selection.</td>
<td>Low</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action PR-7.4.4: Support community-based creation of public art. Develop and coordinate community-based efforts to create public art pieces.</td>
<td>Low</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### GOAL PR-8: Parks and recreational facilities have the appropriate staffing to offer high-quality recreational programs and offerings for residents of all ages.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy PR-8.10</strong></td>
<td>Action PR-8.10.1: Identify and pilot enrichment programs. Identify and pilot new ways to engage young people and their families who have not previously participated in City-run enrichment programming – and use these efforts to identify common reasons youth and families have not participated in these community resources.</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action PR-8.10.2: Target locations for enrichment programs. Use targeted locations and coordinate with existing programs/organizations to strengthen and expand youth development opportunities specifically for youth of color and youth from historically disenfranchised communities.</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
</tbody>
</table>

### GOAL PR-9: South San Francisco maintains quality childcare and preschool programs citywide.

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy PR-9.1</strong></td>
<td>Action PR-9.1.1: Implement Child Care Master Plan. Adopt and implement the Child Care Master Plan, updating the Plan every 5-10 years.</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.1.2: Expand funding for universal preschool. Continue exploring possible funding to establish and maintain universal preschool or to establish universal preschool for lower-income families.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.2.1: Update Zoning code for childcare. Update the Zoning Code to:</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>• Allow large family care homes by right in residential units as required by Senate Bill 234 (2019).</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>• Allow childcare facilities by right in all residential land use designations when located within one-quarter of a mile from public and institutional uses, e.g., schools and churches.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>• Allow childcare facilities in residential neighborhoods that meet specified performance standards.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>• Allow childcare facilities in mixed-use districts East of 101 and in Lindenville.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>• Allow childcare facilities by right in the business technology park land use designation.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td><strong>Policy PR-9.3</strong></td>
<td>Action PR-9.3.1: Implement Child Care Master Plan. Adopt and implement the Child Care Master Plan, updating the Plan every 5-10 years.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.3.2: Maintain land inventory for childcare. Conduct an inventory of property that may be converted or developed into public or private Early Childcare Education facilities.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.3.3: Explore parking reductions for childcare facilities.</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.3.4: Provide incentives for new development to create childcare facilities. Provide incentives to new development to create childcare facilities as a community benefit. Encourage new development to provide on-site childcare facilities rather than paying an in-lieu fee.</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.3.5: Coordinate citywide childcare programs. Coordinate and integrate childcare programs with existing housing, community, and social programs as described in the Child Care Master Plan.</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td><strong>Policy PR-9.4</strong></td>
<td>Action PR-9.4.1: Explore grant funding for childcare. Explore the provision of one-time grants to Family Child Care homes for zoning permit application or to update homes to be ready for babies and toddlers, including removing penalties for those who want to legalize their Family Child Care homes.</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action PR-9.4.2: Create and maintain online portal for childcare. Create and maintain an online portal and resources for childcare business development.</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
</tbody>
</table>
### PERFORMANCE METRICS

#### PERFORMANCE METRIC: Park service ratio

<table>
<thead>
<tr>
<th>Target</th>
<th>3 acres of improved parkland per 1,000 residents,</th>
<th>0.5 acres park acres per 1,000 employees,</th>
<th>1.5 acres of open space per 1,000 residents,</th>
<th>1.0 acres of joint use open space per 1,000 residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks inventory, US Census Bureau ACS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### PERFORMANCE METRIC: Park access

<table>
<thead>
<tr>
<th>Target</th>
<th>1 park, trail, open space, or privately-owned public open space within a 10-minute walk (1/2 mile) of residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks inventory, US Census Bureau ACS</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation, Planning Division</td>
</tr>
</tbody>
</table>

#### PERFORMANCE METRIC: Miles of Trails

<table>
<thead>
<tr>
<th>Target</th>
<th>15 Miles of trails</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks and Rec Trail Inventory</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
</tr>
</tbody>
</table>

#### PERFORMANCE METRIC: Program, Facility, and Maintenance Staffing

<table>
<thead>
<tr>
<th>Target</th>
<th>1.0 full time equivalent custodian (porter) per 25,000 square feet,</th>
<th>1 full time equivalent maintenance staff person (for repairs and system maintenance) per 50,000 square feet of building area (per Facility Manager Pulse)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks and Rec Operating Budget, Parks Inventory, US Census Bureau ACS Parks and Rec Trail Inventory</td>
<td></td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
<td></td>
</tr>
</tbody>
</table>

#### PERFORMANCE METRIC: Percent of Recreational Services Program utilization

<table>
<thead>
<tr>
<th>Target</th>
<th>75% Recreational Services section program utilization (as defined as the number of participants divided by program capacity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Participants in the Recreational Services section, including Aquatics, Classes, Cultural Arts, Childcare, Senior Services, Sports, Rentals, and Special Events.</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
</tr>
</tbody>
</table>

#### MAINTENANCE STAFF PER 10 ACRES OF PARK AND OPEN SPACE LAND: 1 STAFF MEMBER

#### PERFORMANCE METRIC: Miles of Trails

<table>
<thead>
<tr>
<th>Target</th>
<th>11 Miles of trails</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks and Rec Trail Inventory</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
</tr>
</tbody>
</table>

#### CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.

<table>
<thead>
<tr>
<th>Target</th>
<th>97% of residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>Parks inventory, US Census Bureau ACS</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Parks &amp; Recreation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>2021 Data</th>
<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Parkland</td>
<td>2.4 Acres</td>
<td>3.0 Acres</td>
<td>Parks inventory, US Census Bureau ACS</td>
<td>Parks &amp; Recreation</td>
</tr>
<tr>
<td>Improved Parkland, Employees</td>
<td>6.8 Acres</td>
<td>6.5 Acres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Space</td>
<td>2.8 Acres</td>
<td>1.5 Acres</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Use</td>
<td>1.2 Acres</td>
<td>1.2 Acres</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>2021 Data</th>
<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park access</td>
<td>97% of residents</td>
<td></td>
<td>Parks inventory, US Census Bureau ACS</td>
<td>Parks &amp; Recreation, Planning Division</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>2021 Data</th>
<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
</tr>
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<tbody>
<tr>
<td>Miles of Trails</td>
<td>11 Miles of trails</td>
<td></td>
<td>Parks and Rec Trail Inventory</td>
<td>Parks &amp; Recreation</td>
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<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
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<tbody>
<tr>
<td>Program, Facility, and Maintenance Staffing</td>
<td></td>
<td></td>
<td>Parks and Rec Operating Budget, Parks Inventory, US Census Bureau ACS Parks and Rec Trail Inventory</td>
<td>Parks &amp; Recreation</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>2021 Data</th>
<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Recreational Services Program utilization</td>
<td></td>
<td></td>
<td>Participants in the Recreational Services section, including Aquatics, Classes, Cultural Arts, Childcare, Senior Services, Sports, Rentals, and Special Events.</td>
<td>Parks &amp; Recreation</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Performance Metric</th>
<th>2021 Data</th>
<th>Target</th>
<th>Data Source</th>
<th>Department Responsible</th>
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<td>Program, Facility, and Maintenance Staffing</td>
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CHAPTER 11

Equitable Community Services

PART III: OUR PEOPLE

Community Engagement

Opportunity and Access
WHERE WE WANT TO BE IN THE FUTURE

South San Francisco applies an inclusive engagement process that allows everyone to take part in City decision-making that impacts their lives. A diverse team of City staff proactively incorporates equity into all decisions and considers potential equity implications in their day-to-day work and funding decisions when developing new policies, programs, and procedures.

Race no longer determines one’s socio-economic and health outcomes in South San Francisco and everyone has an opportunity to thrive.

All South San Francisco residents, regardless of ability, neighborhood, or economic background, have access to quality programming and facilities.

All South San Francisco children and youth have access to high-quality educational enrichment opportunities.

All South San Francisco residents, especially residents of color, feel safe and have a sense of belonging in their neighborhoods.

South San Francisco public libraries serve as centralized hubs for educational and social services.

How Our Plan Gets Us There

Though equity is like equality, they are not the same thing. Equality means everyone receives the same thing regardless of any other factor. Equity, on the other hand, is about ensuring that people have access to the same opportunities to thrive and succeed. An equity lens recognizes that people may have different starting points and may need different types and levels of support to flourish. Thus, equity is achieved when socio-economic and environmental factors, such as race, income, education, or place, can no longer be used to predict health, economic, or other well-being outcomes.

The following dimensions of equity are considered in the General Plan update:

• Procedural: Create processes that are transparent, fair, and inclusive in developing and implementing any program, plan, or policy. Ensure that all people are treated openly and fairly.

• Structural: Make a commitment to correct past harms and prevent future unintended consequences. Address the underlying structural and institutional systems that are the root causes of social and racial inequities.

• Distributional: fairly distribute resources, benefits, and burdens. Prioritize resources for communities that experience the greatest inequities, disproportionate impacts, and have the greatest unmet needs.

By equitably planning and prioritizing growth for the future, the City of South San Francisco can ensure that all residents have the opportunity to thrive. This General Plan applies an equity lens in all elements. Specifically, this Equitable Community Services Element provides the opportunity to address the underlying causes of inequities through topics such as community engagement, implementation of the 2021 South San Francisco Racial and Social Equity Action Plan, and prioritizing amenities and services in disadvantaged communities.

Performance Metrics

Refer to page 253 to view a full list of Performance Metrics for this chapter.

1 PERFORMANCE METRIC

Equity in City decision-making

Target: Increase in the percentage of Spanish, Mandarin, Cantonese, and Tagalog speakers, Latinos, Asian, and Pacific Islanders, and residents of varying abilities (blind, deaf, mobile impairment, mental or emotional condition) who participate in the City’s boards and commissions; so that their participation rates are closer to their respective City-wide population percentages. Continue to ensure that inclusive engagement is employed in all programs and procedures.

2 PERFORMANCE METRIC

Equity in City operations

Target: Increase in the number of racial equity impact assessments (REIAs) and equity capacity building trainings conducted annually by each City department.

3 PERFORMANCE METRIC

Distributional equity

Target: Increase in the percentage of the City’s budget and resources allocated in creating public facilities, community programming, and services in disadvantaged communities. 
KEY ISSUES AND OPPORTUNITIES

Welcoming and Diverse Community

One of South San Francisco’s greatest strengths is the diversity of its people. Since 1990, no racial/ethnic group has represented a majority of the City’s population. Today, Asian Pacific Islanders and Latinos are the largest racial/ethnic groups, with the majority of Asian Pacific Islanders residing in the Westborough planning sub-area and most Latinos residing in the Downtown sub-area (see Figure 32). Residents of all generations take pride in this racial/ethnic diversity, and they support one another through volunteerism and community service. Moreover, in terms of linguistic diversity, more than half of all South San Franciscans speak a language other than English at home. The most frequently spoken languages at home other than English are Spanish, Mandarin, Cantonese, and Tagalog (see Figure 33). However, linguistic isolation exists in South San Francisco with nearly a quarter of the population speaking English less than very well. This Equitable Community Services Element is an opportunity for the City to ensure it conducts public processes in a multi-lingual and inclusive manner, so that all residents have an opportunity to voice their opinions now and into the future.

Access to Opportunity

Known as the industrial city and the birthplace of biotechnology, South San Francisco has a strong economy that provides significant access to opportunity. For example, existing production, distribution, and warehousing companies often provide higher wage jobs for employees with lower educational levels. Moreover, life sciences, biotechnology, and research and development employers regularly invest in local science, technology, engineering, and math (STEM) education and training programs for the city’s children and youth. At the same time, there is a strong presence of local small businesses, including mom and pop shops, throughout the city. The City also actively problem solves and has taken initiative in addressing socioeconomic inequities, such as through the approval of an increase in minimum wage and the implementation of the South San Francisco Commission on Racial and Social Equity Report and Action Plan. These aim to redress barriers and structural conditions that have long disadvantaged marginalized groups.


Figure 32: Race and Ethnicity by Sub-Area (ranked by largest total population)

Figure 33: Languages Spoken at Home

Figure 32: Race and Ethnicity by Sub-Area (ranked by largest total population)

Figure 33: Languages Spoken at Home

Moreover, disparities in access to opportunity persist in the community. Educational attainment is low in areas of Downtown, with less than 20% of residents holding at least a bachelor’s degree (see Figure 34). Service and production occupations in the city are at long-term risk from increasing automation of routine manual tasks and from increasing market pressures for the conversion of industrial buildings to housing, office, entertainment, and other uses. Finally, the Downtown sub-area is at especially heightened risk of future gentrification and displacement due to its proximity to desirable transit and neighborhood amenities, high percentage of low-income residents and people of color, high number of cost-bounded rental units, and high concentration of naturally occurring affordable housing units that are vulnerable to price or rent increases. Given these market pressures and potential future development, the City has an opportunity through the General Plans to ensure that new development and new employers invest in local hire, job training, affordable housing, and other efforts that equitably expand access to opportunity for existing and future low-income South San Franciscans.

South San Francisco owns and operates a robust and distributed network of existing public facilities to advance equity across the city (see Figure 35), such as recreational facilities, libraries, and police and fire buildings. The City provides free public library and library services at three facilities: the Main Library, the Grand Avenue Branch Library, and the Community Learning Center. In addition, as described in the Ambulandy and Accessible Parks & Recreation Element, the City maintains ten indoor and outdoor recreational facilities for sports, social gatherings, camps, licensed preschool, senior programs, Adult Day Care, aquatics programming, and other uses. To meet the needs of a growing community, the City broke ground on a new Community Civic Campus in 2020. The Community Civic Campus includes a new library, music rooms, exercise and dance rooms, classrooms, social and cultural gatherings and events, and meeting rooms, and will meet many of the recreation needs identified in the City’s Parks and Recreation Master Plan. The City is also moving forward with the design and exploration of a new, larger aquatic center and an additional preschool center in Westborough.

Moreover, the South San Francisco Unified School District (SSFUSD) operates 25 schools with at least one school located in every residential neighborhood of the city. Currently, the City has a joint-use agreement with SSFUSD, which allows residents to use school facilities for recreational uses and allows the City to offer before and after school programs at nine SSFUSD elementary schools, three middle schools, and three high schools. Additionally, the City operates licensed before and after school childcare and summer camps at six SSFUSD school sites. The Library and Parks and Recreation departments offer grant-funded after school enrichment programs for three Title 1 schools, Martin, Los Carrillos, and Spruce, as well as in after-school services and programs and safe places for youth to gather and learn outside of school hours.

Figure 35: All Facilities
GOAL ECS-1. All residents are engaged in decisions that impact their lives.

INTENT: To advance equity in City decision-making processes.

Policy ECS-1.1: Enhance language accessibility for City processes. Enhance language accessibility and public participation for all City meetings and processes.

Policy ECS-1.2: Provide live multilingual interpretation. Provide simultaneous multilingual interpretation at community meetings and translate all meeting materials into Spanish, Simplified Chinese or Traditional Chinese, and Tagalog. Incorporate participatory facilitation techniques at all public meetings.

Policy ECS-1.3: Establish equitable engagement practices. Engage community members most impacted by racial and social inequities, including youth of color, in South San Francisco.

Policy ECS-1.4: Engage Youth Commission. Engage the South San Francisco Youth Commission to increase youth residents’ influence on policy and decision-making.

Policy ECS-1.5: Maintain diversity in boards and commissions. Recruit adult community members most impacted by racial and social inequities to serve on the City’s boards and commissions. Seek to ensure that the City’s boards and commissions reflect the rich diversity of South San Francisco.

Policy ECS-1.6: Continue ongoing community meetings. Hold community meetings and focus groups to gather community input into City decision-making processes. Locate these community meetings in locations and at times that are convenient for community members. Provide and promote opportunities for low- or no-cost meeting rooms in City facilities for community groups and local organizations as incentives for strengthening community engagement.

GOAL ECS-2. South San Francisco is a leader in incorporating equity considerations into policies, programs, and procedures.

INTENT: To advance equity within City systems and processes.

Policy ECS-2.1: Increase internal capacity for equity. Increase the City’s internal organizational capacity to advance racial and social equity.

Policy ECS-2.2: Implement programs and procedures to advance racial and social equity.

Policy ECS-2.3: Conduct equity assessment for policies and ordinances. Conduct a racial equity impact assessment for policies and ordinances that the City Council is considering in a timely manner.

Policy ECS-2.4: Institutionalize equity in departmental operations. Institutionalize equity by all City department leads working with the Equity and Inclusion Officer in identifying opportunities to increase racial and social equity in internal and external practices, programs, and policies.

Policy ECS-2.5: Provide inclusive communications. Reflect the languages, cultures, and ethnicities found in the South San Francisco community in promotional materials and library collections.

Policy ECS-2.6: Reduce documentation for services. Minimize the documentation required to access supportive services (e.g., driver’s license, lease, pay stubs) to reduce barriers to seeking and utilizing services, including eliminating requirements whenever possible.
GOAL ECS-3. South San Francisco equitably provides public services for all residents.

INTENT: To advance distributional equity in the City’s budget and resource allocation so that all residents can engage in educational, recreational, and community-building opportunities.

Policy ECS-3.1: Ensure equitable distribution of opportunities. Ensure accessible public facilities and services are equitably distributed throughout the city and are provided in a timely manner to keep pace with new development.

Policy ECS-3.2: Meet community needs for programming and services. In partnership with community members, adapt programming and services as needed to ensure they meet the community’s needs, based on continued monitoring of demographic and socio-economic characteristics.

Policy ECS-3.3: Consider expanding Universal Basic Income Pilot. Consider expanding the City’s Universal Basic Income Pilot to support low-income households with meeting basic needs.

Policy ECS-3.4: Develop community benefits agreements program. Develop a community benefits agreement for major private development projects. Consider exploring mechanisms that facilitate access to resources and economic opportunities.

Policy ECS-3.5: Develop community benefits agreements program. Develop a community benefits agreement for major private development projects.

GOAL ECS-4. South San Francisco provides well-maintained and sustainable facilities to meet the needs of current and future residents.

INTENT: To ensure that the community is provided with facilities that meet its diverse needs and interests.

Policy ECS-4.1: Sustain facility maintenance staffing targets. Strive to achieve a ratio of 1.0 full-time equivalent custodian (porter) per 25,000 square feet and 1 full-time equivalent maintenance staff person (for repairs and system maintenance) per 50,000 square feet of building area to ensure every neighborhood is well-served, especially disadvantaged communities.

Policy ECS-4.2: Maintain existing and future city facilities. Fund adequate resources to maintain existing and future facilities, especially in disadvantaged communities. Continue to invest in existing facilities to extend their useful lifetimes.

Policy ECS-4.3: Identify reductions to long term operations and maintenance costs. Identify ways to reduce the City’s long-term operations and maintenance costs, such as adapting more energy efficient technologies for facilities, using low water landscapes and recycled water for irrigation. Reinvest these future savings into additional equitable community services.

Policy ECS-4.4: Integrate sustainable landscape strategies. Integrate sustainability strategies into City-owned landscapes to improve water quality, reduce the need to irrigate landscapes, and lower water costs.

Policy ECS-4.5: Activate City facilities. Seek to activate City-owned facilities with educational, recreational, and community-building programs as much of the day as possible to best serve the community’s needs, based on continued monitoring of demographic and socio-economic characteristics.

GOAL ECS-5. The City provides high-quality educational opportunities for all children and youth by maintaining a positive relationship with the South San Francisco Unified School District.

INTENT: To enhance the quality of educational opportunities and services, and necessary facilities.

Policy ECS-5.1: Develop partnerships for education. Develop formalized partnerships with local businesses and non-profit organizations to support South San Francisco Unified School District students.

Policy ECS-5.2: Provide a variety of youth programming. Provide a variety of programming to ensure all children and youth in South San Francisco have educational and recreational opportunities.

Policy ECS-5.3: Maintain a data sharing agreement with South San Francisco Unified School District. Maintain a continuous exchange of information with South San Francisco Unified School District.

Policy ECS-5.4: Enhance programs for unhoused population. Build on and enhance existing strategies and planning for addressing the unhoused population, including prevention, services, access to mental health services, and necessary facilities.

Policy ECS-5.5: Develop partnerships for referrals. Continue to develop and partner with community-based organizations, the County, and neighboring jurisdictions to develop referral services and harm reduction systems that facilitate access to resources and economic opportunities.

Policy ECS-6. South San Francisco promotes community safety and a sense of belonging for all residents.

INTENT: To increase trust and community dialogue between public safety departments and communities of color.

Policy ECS-6.1: Improve public safety. Seek to improve public safety, especially for communities of color

Policy ECS-6.2: Develop and expand diversion programs. Identify and implement resources, programs, and partnerships to successfully support diversion and reentry efforts for justice-involved youth and young adults.

Policy ECS-6.3: Develop partnerships for referrals. Continue to develop and partner with community-based organizations, the County, and neighboring jurisdictions to develop referral services and harm reduction systems that facilitate access to resources and economic opportunities.

Policy ECS-6.4: Support reentry and restorative justice programs. Encourage and support efforts that foster an inclusive community and help reintegrate formerly incarcerated persons into positions of employment and positive roles in the community (including working with local employers).

Policy ECS-6.5: Enhance programs for unhoused population. Build on and enhance existing strategies and planning for addressing the unhoused population, including prevention, services, access to mental health services, and necessary facilities.
GOAL ECS-2. South San Francisco public libraries serve as centralized hubs for educational and social services.

INTENT: To increase utilization of educational and social services, particularly by low-income residents and residents of color.

Policy ECS-2.1: Action ECS-2.1.1: Provide navigation of City services. Partner with the City’s community navigators and promote to provide-residents with access to information about City, County, and non-profit programs and resources.

Policy ECS-2.2: Action ECS-2.2.1: Join a national race and equity network membership. Join the Government Alliance on Race and Equity or a similar national network, such as the Living Cities “Closing the Gaps” network.
<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy ECS-2.1</td>
<td>Action ECS-2.1.3: Partner regionally to support equity priorities. Work closely with other jurisdictions in San Mateo County and throughout the Bay Area to build capacity on race and social equity, and to advance regional equity priorities.</td>
<td>Medium</td>
<td>City Manager</td>
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<tr>
<td></td>
<td>Action ECS-2.1.4: Create equity trainings for City staff. Create equity trainings and require that City staff from all departments take part in capacity building trainings to equip them to understand and apply an equity lens in their day-to-day work.</td>
<td>High</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>Action ECS-2.1.2: Implement Racial and Social Equity Action Plan. Continue to implement the 2021 South San Francisco Racial and Social Equity Action Plan.</td>
<td>High</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>Action ECS-2.1.2: Develop standardized reporting. Develop a standardized approach to tracking data to address racial and social inequities.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>GOAL ECS-3. South San Francisco equitably provides public services for all residents.</td>
<td>Action ECS-3.1.1: Expand placement of events. Program community events, special programs, festivals, and classes at parks, libraries, and public gathering spaces throughout the city, and especially in disadvantaged communities, either funded by the City or in partnership with community organizations.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>Action ECS-3.1.2: Expand Internet connectivity. Offer free high-speed internet inside and outside City facilities, especially in disadvantaged communities.</td>
<td>Low</td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>Action ECS-3.1.3: Explore Downtown Community Resource Center. Study the feasibility of a Community Resource Center in Downtown where multiple services will be offered.</td>
<td>High</td>
<td>Capital Projects (CM)</td>
</tr>
<tr>
<td></td>
<td>Action ECS-3.1.1: Conduct ongoing evaluation of services. Regularly evaluate impact of public investments to ensure equitable distribution of services and programs moving forward.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
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<td></td>
<td>Action ECS-3.2.2: Pilot equitable involvement in services. Identify and pilot new ways to engage young people and their families who have not previously participated in City-run enrichment programs. Ensure that young people, especially youth of color and youth from other historically disadvantaged communities, are involved in City-run enrichment programs.</td>
<td>Medium</td>
<td>City Manager</td>
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</table>

**GOAL ECS-5.** The City provides high-quality educational opportunities for all children and youth by maintaining a positive relationship with the South San Francisco Unified School District.

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<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
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<tbody>
<tr>
<td>Policy ECS-5.1</td>
<td>Action ECS-5.1.1: Collaborate with life sciences industry. Continue to partner with life science companies and associations to provide South San Francisco Unified School District students with internships, science awards, and upgraded lab equipment. Partner with life science companies to provide job training for current residents through Life Science Associations.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.1.2: Identify special education opportunities. Partner with life science companies and art organizations to provide special education students with internships, awards, and equipment in order to provide high-quality special education to South San Francisco children and youth.</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.1.3: Expand arts education partnerships. Develop partnerships with art organizations and associations to provide students with internships, awards, and upgraded visual and performing arts equipment.</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.1.4: Mitigate summer learning slide. Develop partnerships with San Mateo County, local libraries and South San Francisco Unified School District to provide summer learning and literacy support for local students.</td>
<td>Medium</td>
<td>Library</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.1.2: Target placement of programming. Provide youth development programming in neighborhoods with high proportions of young people, especially low-income youth and youth of color.</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.2.2: Create summer internship pilot. Pilot summer youth/internship program within South San Francisco City departments, with targeted recruitment of low-income youth and youth of color, to address opportunity gaps via exposure to government.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>Action ECS-5.2.3: Create youth pilot programs to address resource gaps. Meaningfully engage low-income students, students of color, and other historically disadvantaged community members to identify specific resource gaps (e.g., internet access and digital literacy) in the community. Pilot youth programming to address specific resource gaps or barriers.</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
</tbody>
</table>
GOAL ECS-6: South San Francisco promotes community safety and a sense of belonging for all residents.

**Policy ECS-6.1**

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<thead>
<tr>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action ECS-6.1.1: Maintain community fire stations. Maintain equitable distribution of Fire Stations so that each neighborhood is equally and adequately served.</td>
<td>Medium</td>
<td>Fire</td>
</tr>
<tr>
<td>Action ECS-6.1.2: Establish Community Safety and Equity Advisory Board. Establish a Community Safety and Equity Advisory Board to receive data, provide recommendations, and build trust. The Board may make recommendations related to public safety or to any equity issue throughout City departments and programs.</td>
<td>High</td>
<td>Police</td>
</tr>
<tr>
<td>Action ECS-6.1.3: Strengthen community cohesion through engagement with Police and Fire. Strengthen community cohesion through community engagement efforts to build cross-cultural trust between the Police and Fire Departments and residents of color and low-income residents.</td>
<td>High</td>
<td>Police</td>
</tr>
</tbody>
</table>

For related implementation actions related to public safety, see Policy CHEJ-1.2.

**PERFORMANCE METRICS**

**PERFORMANCE METRIC: Equity in City decision-making**

| Target | Increase in the percentage of Spanish, Mandarin, Cantonese, and Tagalog speakers; Latino, Asian, and Pacific Islanders; and residents of varying abilities (blind, deaf, mobile impairment, mental or emotional condition) who participate in the City’s boards and commissions, so that their participation rates are closer to their respective total citywide percentages. Continue to ensure that inclusive engagement is employed in all programs and procedures. |
| Data Source | All City departments |
| Department Responsible | City Manager’s Office |

**PERFORMANCE METRIC: Equity in City operations**

| Target | Increase in the number of racial equity impact assessments (REIAs) and equity capacity building trainings conducted annually by each City department. |
| Data Source | All City departments |
| Department Responsible | City Manager’s Office |

**PERFORMANCE METRIC: Distributional equity**

| Target | Increase in the percentage of the City’s budget and resources allocated to existing public facilities, community programming, and services in disadvantaged communities. |
| Data Source | All City departments |
| Department Responsible | City Manager’s Office |
CHAPTER 12

Community Health and Environmental Justice
WHERE WE WANT TO BE IN THE FUTURE

A high quality of life for residents of all ages, income levels, and abilities that increases life expectancy and reduces the disparity between racial groups.

- All residents have access to timely and high quality preventive and health services, and the differences between areas with the highest and lowest access is reduced.
- All residents breathe clean air, are not exposed to hazardous materials, and the disparities between areas with the highest and lowest pollution exposure is reduced.
- All residents have access to fresh, affordable, and culturally relevant produce, and the disparities between areas with the highest and lowest access is reduced.
- All residents live in safe and sanitary housing without risk of displacement.

How Our Plan Gets Us There

Place, race, income, and environmental conditions are all significant contributing factors to the health of South San Francisco.

The city’s physical, social, and economic environments combine to make specific individuals and communities face a disproportionate burden of environmental pollution yet also have access to fewer of the city’s existing health-promoting assets that make it a great place to live, work, and play. Therefore, the Community Health and Environmental Justice Element includes goals and policies that address existing community health concerns as well as approaches to managing new development to prevent future health and environmental justice issues. The topics covered include timely preventive healthcare, healthy food, pollution exposure, physical activity, safe housing, and anti-displacement. Other identified topics related to health and environmental justice, such as economic development, mobility, and social equity, are addressed in other elements of the General Plan.

Performance Metrics

<table>
<thead>
<tr>
<th>PERFORMANCE METRIC</th>
<th>Target</th>
<th>2018 DATA: 4.2% OF THE CITY’S ADULT POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-income food insecurity</td>
<td>Decrease the percentage of adults who are low-income food insecure</td>
<td></td>
</tr>
<tr>
<td>Healthy weight</td>
<td>Decrease the proportion of children and adults who are obese</td>
<td></td>
</tr>
</tbody>
</table>

How Our Plan Gets Us There

Place, race, income, and environmental conditions are all significant contributing factors to the health of South San Francisco.
DEFINITIONS

Healthy Communities
Healthy communities are places that foster positive health outcomes for all who live, work, and play in them. Good nutrition, physical activity, and access to healthcare all influence health. However, health is also influenced by many other factors, including access to economic opportunities, safe and sanitary housing, high-quality education, and low exposure to pollution (see Figure 36). A city’s physical, social, and economic environments combine to make residents healthier and more resilient to long-term changes and short-term shocks. South San Francisco is working toward becoming a healthy community through the policy, program, and design interventions in the physical environment outlined in the General Plan.

Disadvantaged Communities
According to California’s Health and Safety Code (Section 25712), a disadvantaged community is defined as “a low-income area that is disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.” The California Communities Environmental Health Screening Tool (CalEnviroScreen) is a screening methodology that can be used to identify disadvantaged communities burdened by multiple sources of pollution. Moreover, the State’s Office of Planning and Research recommends using CalEnviroScreen in combination with additional and local data sources, such as data from the Healthy Places Index, the California Health Interview Survey, regional air quality management districts, and local health departments.

Environmental Justice
Environmental justice is defined in California’s Government Code (Section 65040.12(e)) as “the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.” For decades, many low-income communities and communities of color have experienced a disproportionate burden of environmental pollution because of past discriminatory land use and environmental policies. Environmental justice seeks to rectify these past injustices by protecting all people from exposure to pollution, toxins, hazardous wastes, radioactive materials, and other environmental harms that threaten the fundamental right to clean air, land, water, and food. This Community Health and Environmental Justice Element incorporates goals, policies, and actions to address disproportionate pollution burden, to prioritize improvements that address the needs of disadvantaged communities, and to protect residents of South San Francisco from environmental harm and risk.
Health Status and Life Expectancy

Life expectancy is an overarching health indicator for any population, and it varies based on race and ethnicity, gender identity, place of residence, and many other factors. On average, life expectancy in South San Francisco is 82.2 years, which is nearly 3 years less than the overall life expectancy for San Mateo County (85.0 years). Across the county, Black and African American residents (79.0 years) live 6 years less than the countywide average. Although there is no single cause for this disparity, it suggests that African Americans in San Mateo County are experiencing hardships through physical, social, and economic conditions that negatively impact their health status and life expectancy. Disparities in life expectancy by place and race underscore the importance of improving community, social, and economic conditions that negatively impact their health status and life expectancy.

Other indicators of health status can highlight a population’s risk factors and suggest policy priorities. For example, in 2020, 17.2% of adults in South San Francisco had been diagnosed with asthma, which is significantly higher than the corresponding statewide asthma rate of 15.0%. Moreover, in 2016, about 60% of adults and about 90% of children in the city did not engage in regular physical activity. Therefore, General Plan policies and actions to improve air quality and to expand safe and convenient opportunities for physical activity will go a long way to improving health for South San Francisco residents.

These pollution burdens include higher levels of diesel particulate matter, ground-level ozone, VOCs, and heavy metals exposed to residents, particularly those who may live there in the future. These areas were identified as disadvantaged communities because of the high proportion of low-income households exposed to high pollution burdens in comparison to the rest of the county and the state.

Sources: CalEnviroScreen 4.0 (2021); ACS15-19 (5yr); City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
South San Francisco has a network of existing amenities that can contribute to improved access to healthy food, healthcare, and recreational facilities, which in turn will improve the health of residents. The city has 14 health facilities predominantly located in the El Camino Real, Downtown, and East of 101 sub-areas. Schools are located in all residential neighborhoods and some school sites are leased to childcare providers. Furthermore, the South San Francisco Unified School District (SSFUSD) has a joint use agreement with the City so live residents can use school fields and fields outside of school hours. Moving forward, there are opportunities to use school sites to further physical activity and healthcare access. In addition, most planning sub-areas have convenient access to healthy foods at small grocery and convenience stores. However, healthy food access is still limited in many neighborhoods including Downtown, Paradise Valley/Terrabay, Sign Hill, Sunshine Gardens, and the southern portion of Winston Serra. For more information regarding access to amenities within a 20-minute walk throughout the city, see Figure 8: Complete Neighborhoods in the Sub-Areas chapter located on page 89.

**Neighborhoods with Limited Healthy Food Access**

#### Access to Amenities
- **Healthy Food, Healthcare, Recreational Facilities**

**South San Francisco** has a network of existing amenities that can contribute to improved access to healthy food, healthcare, and recreational facilities, which in turn will improve the health of residents. The city has 14 health facilities predominantly located in the El Camino Real, Downtown, and East of 101 sub-areas. Schools are located in all residential neighborhoods and some school sites are leased to childcare providers. Furthermore, the South San Francisco Unified School District (SSFUSD) has a joint use agreement with the City so live residents can use school fields and fields outside of school hours. Moving forward, there are opportunities to use school sites to further physical activity and healthcare access. In addition, most planning sub-areas have convenient access to healthy foods at small grocery and convenience stores. However, healthy food access is still limited in many neighborhoods including Downtown, Paradise Valley/Terrabay, Sign Hill, Sunshine Gardens, and the southern portion of Winston Serra. For more information regarding access to amenities within a 20-minute walk throughout the city, see Figure 8: Complete Neighborhoods in the Sub-Areas chapter located on page 89.

**Affordable Housing and Protecting Current Residents**

The City has a range of existing policies, programs, and facilities to preserve, protect, and build affordable housing and provide shelter. This set of policies and programs includes existing housing rehabilitation funds, the Good Samaritan Homeless Shelter, flexible parking requirements, inclusionary zoning and in-lieu fees, relocation assistance, short-term rental restrictions, and condominium conversion controls and tenant protections. Despite these policies and programs, the Downtown, Sign Hill, El Camino Real, and Sunshine Gardens sub-areas are at heightened risk of future gentrification and displacement. These areas are at heightened risk because of their proximity to desirable transit and neighborhood amenities, high percentage of low-income residents and people of color, high number of cost-burdened renters, and high concentration of naturally occurring affordable housing units that are vulnerable to price or rent increases. This housing displacement risk in four sub-areas has led to overcrowding, long-term residents leaving the city, illegal conversions of accessory dwelling units, and may lead residents to homelessness. Housing instability has a profound impact on health in that high stress negatively impacts mental health, and cost-burdened households are less able to afford healthy foods, healthcare visits, and prescription medicines.
POLICY FRAMEWORK

It is the overall goal of this Community Health and Environmental Justice Element to ensure that goals, policies, and actions address the needs of all South San Francisco residents. Priority, however, should be given to those projects and programs that would fulfill the needs of residents living in disadvantaged communities.

GOAL CHEJ-1: South San Francisco is a leader in promoting healthy communities through collaboration, prevention, and education.

INTENT:
To promote more collaboration across County agencies, City departments, community-based and service organizations, and the private sector in order to improve the health status, including physical and mental health, of South San Francisco residents.

Policy CHEJ-1.1: Increase access to healthcare.
Increase access to healthcare for low-income South San Francisco residents through the City’s Promotores and city navigation in partnership with the County, service providers, and non-profits.

Policy CHEJ-1.2: Improve crisis response.
Improve crisis response through the use of trained community wellness and crisis response teams.

Policy CHEJ-1.3: Collaborate with San Mateo County Health to share health-related data.

Policy CHEJ-1.4: Integrate Health in All Policies approach.
Integrate a Health in All Policies approach across City departments to improve health and advance environmental justice, including close collaboration with San Mateo County agencies.

Policy CHEJ-1.5: Facilitate community input on health-focused programs and priorities.

GOAL CHEJ-2: All low-income residents in the city have access to healthy food options.

INTENT:
To expand access to affordable and high-quality fruits and vegetables, especially in disadvantaged communities.

Policy CHEJ-2.1: Ensure healthy food access.
Ensure convenient access to affordable, fresh, and culturally relevant produce and healthy foods in all neighborhoods, including grocery stores, farmers’ markets, and community gardens, particularly in disadvantaged communities.

Policy CHEJ-2.2: Encourage urban agriculture.
Encourage edible landscapes, fruit trees, and community gardens in the City’s parks and public spaces through implementation of the Urban Forest Management Plan and Parks Master Plan.

Policy CHEJ-2.3: Allow food microenterprises.
Allow innovative food microenterprises, such as street vendors and home kitchen operations, in the municipal code to promote local food production and address food insecurity.

Policy CHEJ-2.4: Encourage acceptance of food affordability programs.
Encourage grocery stores, farmers’ markets, and other healthy food retailers to accept CalFresh Electronic Benefit Transfer (EBT) cards; Women, Infants, and Children (WIC) benefits; and Senior Farmer’s Market Nutrition Program benefits.
GOAL CHEJ-3. South San Francisco neighborhoods near highways and industrial uses have improved air quality.

INTENT: To improve air quality and promote health for all residents, and especially residents living in disadvantaged communities.

Policy CHEJ-3.1: Support regional efforts to improve air quality and protect human health. Support regional efforts to improve air quality and protect human health and especially those in disadvantaged communities.

Policy CHEJ-3.2: Reduce mobile source pollution. Reduce emissions from mobile sources of air pollution, such as diesel-based trucks and vehicles that travel to, from, or through South San Francisco.

Policy CHEJ-3.3: Support businesses in transitioning from, or through South San Francisco. Reduce emissions from mobile sources of air pollution.

Policy CHEJ-3.4: Expand community engagement on remediation. Engage community members in the remediation of toxic sites and the permitting and monitoring of potentially hazardous industrial uses.

GOAL CHEJ-4. South San Francisco generates less solid waste, cleans up hazardous sites, and ensures safe storage and transportation of hazardous materials in Lindendale and East of 101.

INTENT: To decrease residents’ risk of exposure to hazardous materials.

Policy CHEJ-4.1: Support Brownfield remediation. Support clean-up and reuse of contaminated sites in Lindendale and East of 101 to protect human health.

Policy CHEJ-4.2: Require remediation before development. Require that contaminated sites are adequately remediated before allowing new development.

Policy CHEJ-4.3: Reduce exposure from hazardous materials. Reduce residents’ risk of exposure to hazardous materials.

Policy CHEJ-4.4: Maintain map of hazardous materials transport route. Maintain an up-to-date hazardous materials transport route.

Policy CHEJ-4.5: Establish land use restrictions on new toxic wastes. Prohibit new non-residential uses that are known to release or emit toxic waste at levels that are harmful to human health while continuing to allow life science, research and development, medical, and other necessary services such as dry cleaners.

Policy CHEJ-4.6: Expand community engagement on remediation. Engage community members in the remediation of toxic sites and the permitting and monitoring of potentially hazardous industrial uses.

For related policies and implementation actions related to hazardous materials, see Goal CR-5.

GOAL CHEJ-5. Residents of all incomes, ages and abilities have opportunities to lead active lifestyles.

INTENT: To provide safe and convenient places for physical activity, especially in disadvantaged communities.

Policy CHEJ-5.1: Provide recreational programming to increase physical activity. Continue to provide City recreational programs that focus on physical activity and that promote active lifestyles.

Policy CHEJ-5.2: Develop partnerships to promote physical activity. Develop public, private, and non-profit partnerships to develop and maintain parks, recreational facilities, and publicly-accessible private open space in disadvantaged communities.

Policy CHEJ-5.3: Promote active transportation. Design neighborhoods that support safe pedestrian, bicycle, and public transit use for residents of all ages by prioritizing safety, implementing complete streets, and providing easy access to play, fitness, and active transportation networks. Prioritize transportation system funding and improvements in disadvantaged communities.

For related policies and implementation actions related to transportation safety and safe routes to school, see Goals MOB-1 and MOB-2.
GOAL CHEJ-6: Low-income residents have access to safe housing and shelter throughout South San Francisco.

INTENT: To enhance the quality of existing affordable housing and to expand housing opportunities and services for residents experiencing homelessness or housing insecurity.

Policy CHEJ-6.1: Strengthen programs to maintain a safe and sanitary supply of affordable housing.
Policy CHEJ-6.2: Enforce housing maintenance and building codes related to retrofitting housing to be more climate-resilient and health-promoting, see Goal CR-6 and CP-4.
Policy CHEJ-6.3: Track HUD inspections.
Policy CHEJ-6.4: Strengthen programs to provide housing and services for unhoused residents. Strengthen programs to provide housing opportunities and services for unhoused residents, including safe rooms, permanent supportive housing, and services.
Policy CHEJ-6.5: Partner with the local shelters. Continue to partner with the local shelter to provide cots for emergency shelter situations, including extreme heat and cold days.

GOAL CHEJ-7: Low-income households are protected from displacement.

INTENT: To ensure existing low-income residents are able to continue to comfortably live in South San Francisco.

Policy CHEJ-7.1: Support residents who are at-risk of being displaced. Reduce the rate of evictions and support low-income residents who are at risk of being displaced.
Policy CHEJ-7.2: Create pathways for homeownership. Support low-income residents in securing homeownership and establishing generational wealth in South San Francisco as a pathway to prevent displacement.
Policy CHEJ-7.3: Encourage resident controlled limited-equity housing. Encourage resident controlled limited-equity ownership, such as limited-equity condominiums, limited-equity cooperatives, and community land trusts.
Policy CHEJ-7.4: Expand housing funds and programs. Continue to expand housing funds and programs.
Policy CHEJ-7.5: Enforce fair housing laws. Strictly enforce fair housing laws to protect residents from housing discrimination.

IMPLEMENTATION ACTIONS

Refer to the Implementation Matrix within the “Our Plan to Get There” chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.
Policy Implementation Action | Priority | Primary Responsibility
--- | --- | ---
**Policy CHEJ-1.1** | **Action CHEJ-1.1.7:** Establish community paramedicine program. Explore the establishment of a community paramedicine program to help identify residents who suffer from chronic illness and educate and connect them with appropriate healthcare services. | Low | City Manager

**Policy CHEJ-1.1** | **Action CHEJ-1.1.8:** Reduce documentation for healthcare access. Work with San Mateo County and other agencies to minimize the documentation required to access healthcare services in order to reduce barriers to seeing and utilizing services, including eliminating requirements whenever possible. | Medium | City Manager

**Policy CHEJ-1.2** | **Action CHEJ-1.2.1:** Continue to participate in mental health crisis response pilot. Continue to participate in community wellness and crisis response team pilot program to respond to emergency calls related to mental health, substance use, homelessness, and domestic violence. This response team will be focused on conflict management, de-escalation, and linking residents to support services. | High | City Manager

**Policy CHEJ-1.2** | **Action CHEJ-1.2.2:** Connect health and homeless services. Continue to work with homeless service providers to conduct outreach and connect unhoused individuals to healthcare, housing, and other services. | Medium | City Manager

**Policy CHEJ-1.3** | **Action CHEJ-1.3.1:** Maintain and report health data. Continue to maintain and report out indicators and metrics about the health status of residents over time by race/ethnicity. Work with the City’s Equity and Inclusion Officer to develop a standardized approach to tracking health data to address racial and social inequities in health outcomes. | Medium | City Manager

**Policy CHEJ-1.4** | **Action CHEJ-1.4.1:** Require health impact assessment. Require health impact assessments for all specific, neighborhood, and master plans and major transportation investments to examine the health and equity implications of policy decisions. | Low | Planning Division (ECO)

**Policy CHEJ-1.4** | **Action CHEJ-1.4.2:** Develop healthy development guidelines. Conduct a review of existing development guidelines to promote healthy living and working environments. | Medium | Planning Division (ECO)

---

**GOAL CHEJ-2.** All low-income residents in the city have access to healthy food options.

Policy Implementation Action | Priority | Primary Responsibility
--- | --- | ---
**Policy CHEJ-2.1** | **Action CHEJ-2.1.1:** Explore economic incentives for food access. Utilize economic development incentives to encourage existing stores to sell fresh, healthy foods in disadvantaged communities. Pursue funding and partnerships and develop incentive programs to encourage the equitable availability of healthy food options. | Medium | Economic Development and Housing Division (ECO)

**Policy CHEJ-2.1** | **Action CHEJ-2.1.2:** Provide healthy food education. Work with other local non-profit organizations and public agencies, such as the San Mateo County Health, to create a Healthy Food Awareness campaign that educates the community about healthy and culturally relevant food options within the community. | Low | City Manager

**Policy CHEJ-2.5** | **Action CHEJ-2.5.1:** Adopt an ordinance that requires City-funded events offer healthy food choices to participants. Adopt an ordinance that requires City-funded events offer healthy food choices to participants. | Medium | City Manager

**Policy CHEJ-2.5** | **Action CHEJ-2.5.2:** Partner with SSFUSD to implement school nutrition education programs. Partner with the South San Francisco Unified School District to create and implement educational programs for children on healthy eating, such as edible school yards and healthy cooking classes. | Medium | City Manager

---

**GOAL CHEJ-3.** South San Francisco neighborhoods near highways and industrial uses have improved air quality.

Policy Implementation Action | Priority | Primary Responsibility
--- | --- | ---
**Policy CHEJ-3.1** | **Action CHEJ-3.1.1:** Monitor air quality in Lindemville, East of 101 and Downtown. Work with the Bay Area Air Quality Management District to establish and identify funding for air quality monitoring and reduction strategies. This action may include purchasing fine particulate matter (PM2.5) monitors to track local air quality data in Lindemville, East of 101, and Downtown. | High | Planning Division (ECO)
Action CHEJ-3.2.1: Maintain Truck route maps to minimize exposure. Maintain an up-to-date truck route map that minimizes exposure to sensitive land uses. Prohibit the designation of new truck routes on local neighborhood streets in South San Francisco.

Action CHEJ-3.3: Adopt an ordinance establishing vehicle idling restrictions. Establish a local ordinance that exceeds the state vehicle idling restrictions where appropriate, including restrictions for bus layovers, delivery vehicles, trucks at warehouses and distribution facilities and taxis, particularly when these activities take place near sensitive land uses (schools, healthcare facilities, affordable housing, and elderly and child-centered services). Manage truck-idling in new residential neighborhoods in Lindenville and East of 101.

Action CHEJ-3.3.3: Transition the City’s vehicle fleet to lower-emission fuel technologies. Transition the City’s vehicle fleet to lower-emission fuel technologies, including electric, hybrid, and other alternative fuel vehicles.

Action CHEJ-3.3.2.1: Explore incentives for pollution reduction. Explore opportunities for production, distribution, and warehousing uses in Lindenville and East of 101 to reduce pollution, such as greener trucks, energy-efficient buildings, and other strategies.

Action CHEJ-3.3.2: Reduce indoor air pollution. Explore opportunities to work with property owners to rehabiliate existing buildings, and require that new buildings adjacent to production, distribution, and warehousing uses, highways, or rail to implement appropriate mitigation measures to reduce indoor air pollution such as air filtration/ventilation systems, landscaping, and other physical improvements as recommended by the California Air Resources Board and for the Bay Area Air Quality Management District.

Action CHEJ-4.1.1: Maintain truck route maps. Maintain a map and database of hazardous waste sites. Maintain a map of hazardous waste sites (e.g., Cortese List) and other alternative fuel vehicles.

Action CHEJ-4.1.2: Provisions for Oyster Point Landfill. Implement any future City-mandated sea level rise adaptation plan for the Oyster Point Marina and landfill to prevent the release of toxins into the Bay.

GOAL CHEJ-4. Low-income residents have access to safe housing and shelter throughout South San Francisco.

Policy CHEJ-4.1.1: Provide renter education and assistance. Continue to connect low-income residents to city, county, state, and non-profit resources that provide technical, legal, and financial assistance for renters facing eviction.

Policy CHEJ-4.1.2: Implement permanent supportive housing. Implement the U.S. Department of Housing and Urban Development’s Housing First program once permanent supportive housing is available within the city.

Policy CHEJ-4.1.3: Provide services for unhoused families. Work with homeless service providers to prioritize legal help, housing assistance, and other social services for unhoused families in South San Francisco.

Policy CHEJ-4.1.4: Provide housing for people with disabilities. Consider adding disability to the existing low-income preference policy to prioritize providing housing to people with disabilities.

Policy CHEJ-4.2.1: Protect residents from noise pollution. Protect residents from noise pollution from operations at the San Francisco International Airport and other sources.

Policy CHEJ-4.2.2: Create a rental and eviction registry. Explore creation a rental and eviction registry to assess rental market and eviction trends.

Policy CHEJ-4.2.3: Develop an anti-displacement plan. Develop an anti-displacement plan to halt displacement in the city, particularly in Downtown, Sign Hill, El Camino, and Sunshine Gardens, which may include tenant and landlord mediation programs, right of first refusal, rental assistance, tenant legal counseling, and a rent board to implement the program.

Policy CHEJ-4.4.1: Provide safe restroom facilities. Provide mobile shower, bathroom, and needle-exchange sites and facilities for unhoused residents.

Policy CHEJ-4.4.2: Implement permanent supportive housing. Implement the U.S. Department of Housing and Urban Development’s Housing First program once permanent supportive housing is available within the city.

Policy CHEJ-4.4.3: Provide services for unhoused families. Work with homeless service providers to prioritize legal help, housing assistance, and other social services for unhoused families in South San Francisco.

Policy CHEJ-4.4.4: Provide housing for people with disabilities. Consider adding disability to the existing low-income preference policy to prioritize providing housing to people with disabilities.
Policy | Implementation Action | Priority | Primary Responsibility
--- | --- | --- | ---
Policy CHEJ-7.2 | Action CHEJ-7.2.1: Connect residents to mortgage assistance resources. Provide mortgage assistance to help low-income homeowners at risk of foreclosure with financial or counseling support. Provide residents with resources and connections to HEART of San Mateo County, a countywide homeowner assistance program, and other non-profit homeowner assistance programs. | Medium | Economic Development and Housing Division (ECD)

Policy CHEJ-7.5 | Action CHEJ-7.5.1: Provide resident housing rights education. Provide education, outreach, and referral services for residents regarding their rights as tenants and buyers. | Medium | Economic Development and Housing Division (ECD)
Action CHEJ-7.5.2: Provide landlord housing rights education. Provide education and outreach to landlords, property managers, real estate agents, and others on their obligations as they make or manage properties available for housing. | Medium | Economic Development and Housing Division (ECD)

PERFORMANCE METRICS

PERFORMANCE METRIC: Low-income food insecurity

Target | Decrease the percentage of adults who are low-income food insecure
Data Source | California Health Interview Survey: Neighborhood Edition
Department Responsible | Economic & Community Development

2018 DATA: 4.2% OF THE CITY’S ADULT POPULATION

Jalisco Produce Market
**PERFORMANCE METRIC: Healthy weight**

<table>
<thead>
<tr>
<th>Target</th>
<th>Decrease the proportion of children and adults who are obese</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>California Health Interview Survey</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Economic &amp; Community Development</td>
</tr>
</tbody>
</table>

**PERFORMANCE METRIC: Severe housing cost-burden**

<table>
<thead>
<tr>
<th>Target</th>
<th>Decrease the percentage of low-income households who contribute more than 50% of their gross income on housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>U.S. Department of Housing and Urban Development, Comprehensive Housing Affordability Strategy (CHAS)</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Economic &amp; Community Development</td>
</tr>
</tbody>
</table>

**PERFORMANCE METRIC: Asthma**

<table>
<thead>
<tr>
<th>Target</th>
<th>Decrease the percentage of children and adults who have been diagnosed with asthma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Source</td>
<td>California Health Interview Survey (CHIS)</td>
</tr>
<tr>
<td>Department Responsible</td>
<td>Economic &amp; Community Development</td>
</tr>
</tbody>
</table>
CHAPTER 13

Community Resilience

PART III: OUR PEOPLE
WHERE WE WANT TO BE IN THE FUTURE

The City maintains responsiveness and minimizes impacts to operations from shocks or stressors caused by climate change and natural disasters.

Community assets, infrastructure, and public facilities are prepared for future flood events and sea level rise.

Residents, particularly the most vulnerable residents, are protected from climate and hazard impacts.

The City provides opportunities for all residents and businesses to be better informed about potential hazards and about resources to prepare and collaborate with the community to inform program development and priorities.

The City continuously evaluates risk and will take steps to mitigate potential impacts.

HOW OUR PLAN GETS US THERE

Natural hazards and climate change present South San Francisco with a series of overlapping challenges. Both gradual climate change and hazard events can expose people, infrastructure, transportation, buildings and property, and ecosystems to a wide range of stressors. These hazards and their impacts disproportionately affect the most sensitive populations in the city. The City will prioritize the most disadvantaged populations. The Community Resilience Element includes goals and policies that will proactively advance community resilience, preparing the community for all hazards, including climate disruption, while ensuring a high-quality response and recovery from future disasters. The City will mainstream climate change into capital planning and assessment activities.

1 PERFORMANCE METRIC
Shocks and stresses, including climate change, City plans
Target: 100% of City plans address community resilience and climate change impacts

2 PERFORMANCE METRIC
Emergency preparedness and disaster response
Target: Train 500 individuals in emergency preparedness and disaster response with resources through the Community Emergency Response Team (CERT) Program

3 PERFORMANCE METRIC
Sea level rise and flooding projects completed
Target: An increase in the number of sea level rise and flooding projects completed

PERFORMANCE METRIC
Shocks and stresses, including climate change, City plans
Target: 100% of City plans address community resilience and climate change impacts

CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.

CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.

Performance Metrics

Before turning to view a full list of Performance Metrics for this chapter.

CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.

1. Bay Trail
2. Performance Metrics
3. City to begin tracking data and provide in the future.

Perfomance Metrics

Refer to page 311 to view a full list of Performance Metrics for this chapter.
KEY ISSUES AND OPPORTUNITIES—HAZARD PROFILE

Climate Change
Climate is the long-term behavior of the atmosphere—a typically represented averages—for a given time of year. This includes average annual temperature, snowpack, or rainfall. Human emissions of carbon dioxide and other greenhouse gas emissions (greenhouse gases) are important drivers of global climate change, and recent changes across the climatic system are unprecedented. Greenhouse gases trap heat in the atmosphere, resulting in warming over time. This atmospheric warming leads to other changes in the earth systems, including changing patterns of rainfall and snow, melting of glaciers and ice, and warming of oceans. Human-induced climate change is already affecting many weather and climate extremes in every region across the globe. Evidence of observed changes include heatwaves, heavy precipitation, droughts, and hurricanes. Likewise, California and South San Francisco are already experiencing the effects of a changing climate. Both gradual climate change (e.g., sea level rise) and climate hazard events (e.g., extreme heat days) expose people, infrastructure, buildings and properties, and ecosystems to a wide range of stress-inducing and hazardous situations. These hazards and their impacts disproportionately affect the most sensitive populations in the city, including children and elderly adults, low-income populations, renters, immigrants, and BPSG residents, among others.

Increasing Temperature
During the last century, average surface temperatures in California and the Bay Area rose steadily. Average minimum and maximum temperatures in San Mateo County are higher than California. Between 1970 and 2016, the average minimum temperature rose by 2°F per decade and the average maximum temperature increased by 3°F per decade across the region.10 Several of the warmest years on record, in terms of annual average temperature, have all occurred since 2010, including 2019, 2018, 2017, 2016, 2015, and 2014. Climate change models indicate that temperatures will continue to rise in South San Francisco. Annual maximum temperatures are projected to increase between 3.5°F and 4.7°F by mid-century (2040–2060) and between 4.5°F and 9.2°F by end of century (2080–2100).11 With climate change, extreme heat events in California and South San Francisco are becoming more frequent, more intense, and longer lasting. Historically (1960–1999), South San Francisco averaged four extreme heat days per year. The number of extreme heat days is anticipated to increase significantly across the Bay Area region during the next century, but more so in inland areas than coastal cities. Even with lower projections across the coast, by mid-century (2040–2060), the city is expected to have an average of 9 or 10 extreme heat days per year, increasing to an average of 24 extreme heat days per year by the end of century (2080–2100).12 Extreme heat days and heat waves can negatively impact human health. While the human body has cooling mechanisms that help auto-regulate body temperature within one or two degrees of 98.6 degrees, heat stress can cause fatigue, headaches, dizziness, nausea, and confusion. The combination of heat and high humidity is particularly lethal; it can result in heat stroke, which can lead to death, even among healthy people.13

Changing Precipitation Patterns

Between 1950 and 2005, the mean annual precipitation in South San Francisco was approximately 24.1 inches with variation from year to year.\(^{13}\) The variability in Northern California’s annual precipitation comes from fluctuations of the biggest storms—a boom and bust cycle.\(^{14}\) In years with large storms, the region experiences wetter conditions, with higher or above average rainfall (boom). In years where the storms miss the region, the region experiences a dry year with below average rainfall (bust). If the dry years occur along with higher temperatures, drought may occur.

Precipitation in the Bay Area will continue to exhibit high year-to-year variability—“booms and busts”—with very wet and very dry years. The region’s largest winter storms will likely become more intense, and potentially more damaging, producing heavier rainfall and substantial flood risk, especially along Colma Creek and other water bodies. Larger winter storms may also compound landslide susceptibility. Future increases in temperature will likely cause longer and deeper California droughts in drier years. This will pose major problems for water supplies, ecosystems, and food and agriculture.\(^{15}\)

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Rising Sea Levels

In the last 100 years, sea level in the Bay Area has risen over 8 inches.\(^{16}\) Sea levels are rising around the world and are expected to accelerate in the coming decades as oceans continue to warm and glaciers and ice sheets continue to melt. The city is already (as of 2021) seeing impacts of sea level rise with King Tides (extremely high tides) causing greater localized flooding in the Oyster Point Marina.

Because future greenhouse gas emissions and climate response are not precisely known, the exact sea level rise scenario that will occur in the future is also not known at this time. To accommodate this uncertainty, the Ocean Protection Council developed the California Sea Level Rise Guidance 2018 Report Update. The guidance provides a standardized process for evaluating potential sea level impacts using a risk-probability approach for plans and projects. It provides estimates of potential sea level rise results based on different emissions scenarios calibrated to local tide stations based on the latest scientific information.

Table 9 shows sea level rise scenarios for South San Francisco for 2030, 2040, 2050 and 2100. The “likely” sea level rise scenario (66% probability of occurrence) is appropriate for projects that will not be heavily impacted by flooding, such as the Bay Trail. The “medium-high risk” scenario (1 in 200 chance) has a 0.5% chance of occurring. The likelihood that sea level rise will meet or exceed this value is low and this projection may be used for less adaptive, more vulnerable projects or populations that will experience medium to high consequences. This includes coastal housing or commercial development.\(^{17}\)

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Table 9: Sea Level Rise Scenarios

<table>
<thead>
<tr>
<th>Year</th>
<th>Likely Risk Flood Height (66% probability)</th>
<th>Medium-High Risk Flood Height (0.5% probability)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2030</td>
<td>0.3 to 0.5 feet</td>
<td>0.9 feet</td>
</tr>
<tr>
<td>2040</td>
<td>0.5 to 0.8 feet</td>
<td>1.3 feet</td>
</tr>
<tr>
<td>2050</td>
<td>0.8 to 1.1 feet</td>
<td>0.8 to 1.9 feet</td>
</tr>
<tr>
<td>2100</td>
<td>1.6 to 3.4 feet</td>
<td>5.7 to 6.9 feet</td>
</tr>
</tbody>
</table>

Source: California Sea Level Rise Guidance 2018 Report Update

King Tide flooding at Oyster Point Marina, South San Francisco Bay Area

Source: California King Tides Project
Table 10: Summary of Climate Change Implications for Hazards

### Flooding

Flooding are among the most frequent and costly natural disasters. Flooding is the result of weather events and may cause substantial damage to buildings and infrastructure, as well as public safety concerns. Periodic flooding occurs in South San Francisco but is confined to certain areas along Colma Creek. Colma Creek handles much of the urban runoff generated in the city, since South San Francisco is highly urbanized, runoff levels are high and there is increased potential for flood conditions during periods of heavy rainfall.

As part of the National Flood Insurance Program (NFIP), the Federal Emergency Management Agency (FEMA) conducts nationwide flood hazard mapping to identify flood-prone areas and to reduce flood damages. The maps identify the flooded extent that have a 1% annual chance of being equaled or exceeded, called the “100-year flood.“ The flood elevation associated with the 1% chance event is referred to as the base flood elevation. Areas predicted to be inundated in a 1% chance event are delineated on the Flood Insurance Risk Map and commonly referred to as the “100-year floodplain.” Buildings and other structures in the 100-year floodplain must meet certain requirements to receive a floodplain development permit and to qualify for NFIP insurance and federally backed mortgages.

The majority of the City of South San Francisco is not located within a flood hazard zone, as shown in Figure 38. However, there are some areas located within the 100-year flood zone, including Colma Creek, Navigable Slough, San Bruno Creek, and the San Francisco Bay. Flood depth during a 100-year storm is 2 to 3 feet. Small portions of the following neighborhoods may be impacted by a 100-year flood: East of 101, Lindenville, Downtown, Orange Park, El Camino, Avalon-Brentwood, and Sunshine Gardens.

Projected sea level rise will worsen existing coastal flood hazards, increasing the depth/elevation of flooding and expanding the flood further inland. These coastal flood hazards will include temporary flooding from storm surge and tide, permanent inundation areas, elevated ground levels, and shoreline erosion.

### Sources

- As part of the National Flood Insurance Program (NFIP), the Federal Emergency Management Agency (FEMA) conducts nationwide flood hazard mapping to identify flood-prone areas and to reduce flood damages.
- Projected sea level rise will worsen existing coastal flood hazards, increasing the depth/elevation of flooding and expanding the flood further inland. These coastal flood hazards will include temporary flooding from storm surge and tide, permanent inundation areas, elevated ground levels, and shoreline erosion.

Figure 38: Flood Hazard Zones

- 1% Annual Chance Flood Hazard
- 2% Annual Chance Flood Hazard
The City continues to participate in multiple studies to understand the potential impact of sea level rise and coastal flooding and how to best adapt. The City, United States Army Corps of Engineers, and San Mateo County, in particular, are continuing to study the impacts and are developing adaptation options. This includes developing adaptation options for Colma Creek.

Figure 39: Sea Level Rise Risk
(2000 Mid-level Scenario)

100-year Flood Zones
77 inches (100-year flood + 3 ft sea level rise)
52 inches (100-year flood + 2 ft sea level rise)

City of South San Francisco
Unincorporated Area in City Sphere
Ferry Terminal Station
Colma Station
Caltrain Station
Caltrain
BART Station
BART
Highway
Arterial Road
Local Road
City Parks, Open Space, & Joint Facilities
Context Parks
Waterbody
Streams

Earthquakes

South San Francisco is one of the most seismically active regions in the United States. There are approximately 30 known faults in the Bay Area with the potential to generate earthquakes, eleven of which are within forty miles of the city. The Peninsula segment of the San Andreas Fault, the predominant fault system in California, passes through the westernmost corner of the city in the Westborough sub-area. Within the city, earthquake damage to structures and infrastructure can be caused by ground rupture, ground shaking, ground failure, and land sliding. The level of damage in the city resulting from an earthquake will depend upon the magnitude of the event, the earthquake distance from the city, the response of geologic materials, and the strength and construction quality of structures.

Nearly all South San Francisco’s population, critical facilities, housing, and commercial properties would be exposed to violent or very strong ground shaking from a M7.2 earthquake on the San Andreas Fault. East of I-280 and Lindenville are in liquefaction areas, both areas expected to see new development in the future.
Ground Shaking
South San Francisco is susceptible to ground shaking. The Modified Mercalli Intensity Scale (MMI) estimates the intensity of shaking from an earthquake at a specific location or over a specific area by considering its effects on people, objects, and buildings. The estimated ground shaking intensities in the city, assuming a magnitude 7.2 earthquake on the Peninsula Segment of the San Andreas Fault, are shown in Figure 40. Most of the eastern portion of the city is located within Zone VIII (Very Strong) and is estimated to experience moderate structural damage. The remainder of the city, including the portions fronting the San Francisco Bay, are located within Zone IX (Violent) and are estimated to experience heavy structural damage.

Liquefaction
Areas near the San Francisco Bay have high ground failure potential, including liquefaction and settlement during earthquake shaking. Liquefaction is the rapid transformation of saturated, loose, fine-grained sediment to a fluid-like state because of earthquake ground shaking. Most of the inland areas of South San Francisco have the potential for liquefaction hazards, with very high liquefaction potential in East of 101 and Lindenville, high potential along Colma Creek, and moderate potential in the alluvial fan of Colma Creek and in a narrow strip of land south of Sister Cities Boulevard. Liquefaction potential within the city is shown in Figure 41.

Figure 40: Projected Groundshaking (Assuming an M7.2 earthquake on the San Andreas Fault, Peninsula Segment)

Figure 41: Liquefaction Risk

Sources: CGS (2021); City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
Landslides

Portions of the city are hilly and underlain with weak bedrock with slopes greater than 15 percent and have the greatest susceptibility to landsliding. In the Paradise Valley/Terrabay area, slopes required extensive stabilization, drainage improvements, and seismic mitigations when subdivisions were built. The slopes still pose a hazard, with elevated wildfire and rockfall risk. The majority of South San Francisco is in the lower risk category for landslides. Figure 42 shows the general susceptibility to landslides.

Figure 42: Landslide Zones

Earthquake-induced Landslide Zones

Earthquake Zones of Required Investigation

Figure 43: Earthquake Zones of Required Investigation

Active Fault Traces

Accurately Located
Approximately Located
Inferred

Liquefaction Zone

City of South San Francisco
Unincorporated Area in City Sphere
Ferry Terminal Station
Caltrain Station
Caltrain
BART Station
BART
Highway
Arterial Road
Local Road
City Parks, Open Space, & Joint Facilities
Context Parks
Waterbody
Streams

Sources: CGS (2021); City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
Wildfires

Wildfires are a significant concern throughout California and are typically caused by lightning or human activities, like arson or accidents. Historically, the fire season runs from June through October of each year during the hot and dry months. Wildfire risk is determined by a combination of factors including fire ignition, winds, temperature, and landscape and vegetation conditions. In addition to the direct impacts of wildfire, smoke can be a significant source of air quality pollution. Wildfires burning within 50 to 100 miles of a city routinely cause air quality to be 5 to 15 times worse than normal, and often two to three times worse than the worst non-fire day of the year. Emissions from wildfires can lead to excessive levels of particulate matter, ozone, and volatile organic compounds.

Fire Hazard Severity Zones, illustrated in Figure 44, are a measure of the likelihood of an area burning and how it burns. San Bruno Mountain to the north of the city has moderate to high wildfire hazard severity potential. Only very high severity zones are shown inside local jurisdictions; high and moderate severity zones are not mapped within local jurisdictions. While there are no high or moderate severity zones inside the City limits, Sign Hill is susceptible to wildfires as witnessed by the 2020 fire. Its easily ignitable light fuel type and proximity to homes along Ridgeview Court, Mountain Road, Carnelian Road, Ash Avenue and Beech Avenue creates a threat to public safety. Beyond the topographic, climatic, and land use conditions that create fire hazard, vegetation management and infrastructure contribute to fire risk. Vegetation management programs can be used at the bases of Sign Hill and San Bruno Mountain to reduce wildfire risk.

Figure 44: California Fire Hazard Severity Zones (FHSZ)


Tsunami

A tsunami is a series of ocean waves caused by sudden movement of the sea floor typically because of major earthquakes, landslide, or volcanic activity. Portions of the city that are low-lying and located in the eastern side and adjacent to San Francisco Bay, are susceptible to inundation from a tsunami as shown in Figure 45.

Hazardous Materials

Hazardous materials refer to any chemical compound that poses a threat to human or environmental health, ranging from automobile oil to known cancer-causing chemicals. South San Francisco has a history of industrial uses dating back to the 1920s and 1930s, when the large tracts of land east of US-101 were formerly used for heavy industrial uses. Lindenville transitioned from residential to industrial land uses, including warehouse, manufacturing areas, and business parks, comprising a quarter of the city’s area.

Hazardous material generation is generally concentrated in industrial zones located in East of 101 and in Lindenville and along El Camino Real. The Cortese List includes 960 known sites in the city, of which are listed on the State and Triad Leaking Underground Storage Tank (UST) databases. Several of the key sites include the Oyster Point Landfill, Koll Site (former landfill site), Homart Development Corporation (former steel mill and fabrication plant), Wildberg Brothers Site (metal refining and recovery), airport properties, and Caltrans/Union Pacific sites. Hazardous materials and hazardous waste are regularly transported through the City of South San Francisco and used in the city, creating potential hazards for residents and workers.

The presence of hazardous materials and waste in soil or groundwater in the city’s commercial and industrial areas could constrain development of certain areas due to the actual or perceived threat to human health and the costs associated with site cleanup. The actual health threat at a given site depends upon several factors, such as the quantity and toxicity of contaminants, exposure, and the available pathways for contaminants to affect human health. Cleanup of hazardous waste sites is mandated by federal, State, and local laws and enforced by the appropriate regulatory agencies to protect human health, resources, and the environment. The City has active projects underway to continue bringing contaminated, vacant parcels back into commercial use.

Figure 45: Tsunami Susceptibility

[Map showing Tsunami Inundation Zones]

Hazardous Materials List (Cortese) List is a planning document used by the State, local agencies, and developers to comply with the California Environmental Quality Act requirements in providing information about the source of hazardous materials release sites.

Sources: California Geological Survey, Cal OES, USC (2019); City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
Emergency Preparedness

The City of South San Francisco's public safety personnel plan and train for all types of emergency and disaster situations that could affect the health and safety of the city's residents, visitors, business owners, and pass-through commuters. The Fire Department responds from five fire stations throughout the city. These stations are located to allow for adequate response times and overlapping coverage to multiple emergencies. The City of South San Francisco is also the only city in San Mateo County to have an exclusive operating area for emergency medical transport, staffing two 24-hour advance life support ambulances and one 12-hour per day basic life support ambulance. Additionally, the department maintains the Emergency Operations Center (EOC) at 492 North Canal Street and a training tower at 480 North Canal Street. The EOC is undersized to staff a full-scale disaster response, but was built with the ability to add a second floor in the future. The need for a warehouse to store supplies to support the EOC and staff in the event of a disaster has also been identified.

The Fire Department’s Emergency Services Manager is responsible for managing the City’s Local Hazard Mitigation Plan, Emergency Response Plans, regularly training City personnel as disaster service workers and running programs, such as the Community Emergency Response Team (CERT) to train citizen volunteers in emergency preparedness and basic disaster response. The CERT basic training is given once a year in five 3-hour sessions and two 8-hour sessions. After initial training, the CERT meets quarterly to train specialized skills. In addition to inspecting businesses for fire and life safety the Fire Prevention Division, along with the rest of the Fire Department, annually train children and teens in home fire safety and emergency evacuation, “Hands-only” CPR, and bleeding control as examples of other community risk reduction activities.

The South San Francisco Police Department operates out of one station in the City of South San Francisco Municipal Services Building located at 33 Arroyo Drive, Suite C. There is also a substation at 329 Miller Avenue with limited hours of operation. A new police headquarters will be part of the City Community Civic Campus at the corner of Arroyo Lane and Chestnut Avenue. This station would replace the existing station and provide a backup EOC.

Hazard Mitigation Plan, Emergency Response Plans, regularly training City personnel as disaster service workers and running programs, such as the Community Emergency Response Team (CERT) to train citizen volunteers in emergency preparedness and basic disaster response. The CERT basic training is given once a year in five 3-hour sessions and two 8-hour sessions. After initial training, the CERT meets quarterly to train specialized skills. In addition to inspecting businesses for fire and life safety the Fire Prevention Division, along with the rest of the Fire Department, annually train children and teens in home fire safety and emergency evacuation, “Hands-only” CPR, and bleeding control as examples of other community risk reduction activities.

The South San Francisco Police Department operates out of one station in the City of South San Francisco Municipal Services Building located at 33 Arroyo Drive, Suite C. There is also a substation at 329 Miller Avenue with limited hours of operation. A new police headquarters will be part of the City Community Civic Campus at the corner of Arroyo Lane and Chestnut Avenue. This station would replace the existing station and provide a backup EOC.

Airport Hazards

South San Francisco falls within the San Francisco International Airport (SFO) compatibility zones. Portions of the city are subject to frequent overflight from aircraft departures on Runway 28 and less frequent overflight from arrivals on Runway 10. Aircraft accidents pose a risk to persons and property in the city, as well as the occupants of an aircraft involved in an accident that occurs beyond the runway environment. The SFO Airport Land Use Compatibility is shown below in Figure 46.
**Disadvantaged Populations**

Natural and climate hazards and their impacts are likely to disproportionately affect the most sensitive populations in the city. South San Francisco has seen a significant increase in older adults (age 65+) and a relatively stable youth population (age 18 and under). More multigenerational households and more people living with roommates, driven in part by higher housing costs, have increased the number of people living within each household. The racial and ethnicity composition of the city’s residents has also changed, with a significant increase in residents who identify as Asian and Pacific Islander or Latino. More than half of all South San Francisco residents speak a language other than English at home. All these populations have an increased sensitivity to climate change that can affect their ability to cope with natural hazards.

For example, the age 65 and older population are at greater risk for adverse health effects from increased heating and cooling costs, and their diminished ability to evacuate in a timely manner. Hazard threats to older adults include heat waves, air pollution, flooding, and sea level rise. This group is also likely to be burdened with multiple non-hazard stressors, such as economic status, technology, and social isolation.

Likewise, people of color are more likely to be impacted by climate hazards. Many groups have lower incomes, fewer opportunities for education, higher exposure to environmental pollution, and poorer health status than White residents, making them more susceptible to shocks and stressors from climate and natural hazards.

**Communication**

An important component of community resilience is communication. Interdisciplinary and interjurisdictional communication infrastructure is essential during a disaster. Alert and warning systems and messaging for the community must be maintained and accessible to help with response and recovery from a disaster.

**Existing Buildings**

Much of San Francisco has an aging building stock with nearly 60% of the housing units constructed before 1970. While the City encourages upgrades through State programs like Earthquake Brace and Bolt and Property Assessed Clean Energy (PACE), many older buildings were not designed to be resilient to natural and climate hazards. Likewise, these buildings may also benefit from energy and water retrofit programs.

**Housing**

Natural hazards and climate change will put additional burdens on South San Francisco residents. Housing costs have rapidly increased in South San Francisco and are outpacing income growth, just as they are across the county and region. Some residents may have limited resources for coping with hazards, including disruptions in income, employment, childcare, and transportation. Renters are especially vulnerable due to potential rent increases, lower median household incomes, and a higher share of renter households that pay more than 30 percent of their income for housing expenses.

**Utilities**

While nearly invisible, utilities (water, sanitary sewer, electricity, and natural gas) are essential to daily life, public health, and the regional and local economy. More frequent and intense storm events and rising sea levels can expose utility assets to disruption, but also change the demand and availability of energy and water supplies and may increase costs. Post-disaster utility restoration is critical for recovery as are redundancies to reduce damage and disruption.

**Transportation**

Natural and climate hazards expose several regional and local transportation assets to disruption. This includes BART, Caltrain, Highway 101, 280, and 380. Assets like Highway 101 are exposed to multiple hazards including seismic and flooding. These regional transportation assets connect South San Francisco residents to employment opportunities, daily needs, and critical services. Impacts to these transportation assets could have citywide and regional consequences.

**Community Resilience**

This section highlights the critical issues and exposures across multiple hazards and sectors.
GOAL CR-1: The City proactively advances community resilience and is prepared for all hazards, including climate disruption.

INTENT:
To increase preparedness and resilience to respond to and recover from the shocks or stresses that impact South San Francisco through regional, countywide, and cross-jurisdictional collaboration and proactive planning and assessment. To adopt the Local Hazard Mitigation Plan by reference, consistent with California Assembly Bill 2140.

Policy CR-1.1: Prioritize the needs of vulnerable populations. Prioritize the needs of disadvantaged communities affected disproportionately by hazards and disasters. Engage disadvantaged communities in identifying potential hazards and program responses and priorities through the Community Emergency Response Team and promotors programs.

Policy CR-1.2: Participate in regional hazard planning initiatives. Participate in collaborative hazard planning and preparedness work.

Policy CR-1.3: Mainstream municipal climate preparedness planning and assessment. Implement climate preparedness planning across City departments, programs, and operations.

Policy CR-1.4: Develop and maintain resilient infrastructure standards. Periodically adjust infrastructure design standards to address asset-specific vulnerabilities associated with the hazards.

Policy CR-1.5: Require capital projects in high hazard areas to adhere to risk assessment guidance. As part of the capital planning and budgeting process, require all projects located within high hazard areas and sea level rise inundation zones to adhere to risk assessment guidance and identify appropriate resilience strategies.

Policy CR-1.6: Continually strengthen emergency management and operations. Continually strengthen emergency management capacity and coordination with the San Mateo County Emergency Operations Center.

Policy CR-1.7: Expand Community Emergency Response Team. Continue expanding the reach of the Community Emergency Response Team program to strengthen community cohesion and emergency preparedness through community engagement efforts.

Policy CR-1.8: Enhance post-disaster recovery planning. Ensure the city is ready for post-disaster recovery through proactive planning.

Policy CR-1.9: Assess needs and resources for future pandemic response. Regularly assess needs and identify resources to prepare for pandemic response.

GOAL CR-2: A resilient community that protects existing and future development and people from sea level rise and flooding.

INTENT:
Through a continuum of adaptation solutions, including constructing levees / seawalls, expanding green infrastructure, and elevating new development, the City collaborates with federal, State, and regional agencies to develop comprehensive solutions to sea level rise and flooding.

Policy CR-2.1: Use best available sea level rise projections. Use the best available science for sea level rise projections from the State and regional efforts in accordance with the State of California Sea Level Rise Guidance. Define the lifespan of development for temporary structures, residential or commercial structures, and critical infrastructure.

Policy CR-2.2: Implement a variety of adaptation solutions. Pursue a comprehensive shoreline management plan that uses a variety of adaptation solutions to protect the shoreline and enhance ecosystem resilience.

Policy CR-2.3: Use green infrastructure to reduce flooding. Prioritize green infrastructure in the Colma Creek watershed to reduce flooding in developed areas through continually updated site-specific design guidelines, low impact development, and design standards for public infrastructure projects.
GOAL CR-3: A transformed Colma Creek.

**INTENT:** To improve Colma Creek through a comprehensive strategy that mitigates flooding and sea level rise, restores native ecologies, and increases access to and along the creek.

Policy CR-2.2: Partner with public and quasi-public agencies to minimize the impacts of sea level rise.

*Partner with regional agencies to evaluate and address sea level rise and flooding on critical infrastructure, including but not limited to:*

- With Pacific Gas & Electric and Peninsula Clean Energy to assess vulnerability of electricity and natural gas infrastructure.
- With Caltrans and neighboring jurisdictions on measures to protect I-80.
- With Caltrans and BART on measures to protect the rail corridors.
- With the regional groundwater study to understand how and where groundwater charge may impact future development and infrastructure.

Policy CR-2.3: Develop Colma Creek adaptation solutions.

*Continue to work with San Mateo County Flood and Sea Level Rise Resiliency District on developing and implementing adaptation options for Colma Creek. Restore creek ecologies and create transitional habitat zones to build resilience and ecosystem services.*

For related policies and implementation actions related to Colma Creek resilience, see Goal ES-3.

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GOAL CR-4: The City minimizes the risk to life and property from seismic activity and geologic hazards in San Francisco.

**INTENT:** To lessen the impacts of earthquakes, geologic threats, and other natural disasters on residents, workers, and structures.

Policy CR-4.1: Protect buildings, infrastructure, and other assets from seismic hazards.

*Continued to update and maintain best practices to protect buildings, infrastructure, and other assets from seismic hazards.*

Policy CR-4.2: Maintain emergency response capabilities.

*Ensure the capability to quickly respond to natural and human caused disasters and minimize damage and injury caused by these events.*

Policy CR-4.3: Discourage hillside area development on slopes more than 20 percent. Discourage development on steep hillside areas more than 30 percent. Development of hillside sites should follow existing contours to the greatest extent possible. Grading should be kept to a minimum.

Policy CR-4.4: Protect buildings, infrastructure, and other assets from other geologic hazards.

*Protect existing and new buildings, infrastructure, and other assets from other geologic hazards, including landslides, slope instability, liquefaction, settlement, subsidence, unstable geologic units, unstable soils, and expansive soils.*

Policy CR-4.5: Maintain adequate emergency response resources.

*Continue to train and coordinate emergency response to wildlife emergencies with neighboring fire agencies and State wildlife resources. Continue to acquire and maintain adequate vehicles and equipment to respond to wildlife incidents throughout the city.*

Policy CR-4.6: Coordinate transportation system with air quality improvements.

*Promote a transportation system coordinated with air quality improvements.*

For related policies and implementation actions related to environmental justice and air quality, see Goal ES-4.
GOAL CR-7: Strong coordination with regulatory agencies to ensure safe and effective remediation of hazardous and toxic materials.

**INTENT:** To clean-up and remove hazardous and toxic materials, including above and below ground storage facilities, and buildings with asbestos and/or lead-based paint.

**Policy CR-7.1:** Minimize risk from hazardous materials. Minimize the risk to the community associated with hazardous materials by continually integrating updated remediation strategies in coordination with regulating agencies. Continue annual emergency training and coordinated emergency response plans to hazardous materials.

**Policy CR-7.2:** Coordinate hazardous material regulation and management. Continue to cooperate with federal, State, and County agencies to effectively regulate the management of hazardous materials and hazardous waste.

**Policy CR-7.3:** Assess hazardous materials management during development review. Assess the use of hazardous materials as part of a development’s environmental review and/or include the development of a hazardous management and disposal plan, as a condition of project approval, subject to review by the San Mateo County Health Department.

**Policy CR-7.4:** Maintain awareness of hazardous waste handling and awareness. Develop an awareness program to expand public engagement in the handling and disposal of hazardous waste in the community, especially at home.

For related policies and implementation actions related to environmental justice and hazardous materials, see Goal CHEJ-4.

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**IMPLEMENTATION ACTIONS**

Refer to the Implementation Matrix within the “Our Plan to Get There” chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.

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**GOAL CR-1: The City proactively advances community resilience and is prepared for all hazards, including climate disruption.**

**Policy CR-1.1:** Action CR-1.1.2: Continue funding regional sea level rise and flood protection agency. Continue to fund and contribute to the San Mateo County Flood and Sea Level Rise Resilience District.

**Policy CR-1.2:** Action CR-1.2.1: Continue funding regional sea level rise and flood protection agency. Continue to fund and contribute to the San Mateo County Flood and Sea Level Rise Resilience District.

**Policy CR-1.3:** Action CR-1.3.1: Participate in the countywide Hazard Mitigation Plan. Actively participate in the San Mateo County Hazard Mitigation Plan maintenance protocols and County-wide initiatives. Adopt the Hazard Mitigation Plan by reference upon update. Update emergency operations plans and protocols to account for regularly updated hazard information.

**Policy CR-1.4:** Action CR-1.4.1: Develop a resiliency hub program. Develop a resiliency hub program to help community members with disaster planning assistance and supplies.

**Policy CR-1.5:** Action CR-1.5.1: Develop a resiliency hub program. Develop a resiliency hub program to help community members with disaster planning assistance and supplies.

**Policy CR-1.6:** Action CR-1.6.2: Upgrade the Emergency Operations Center. Add second floor to the City’s Emergency Operations Center (EOC) and a warehouse to store supplies to support the city in the event of a disaster. Ensure the EOC has the necessary capabilities and can continue operations after all future hazards.

---

**Policy:**

**Implementation Action:**

**Priority:**

**Primary Responsibility:**

<table>
<thead>
<tr>
<th>Policy CR-1.1</th>
<th>Action CR-1.1.2: Continue funding regional sea level rise and flood protection agency. Continue to fund and contribute to the San Mateo County Flood and Sea Level Rise Resilience District.</th>
<th>High</th>
<th>City Manager</th>
</tr>
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<tbody>
<tr>
<td>Policy CR-1.2</td>
<td>Action CR-1.2.1: Continue funding regional sea level rise and flood protection agency. Continue to fund and contribute to the San Mateo County Flood and Sea Level Rise Resilience District.</td>
<td>High</td>
<td>Fire</td>
</tr>
<tr>
<td>Policy CR-1.3</td>
<td>Action CR-1.3.1: Participate in the countywide Hazard Mitigation Plan. Actively participate in the San Mateo County Hazard Mitigation Plan maintenance protocols and County-wide initiatives. Adopt the Hazard Mitigation Plan by reference upon update. Update emergency operations plans and protocols to account for regularly updated hazard information.</td>
<td>High</td>
<td>Water Quality Control Plant Division (PW)</td>
</tr>
<tr>
<td>Policy CR-1.4</td>
<td>Action CR-1.4.1: Develop a resiliency hub program. Develop a resiliency hub program to help community members with disaster planning assistance and supplies.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Policy CR-1.5</td>
<td>Action CR-1.5.1: Develop a resiliency hub program. Develop a resiliency hub program to help community members with disaster planning assistance and supplies.</td>
<td>Medium</td>
<td>Fire</td>
</tr>
<tr>
<td>Policy CR-1.6</td>
<td>Action CR-1.6.2: Upgrade the Emergency Operations Center. Add second floor to the City’s Emergency Operations Center (EOC) and a warehouse to store supplies to support the city in the event of a disaster. Ensure the EOC has the necessary capabilities and can continue operations after all future hazards.</td>
<td>High</td>
<td>Fire</td>
</tr>
</tbody>
</table>
### Policy Implementation Action | Priority | Primary Responsibility
--- | --- | ---
**Action CR-1.6.3**: Establish a resilience education program. Establish a community resilience education program in collaboration with San Mateo County and local community partners. Work with the Community Emergency Response Team and promotes programs to disseminate the information. | Medium | City Manager
**Action CR-1.6.4**: Identify locations for post-disaster emergency housing. Identify locations for emergency housing, siting locations in areas with lower hazard risk. | Medium | Planning Division (ECD)
**Action CR-1.6.5**: Maintain evacuation route plans. Maintain and communicate evacuation route plans for businesses and residents. | High | Fire
**Action CR-1.7.1.3**: Foster Community Emergency Response Team – Promotores collaboration. Work closely with the promotores program to deepen and expand relationships and partnerships with community members and organizations that serve diverse South San Francisco community members including those who do not speak English as their first language, the Latinx, and faith-based communities. Collaboration can serve to identify needs and solutions and communicate on programs. | High | Fire
**Action CR-1.7.2.2**: Increase Community Emergency Response Team outreach in community. Target outreach for South San Francisco CERT offerings in specific South San Francisco neighborhoods, such as Downtown. | High | Fire
**Action CR-1.7.3.2**: Expand Community Emergency Response Team outreach at the library. Partner with library to ensure that key populations have access to information about Community Emergency Response Team and other San Francisco programs and resources. | High | Fire
**Action CR-1.8**: Prepare a post-disaster recovery plan. Create a post-disaster recovery framework that establishes post-disaster policies and programs designing where, when, and how rebuilding will occur. | Medium | Fire
**Action CR-1.8.3**: Adopt post-disaster repair standards for existing buildings. Develop and adopt special repair and upgrade standards for existing buildings, in the case of post-disaster reconstruction and/or conversion to mixed use or more compact residential use. | Low | Building Division (ECD)

### GOAL CR-2: A resilient community that protects existing and future development and people from sea level rise and flooding.

### Action CR-2.2: Pursue shoreline protection for existing and future development. Continue ongoing collaboration with the US Army Corps of Engineers to protect existing and future development by raising levees or seawalls in accordance with the Continuing Authorities Program Study. Implement any future City-prepared sea level rise adaptation plan for the Oyster Point Marina and landfill. | High | Engineering Division (PW)

### Action CR-2.2.2: Use nature-based solutions for ecosystem resilience. Explore nature-based solutions appropriate for the South San Francisco Shoreline, particularly at the mouth of Colma Creek, to provide protection for the built environment and ecosystems. | Medium | Sustainability (CM)

### Action CR-2.4: Conduct Fire Station 61 and 62 relocation feasibility study. Evaluate the feasibility of relocating Fire Station 61 and 62 outside of the flood zone. | High | Fire

### GOAL CR-3: A transformed Colma Creek.

### Action CR-3.1.1: Implement Colma Creek adaptation pilot. Develop a program to work with public and private landowners to decrease the risk of flooding by implementing engineered and nature-based shoreline protection projects in coordination with watershed management projects. | Medium | Sustainability (CM)

### Action CR-3.1.2: Use nature-based solutions for ecosystem resilience. Explore nature-based solutions appropriate for the South San Francisco shoreline, particularly at the mouth of Colma Creek, to provide protection for the built environment and ecosystems. | Medium | Sustainability (CM)

### Action CR-4.1: Conduct seismic assessments for municipal assets. Regularly complete seismic assessments of critical municipal buildings, facilities, and infrastructure. Develop locally specific seismic hazard maps to improve mapping resolution and support more informed and nuanced decision-making about development and hazard mitigation, particularly where other hazards like sea level rise compound the risk. | High | Building Division (ECD)

### Action CR-4.1.2: Continually update the Building Code for seismic and other hazard safety. Regularly update the City’s Building Code to incorporate current earthquake standards. | High | Building Division (ECD)

### Action CR-4.1.3: Maintain a soft-story buildings inventory. Maintain and regularly update a database of soft-story fragile housing. | High | Building Division (ECD)

### Action CR-4.1.4: Expand seismic retrofit incentive program expansion. Expand efforts to incentivize retrofits of buildings and other mitigation measures in seismic and geologic hazards zones. Explore developing a specific program to address seismic retrofit needs within South San Francisco’s affordable housing stock. | Medium | Building Division (ECD)
**GOAL CR-6:** A City prepared for the combined impacts of extreme heat and poor air quality.

**Policy CR-6.1**
- **Action CR-6.1.1:** Review and update funding programs for resilient building design. Review and update existing funding programs, such as the Property Assessed Clean Energy program to promote climate-resilient design and retrofits.
  - Priority: High
  - Primary Responsibility: Sustainability (CEM)

**Policy CR-6.2**
- **Action CR-6.2.1:** Develop an early warning systems for heat and air quality. Develop early warning systems for heat and air quality alerts, in multiple languages and through culturally relevant media.
  - Priority: Medium
  - Primary Responsibility: Fire

**Policy CR-6.3**
- **Action CR-6.3.1:** Identify heat island priority areas. Identify areas of greatest risk of urban heat island effect and target resources in these areas, including tree planting, cool roofs, and installation of cool pavement.
  - Priority: Low
  - Primary Responsibility: Planning Division (EC)

**Policy CR-6.4**
- **Action CR-6.4.1:** Prepare a cooling and warming centers distribution plan. Maintain the capability to operate cooling and warming centers equitably throughout the city when needed.
  - Priority: Medium
  - Primary Responsibility: Fire

**Goal CR-7:** Strong coordination with regulatory agencies to ensure safe and effective remediation of hazardous and toxic materials.

**Policy CR-7.4**
- **Action CR-7.4.1:** Offer educational programing on hazardous materials disposal and pesticides. Continue to offer educational programing on the harmful effects and proper disposal of hazardous materials and pesticides and recommend alternatives that can be used at home and in businesses.
  - Priority: Medium
  - Primary Responsibility: Maintenance and Operations Division (PM)

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**PERFORMANCE METRICS**

**PERFORMANCE METRIC:** Shocks and stressors, including climate change in all City plans

- **Target:** 100% of City plans address community resilience and climate change impacts
- **Data Source:** All City departmental plans

**PERFORMANCE METRIC:** Sea level rise and flooding projects completed

- **Target:** An increase in the number of sea level rise and flooding projects completed
- **Data Source:** Capital Improvement Plan, development applications

**PERFORMANCE METRIC:** Resilient housing

- **Target:** Increase the proportion of housing units that complete weatherization, energy efficiency, and retrofits, particularly in disadvantaged communities
- **Data Source:** Building Permits
CHAPTER 14
Climate Protection

PART IV: OUR ENVIRONMENT

Green Buildings

Clean Energy
WHERE WE WANT TO BE IN THE FUTURE

South San Francisco is an environmental leader in the region by acting decisively and inspiring other communities to eliminate greenhouse gas (GHG) emissions and adapt to climate change in a manner that is fair and equitable in consideration of diverse communities and geographies.

The City achieves a 45% reduction in community-wide emissions by 2030 and carbon neutrality by 2045.

The City continuously reduces energy and water use and minimizes the amount of waste sent to landfills.

The City demonstrates leadership with high-performing sustainable municipal buildings, facilities, landscaping, and parks.

Electric Vehicle Charging

How Our Plan Gets Us There

Climate change is an urgent concern confronting our world today. The burning of fossil fuels for transportation and energy, the primary driver of climate change, is already affecting San Mateo County today. Raising temperatures and heatwaves, flooding from extreme storms, and sea level rise are some of the climate-related challenges we face. The consequences of these hazards pose risks to life, safety, and critical infrastructure in South San Francisco, and threaten the physical, social, and mental well-being of our residents. The City recognizes the risks posed by climate change and aims to protect our natural resources and community, particularly those who have been historically marginalized, from the potential impacts and strives to build a more resilient city.

The City affirms its commitment to combat climate change by establishing a carbon neutrality goal by 2045. Carbon neutrality is the state of balancing emissions of carbon dioxide with removal or by eliminating emissions from society altogether. The City will accelerate regional and local solutions to reduce GHG emissions through clean and active transportation systems, fossil-fuel free energy systems, green buildings, and zero waste solutions. The City has updated its Climate Action Plan (CAP) to reflect and enhance the General Plan.

PERFORMANCE METRIC

Community Green House Gas (GHG) Emissions

Target: 45% reduction in citywide GHG emissions by 2030 and carbon neutrality by 2045

PERFORMANCE METRIC

Community energy use

Target: Reduce energy use by at least 20%

PERFORMANCE METRIC

Community water use

Target: Reduce water use (in gallons per capita per day) consistent with the urban water supplier’s efficiency standards. Water use was adopted in 2012 by Senate Bill 606 and Assembly Bill 1668

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Performance Metrics

Before you click to view a full list of Performance Metrics for this chapter.

2017 COMMUNITY GHG EMISSIONS: 609,452 MTCO2E

2017 ELECTRICITY USAGE: 489,460,969 KWH

2017 NATURAL GAS USAGE: 29,866,596 THERMS

2017 GDP WATER USAGE 89 GALLONS PER CAPITA PER DAY


Human emissions of carbon dioxide and other GHGs are unequivocally important drivers of global climate change. Climate is the long-term behavior of the atmosphere—typically represented as averages—for a given time of year. These barometers for climate averages over time include annual temperature, snowpack, and rainfall. Greenhouse gases trap heat in the atmosphere, resulting in warming over time. This atmospheric warming leads to other changes in the earth’s systems, including changing patterns of rainfall and snow, melting of glaciers and ice, and warming of oceans.

South San Francisco is experiencing the effects of a changing climate. Both gradual climate change (e.g., sea level rise) and climate hazard events (e.g., extreme heat days) expose people, infrastructure, buildings, and properties, and ecosystems to a wide range of stress-inducing and hazardous situations. These hazards and their impacts disproportionately affect the most sensitive populations in the city.

The extent of climate change in the future depends in part on the amount of GHG emissions now and in the future. GHG emissions are driven by economic systems, land use patterns, transportation and energy systems, resource use, and other social, political, and economic factors. To mitigate the impacts of climate change, the City will reduce community-wide GHG emissions with the goal of becoming carbon neutral by 2045.

Community Greenhouse Gas Emissions

This community-wide GHG emissions inventory for South San Francisco captures the primary sources of emissions that can be reduced through local and regional government actions. This includes energy use in homes, businesses, vehicles, and off-road equipment, emissions from treating and delivering water, and emissions from materials that are thrown away. South San Francisco uses the inventory to better understand emission sources and trends and track progress towards meeting the carbon neutrality target.

The City’s most recent community GHG inventory was conducted for calendar year 2017. South San Francisco tracks emissions as a mass total and per service population. Service population is the sum of population and jobs in the city. Greenhouse gas inventories identify where emissions are being generated. Figure 47 shows the breakdown of the community-wide emissions by sector. Transportation (44%) followed by energy use (41%) are the two largest contributors to community-wide emissions. Emissions in South San Francisco are measured in metric tons of carbon dioxide equivalent (MTCO2e). In 2017, community-wide emissions totaled 649,452 MT CO2e or 4.94 MT CO2e/service population.

Figure 47: 2017 South San Francisco GHG Inventory

<table>
<thead>
<tr>
<th>Category</th>
<th>Emissions (MTCO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Road Transportation</td>
<td>44%</td>
</tr>
<tr>
<td>Nonresidential Natural Gas</td>
<td>19%</td>
</tr>
<tr>
<td>Nonresidential Electricity</td>
<td>13%</td>
</tr>
<tr>
<td>Landfill Waste</td>
<td>10%</td>
</tr>
<tr>
<td>Residential Natural Gas</td>
<td>7%</td>
</tr>
<tr>
<td>Off Road</td>
<td>4%</td>
</tr>
<tr>
<td>Residential Electricity</td>
<td>3%</td>
</tr>
<tr>
<td>Water and Wastewater</td>
<td>0.34%</td>
</tr>
</tbody>
</table>

Figure 47: 2017 South San Francisco GHG Inventory

Source: 2021 Greenhouse Gas Inventory
Clean Energy

Residential and nonresidential energy use including electricity and natural gas account for 41% of South San Francisco’s greenhouse gas emissions. These emissions are mainly driven by the burning of fossil fuel natural gas, which accounts for 60% of energy-related emissions in the city. The proportion of natural gas to overall energy use is expected to increase because the City has joined Peninsula Clean Energy (PCE), which supplies 100% carbon-free electricity to its customers. As of 2020, the community-wide participation rate in PCE is 96%. Clean grid electricity, including the installation of distributed energy resources (DERs) such as local solar projects, is a keystone effort being led by the State to achieve its climate goals. Senate Bill 100’s renewable portfolio standard will require that supplied energy not only be 100% carbon-free by 2045 but also 100% generated from renewable sources like wind, solar, and local biogas.

Additionally, having access to clean electricity makes supporting the transition to electric vehicles across South San Francisco more beneficial as well. Although transportation demand policies are addressed in the mobility element of the General Plan, transportation is the largest contributor to community emissions accounting for 44% of total emissions. Transportation is also projected to account for most emissions in 2040. To date, the City has adopted an Electric Vehicle Master Plan and is installing electric vehicle charging stations in public parking facilities. The City is also providing alternative transportation choices, including the Free South City Shuttle, and is currently developing an active transportation plan to encourage walking and biking.

New Construction

South San Francisco is expected to grow economically and in population in the future, and this growth will result in the construction of new residential and commercial buildings. New construction is governed by the California Building Code and must meet the California Green Building Standards (CALGreen), which include requirements for energy performance. The building code is updated every three years to reflect industry best practices and increase the sustainability of new construction. However, to avoid developing greenhouse gas emitting buildings and infrastructure with useful lives beyond the City’s emissions reduction goals, the City will make enhanced green building the standard for all new construction and major remodels in SSF. Going beyond CALGreen includes promoting all-electric new construction for both residential and nonresidential buildings by adopting a reach code.

Existing Buildings

Most building related emissions are attributable to the existing building stock, which is much less efficient than new construction due to its age and being built when building energy standards were nonexistent. Reducing emissions from existing buildings is critical to meeting emissions reduction goals. There are many challenges associated with improving the performance of existing buildings including costs, rental/ownership status and split incentives, and technological constraints. However, benefits include healthier indoor air quality, reduced energy use and lower utility bills, and more resilient building systems. Improving existing buildings in South San Francisco would focus on electrification and promoting existing energy efficiency programs offered by the utilities and prioritizing investment in the most disadvantaged neighborhood.

Transportation

There are at least two main levers to reduce emissions associated with transportation. The first is to slow vehicle miles traveled (VMT) through vehicle electrification and access to carbon-free electricity from PCE. Second, it is to reduce VMT through transportation demand programs and policies. Although transportation-related emissions are the largest contributor to total communitywide emissions, only transportation electrification or clean vehicle miles traveled (VMT) policies are included in this element as part of the clean energy and municipal goals. The Multimodal Mobility and Access Element includes policies related to the reduction of VMT, and the accompanying Climate Action Plan (CAP) will include those policies.

Solid Waste

Solid waste accounts for 10% of South San Francisco’s overall emissions. By consuming less materials and recycling and composting more, the community will be able to reduce the amount of waste sent to landfill and eventually become a zero-waste city. Specifically, diverting organic material including food waste is a crucial step to meeting long term goals, because organic materials produce methane, which is a more potent GHG than carbon dioxide. The State adopted Senate Bill 1383, the Short-Lived Climate Pollutants Act, that requires jurisdictions to divert 75% of food waste from landfills by 2025, and jurisdictions must also recover food waste that can be repurposed. Moreover, organics recycling can provide useful byproducts including compost and biogas, which can further reduce emissions and provide economic benefits.

Water

Water is a critical resource in California and South San Francisco. Regional water supplies are already being adversely affected by climate change-induced drought and decreased snowpack. South San Francisco’s water supplier, California Water Service, meets 20% of the city’s demand with locally pumped groundwater. Climate change may impact local hydrology and affect natural recharge to the local groundwater aquifers and the quantity of groundwater that could be pumped sustainably over the long-term. Lower rainfall and/or more intense runoff, increased evaporative losses, and warmer and shorter winter seasons can alter natural recharge of groundwater.

Although water-related emissions in South San Francisco account for less than 3% of the community-wide total emissions, the ecosystem and quality-of-life benefits that reliable clean water provide are important to protect. Thus, reducing indoor and outdoor water use through fixture upgrades and climate-appropriate landscaping for both residential and nonresidential buildings will be considered in the General Plan.

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Carbon Sequestration

Carbon sequestration is the long-term removal of carbon dioxide from the atmosphere into the earth’s natural systems including trees, grasses, soils, and riparian areas, thereby slowing the accumulation of GHGs in the atmosphere. Since carbon sequestration involves habitats within the city, these topics are further explored as part of the General Plan’s Environmental and Cultural Stewardship Element. There are several forms of carbon sequestration, including planting trees, applying compost to open spaces, and restoring and protecting natural areas such as Colma Creek and Sign Hill. Carbon sequestration through the enhancement of natural systems provides many quality-of-life and resiliency co-benefits in addition to emissions reductions. For example, expanding the urban forest can help mitigate the urban heat island, improve air quality, provide traffic calming, and reduce energy use. Similarly, protecting open space can provide increased opportunities for outdoor recreation and promote biodiversity.
Equity

The policies outlined in this chapter provide numerous benefits to the community, however, it is important to ensure that these benefits are experienced equitably for all populations and geographic regions of the city. To achieve this equity goal, the City will consider equity implications in implementation. For example, incentives for building retrofits and electrification should be prioritized for disadvantaged communities. The City can also incorporate resiliency measures where appropriate to insulate the community from some of the most disruptive changes associated with climate protection. For example, to balance the higher cost of electricity versus natural gas, new, more efficient electric appliances can be incentivized and paired with solar panels and battery storage, which offset more expensive peak electricity charges and provide power during emergencies.

Furthermore, in line with the Equitable Community Services and Health and Environmental Justice Elements of the General Plan, outreach and education efforts related to climate protection outcomes will be presented in multiple languages including Spanish, Mandarin, and Tagalog, and for the hearing impaired. Implementation of policies will also focus on community members most impacted by climate change and pollutants, including those living and working in the sub-areas of Orange Park, Downtown, Sign Hill, Paradise Valley/Terrabay, El Camino Real, Lindenville, and East of 101.

City Leadership

The ability to meet South San Francisco’s goals of mitigating carbon emissions and adapting to the effects of climate change will be demonstrated by City actions. The City will implement a series of actions that will reduce carbon emissions from municipal operations and enhance resiliency. These actions include energy and water efficiency upgrades for City facilities, parks, and landscapes, sustainable new construction, the electrification of buildings and fleet vehicles, supporting electric vehicle adoption through charger installation, and the installation of resilience measures including solar plus storage projects. These policies will not only reduce emissions but create community benefits through leading by example.

Complementing the vision and direction established in the General Plan, the City’s updated Climate Action Plan (CAP) is a key mechanism to promote and implement climate action. While the General Plan is a long-range policy document that maps out how the City of South San Francisco serves its community, the CAP represents the City’s program to reduce greenhouse gas emissions in line with State targets, contributing to statewide efforts to address climate change. The CAP’s focus is on a shorter time scale from 1-10 years. Under the California Environmental Quality Act (CEQA), the CAP may also be used to streamline future development, allowing projects to rely on the implementation of CAP strategies to mitigate greenhouse gas impacts.

The policies outlined in the General Plan mirror those that are included in the updated CAP. The CAP provides more detail about projected future communitywide emissions and emissions reduction targets, the potential greenhouse gas reduction potential of strategies, and implementation. The co-creation of the General Plan and CAP has allowed General Plan and CAP-related analyses to inform the development of both plans and create consistency across long-range planning documents. This consistency will create opportunities to streamline General Plan and CAP policy and program implementation by aligning climate goals with opportunities identified in the General Plan.
GOAL CP-1: A carbon neutral community by 2045.

INTENT: To maintain and regularly update the City’s Climate Action Plan and Greenhouse Gas Inventory with new and emerging practices.

Policy CP-1.1: Maintain and update the Climate Action Plan. Maintain and regularly update the City’s Climate Action Plan to reduce greenhouse gas (GHG) emissions generated within the city. Ensure the City’s GHG emission target is consistent with California’s GHG reduction goals in order to be a qualified plan for California Environmental Quality Act (CEQA).

Policy CP-1.2: Monitor progress towards carbon neutrality goal. Track and report progress towards achieving the City’s greenhouse gas reduction goal.

Policy CP-1.3: Utilize innovative technologies to reduce emissions. Utilize new technologies as they become available to reduce greenhouse gas (GHG) emissions by regularly evaluating new and emerging technology changes that can help to reduce GHG emissions, and by encouraging the use of such technology when it is demonstrated to be effective at reducing GHG emissions and a fiscally responsible investment.

Policy CP-1.4: Explore innovative pilot programs. Explore the potential for innovative greenhouse gas reduction pilot programs, including collaborations and partnerships, in each emissions sector (e.g., buildings and energy, transportation, solid waste, water, and carbon sequestration).

Policy CP-1.5: Seek funding to support greenhouse emission reductions. Seek additional sources of funding to support implementation of greenhouse gas reduction projects, exploring grant funding, rebates, and other incentive opportunities.

Policy CP-1.6: Community education about greenhouse gas reduction incentives. Educate residents and businesses about opportunities to reduce greenhouse gas emissions through grant funding, rebates, and other incentive opportunities.

GOAL CP-2: A resilient and fossil fuel free energy system.

INTENT: To reduce energy related greenhouse gas emissions as well as improve local air quality and public health.

Policy CP-2.1: Maintain Peninsula Clean Energy membership. Maintain City membership in Peninsula Clean Energy (PCE) and continue to work to maintain a high level of private property owner participation in PCE.

Policy CP-2.2: Reduce emissions associated with natural gas infrastructure. Partner with the Pacific Gas and Electric Company to develop options for reducing greenhouse gas emissions associated with the existing natural gas grid.


Policy CP-2.4: Install energy resilience infrastructure. Provide energy resilience via back-up energy systems, microgrids, and other measures that serve the community during emergency events, particularly supporting disadvantaged communities, including considering creating a financial incentive program for existing and new solar/battery backup system installations.

Policy CP-2.5: Coordinate with Pacific Gas and Electric Public Safety Power Shutoffs. Work with the Pacific Gas and Electric Company to minimise the impacts of Public Safety Power Shutoffs and to prevent utility shutoff during extreme heat events.
GOAL CP-3: Green buildings are the standard in South San Francisco for new construction and major renovations.

Intent: To create sustainable high-performance buildings that operate using carbon-free electricity and consume fewer resources.

Policy CP-3.1: Building code maintenance for new and major renovations (energy efficiency). Regularly update the City’s building codes to improve the energy performance of new construction and major renovations.

Policy CP-3.2: Building code maintenance for new and major renovations (water efficiency). Regularly update the City’s building codes to improve the water efficiency of new construction and major renovation.

Policy CP-3.3: Encourage the addition of battery storage. Permitting fees to encourage the addition of battery storage.

GOAL CP-4: The performance of existing buildings in South San Francisco is improved.

Intent: To reduce energy and water use in existing buildings, which reduces greenhouse gas emissions and utility costs.

Policy CP-4.1: Establish efficiency upgrade programs. Establish an energy and water efficiency upgrade program for existing buildings, focusing on resources on the most disadvantaged communities.

Policy CP-4.2: Prepare a Building Electrification Plan. Develop a date certain, phased-in Existing Building Electrification Plan to retrofit existing homes and businesses to all electric.

Policy CP-4.3: Establish Graywater permitting. Establish a streamlined process for laundry-to-landscape graywater systems.

Policy CP-4.4: Community education about energy and water conservation. Educate residents and businesses on available incentive opportunities to reduce energy and water use.

For related policies and implementation actions related to landscape design standards, see Goal F.E.5.

GOAL CP-5: Improve the environmental efficiencies and performance of municipal buildings, facilities, landscaping, and parks in South San Francisco.

Intent: To create the environmental health and capture economic co-benefits, the design, construction, and operations of all City-owned buildings and facilities including parks and landscaped to promote leadership in green building and site design practices.

Policy CP-5.1: Require minimum of LEED silver rating for new buildings. Require all new municipal buildings and facilities to meet a minimum LEED silver rating as certified by the US Green Building Council or equivalent green building rating system.

Policy CP-5.2: Benchmark environmental performance of municipal buildings and facilities. Regularly benchmark the environmental performance of municipal buildings, landscaping, parks and facilities.

Policy CP-5.3: Municipal building retrofits and operational changes. To reduce operating and maintenance costs, use the benchmarking data to identify opportunities for environmental performance improvements through audits, retro-commissioning, and building retrofits.

Policy CP-5.4: Require 75% waste diversion for municipal construction and demolition projects. Require municipal construction projects to achieve 75% waste diversion from the landfill.

Policy CP-5.5: Energy resilience of municipal buildings. Require municipal building and facility new construction and major renovation projects to evaluate the feasibility of incorporating on-site renewable energy systems and provide many quality-of-life and resiliency benefits in addition to emissions reductions.

Policy CP-5.6: Electric vehicle chargers at municipal facilities. Require municipal construction projects to evaluate the feasibility of incorporating on-site renewable energy generation to supply the building and community with electricity in the event of a disaster.

Policy CP-5.7: Energy reduction plans and programs to ensure consistency with California’s waste reduction goals.

Policy CP-5.8: Educational outreach about waste diversion. Develop and expand waste diversion programs to help all residents and businesses to compost and recycle.

Policy CP-5.9: Modify waste rate structures. Explore modifying waste rate structures to encourage efficiency in future franchise agreements.

Policy CP-5.10: Establish City green purchasing program. Establish a green purchasing program for City of South San Francisco.

GOAL CP-6: The City continues to divert organics from landfill in accordance with State targets.

Intent: To meet the requirements of SB 1383 Short-Lived Climate Pollutants Act and reduce greenhouse gas emissions related to landfilled waste as well as cultivate behavior change around resource consumption.

Policy CP-6.1: Maintain and update Waste Reduction Plan. Maintain and regularly update the City’s waste reduction plans and programs to ensure consistency with California’s waste reduction goals.

Policy CP-6.2: Educational outreach about waste diversion. Develop education and technical assistance programs to help all residents and businesses to compost and recycle.

Policy CP-6.3: Modify waste rate structures. Explore modifying waste rate structures to encourage efficiency in future franchise agreements.

Policy CP-6.4: Establish City green purchasing program. Establish a green purchasing program for City of South San Francisco.

GOAL CP-7: The City increases carbon sequestration in public lands, in open spaces, and in the urban forest through marsh enhancement and tree planting.

Intent: To reduce carbon through the enhancement of natural systems and provide many quality-of-life and resiliency benefits in addition to emissions reductions.

Policy CP-7.1: Protect and expand wetland habitat. Protect and expand existing marsh and wetland habitat to improve water quality, adapt to climate change, and provide habitat for wildlife.

Policy CP-7.2: Expand tree canopy cover. Expand the canopy cover to increase environmental benefits, prioritizing disadvantaged communities and connected wildlife corridors.

Policy CP-7.3: Enhance Colma Creek ecological corridor. Enhance Colma Creek as an ecological corridor, restoring creek ecologies and creating transitional habitat zones to build resilience and ecosystem services.

Policy CP-7.4: Explore carbon farming. Explore compost application on available acres of appropriate open space.

For related policies and implementation actions related to urban forests, landscape design and Colma Creek, see Goal F.F.5. and F.L.5.
**GOAL CP-8: The South San Francisco – San Bruno Water Quality Control Plant is a model for sustainable, resilient operations.**

**INTENT:**
To reduce municipal operational greenhouse gas emissions as well as provide capacity for organics diversion and generate renewable biogas.

**Policy CP-8.1:** Evaluate system efficiency. Continuously evaluate and, as appropriate, replace systems at the wastewater treatment plant to reduce energy use.

**Policy CP-8.2:** Explore renewable biogas production. Explore additional capacity to generate, capture, and reuse biogas generated by the plant as power.

**Policy CP-8.3:** Explore recycled water supply. Explore options for delivering non-potable, recycled water for cooling towers, processes, and irrigation in East of 101 (e.g., flow pipe water).

For related policies and implementation actions related to mobility and reducing greenhouse gas emissions from the transportation sector, see Mobility and Access Chapter.

### IMPLEMENTATION ACTIONS

**GOAL CP-1: A carbon neutral community by 2045.**

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL CP-1: A carbon neutral community by 2045.</td>
<td>Action CP-1.1.1: Update greenhouse gas reduction measures. Regularly (every 3-5 years) refine goals, policies, and actions designed to achieve the greenhouse gas reduction goal.</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>Policy CP-1.1</td>
<td>Action CP-1.1.2: Establish greenhouse gas emission thresholds. Establish greenhouse gas (GHG) emission thresholds for urban evaluating non-exempt discretionary project consistent with the California Environmental Quality Act and require projects above that threshold to substantially mitigate all feasible GHG emissions and to reduce emissions below the established thresholds.</td>
<td>High</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>GOAL CP-1: A carbon neutral community by 2045.</td>
<td>Action CP-1.2.1: Update the community greenhouse gas inventory every five years.</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>Policy CP-1.2</td>
<td>Action CP-1.2.2: Prepare Municipal Greenhouse Gas inventory. Prepare an inventory of emissions from municipal operations, establish a greenhouse gas reduction target, and develop a work plan to reduce municipal emissions.</td>
<td>High</td>
<td>Sustainability (CM)</td>
</tr>
</tbody>
</table>

**GOAL CP-3: Green buildings are the standard in South San Francisco for new construction and major renovations.**

<table>
<thead>
<tr>
<th>Policy</th>
<th>Implementation Action</th>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action CP-3.1.1: Incentivize energy efficient new construction. Provide incentives to encourage new construction to exceed California’s Building Energy Efficiency Standards outlined in Title 24, Part 6.</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action CP-3.1.2: Require all new residential building to be all-electric and prohibit new gas infrastructure for new buildings. Exempt occupancies must install electric building systems where feasible.</td>
<td>High</td>
<td>Building Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action CP-3.1.3: Retrofit all-electric in existing buildings during major renovations. Require residential major renovations to retrofit to all-electric.</td>
<td>High</td>
<td>Building Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action CP-3.1.4: Require installation of photovoltaic panels. Require installation of photovoltaic panels on multifamily and nonresidential new construction.</td>
<td>Low</td>
<td>Building Division (ECD)</td>
<td></td>
</tr>
</tbody>
</table>

Refer to the Implementation Matrix within the “Our Plan to Get There” chapter to view additional information regarding implementation actions such as timeframe and secondary department responsibilities.
Policy CP-3.2
Action CP-3.2.1: Require high efficiency indoor water fixtures. Require high efficiency fixtures in all new construction, like CALGreen Tier 1 or 2.
Priority: Low
Primary Responsibility: Building Division (ECD)

Policy CP-3.2
Action CP-3.2.2: Update landscaping water requirements. Require all new landscaping to use low-water plants and efficient irrigation, planting native and non-native species that provide valuable resources for native wildlife.
Priority: Medium
Primary Responsibility: Building Division (ECD)

GOAL CP-4: The performance of existing buildings in South San Francisco is improved.

Policy CP-4.1
Action CP-4.1.1: Energy audits for homes and businesses. Work with Peninsula Clean Energy, San Mateo County Energy to provide free or low-cost energy audits.
Priority: Medium
Primary Responsibility: Sustainability (CM)

Policy CP-4.1
Action CP-4.1.2: Adopt Commercial Benchmarking ordinance. Adopt energy and water benchmarking ordinance for commercial buildings over 10,000 square feet to empower owners to improve energy efficiency.
Priority: Medium
Primary Responsibility: Building Division (ECD)

Policy CP-4.2
Action CP-4.2.1: Require electric panel upgrade at point of sale. Adopt an ordinance that requires electric panel upgrades upon sale and/or rental turnover.
Priority: High
Primary Responsibility: Building Division (ECD)

Policy CP-4.2
Action CP-4.2.2: Adopt Burnout Ordinance. Adopt a Burnout Ordinance that requires a gas appliance (e.g., stove or furnace) be replaced with an electric version when it stops working.
Priority: High
Primary Responsibility: Sustainability (CM)

GOAL CP-6: The City continues to divert organics from landfill in accordance with State targets.

Policy CP-6.1
Action CP-6.1.1: A Zero waste plan. Adopt an SR 1383 compliant zero waste plan for municipal operations and the community that includes:
• Mandatory residential and commercial recycling and collection of organics/food waste.
• Mandatory commercial edible food recovery program (per MOU with San Mateo County Office of Sustainability).
• Update trash enclosure space and access requirements based on hauler recommendations to accommodate all waste streams (e.g., recycling, trash, and organics).
Priority: Medium
Primary Responsibility: Maintenance and Operations Division (PW)

Policy CP-6.1
Action CP-6.1.2: SFV Scavenger partnership. Continue to work with SFV Scavenger to ensure implemented waste reduction programs.
Priority: Medium
Primary Responsibility: Maintenance and Operations Division (PW)

Policy CP-6.1
Priority: High
Primary Responsibility: Maintenance and Operations Division (PW)

PERFORMANCE METRICS

PERFORMANCE METRIC: Community GHG emissions

Target:
40% reduction in citywide GHG emissions by 2030 and carbon neutrality by 2045

Data Source: PG&E, Peninsula Clean Energy, California Water Service, CalRecycle, and California Air Resources Board

2017 COMMUNITY GHG EMISSIONS: 609,452 MTCO2E

PERFORMANCE METRIC: Community water use

Target:
Potable water use (in gallons per capita per day) consistent with the urban water suppliers’ efficiency standards that will be adopted in 2022 per Senate Bill 606 and Assembly Bill 1668

Data Source: California Water Service

2017 GPCD WATER USAGE: 88 GALLONS PER CAPITA PER DAY

PERFORMANCE METRIC: Community energy use

Target:
Reduce energy use by at least 20% from 2017 levels

Data Source: PG&E and Peninsula Clean Energy

2017 ELECTRICITY USAGE: 489,468,983 KWH
2017 NATURAL GAS USAGE: 29,866,596 THERMS

PERFORMANCE METRIC: Municipal GHG emissions

Target:
Achieve carbon neutrality by 2045

Data Source: Fleet vehicle inventory, employee commute, fuel purchases, PG&E, Peninsula Clean Energy, California Water Service, CalRecycle

2017 SOLID WASTE: 89,136 TONS
CHAPTER 15
Environmental and Cultural Stewardship

PART IV: OUR ENVIRONMENT

History
Culture
Identity

Urban Ecology
WHERE WE WANT TO BE IN THE FUTURE

Existing ecological assets, including wetlands, urban forests, and open space corridors are protected and enhanced. San Francisco Bay and Colma Creek wetlands and marshes provide coastal protection and support regional ecology.

Existing City parks and open spaces are managed to support wildlife.

South San Francisco has a continuous and equitably distributed tree canopy to improve air quality, provide relief from rising temperatures, and increase connectivity between open spaces, and meets the goals established in 2020 Urban Forest Master Plan.

Impervious surfaces are reduced to decrease stormwater runoff, mitigate against urban heat islands, and support urban ecology.

South San Francisco protects cultural resources for the contributions they make to the city’s history, culture, identity, and quality of life.

Environmental and cultural stewardship programs provide critical benefits to the residents of South San Francisco. They support healthy ecosystems, improve air and water quality, enhance public health, contribute to the diversity and quality of life in the city, and help residents adapt to a changing climate. As South San Francisco grows, the City will foster urban ecology through open space planning and connectivity, habitat diversity, urban forestry, planting and vegetation, and land and vegetation management. The City will steward the San Francisco Bay, Colma Creek, Sign Hill, and San Bruno Mountain and will create an abundant, robust urban forest that supports vegetation and wildlife. The City will protect important cultural resources, including historic, architectural, tribal cultural, and archaeological resources through identification, preservation, and education initiatives.

Performance Metrics

1. **Performance Metric: Habitat Area**
   - **Target:** An increase in the acreage of habitat area for local flora and fauna
   - **Habitat Area as of 2021:** 426 Acres

2. **Performance Metric: Overall Tree Canopy**
   - **Target:** A citywide tree canopy coverage of 22.6% by 2040
   - **2016 Data:** 8.7%
   - **2040 Target:** 22.6%

3. **Performance Metric: Environmental Stewardship Programs**
   - **Target:** An increase in environmental stewardship education and interpretation programs and volunteerism

**How Our Plan Gets Us There**

Outdoor Learning Activity on Sign Hill

**Performance Metrics**

Refer to page 361 to view a list of Performance Metrics for this chapter.

**CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.**
KEY ISSUES AND OPPORTUNITIES

Environmental Resources
South San Francisco and its surrounding area include many important natural features, such as the San Francisco Bay, San Bruno Mountain, and Colma Creek. These natural features act as landmarks establishing a strong sense of place and location within the community and provide significant opportunities to support urban ecology and biological resources.

Habitat Types
South San Francisco lies at the southern edge of the San Bruno Mountain and adjacent to the San Francisco Bay. Protected areas on San Bruno Mountain preserve expanses of native coastal grasslands, coastal scrub, riparian scrub, and oak woodlands. These habitats support a wide range of flora and fauna, including three federally listed endangered butterflies and a variety of rare plants.12 To the east of South San Francisco, expanses of tidal marsh, mudflats, pools, and open water in South San Francisco Bay provide habitat for diverse wetland and aquatic wildlife. Figure 48 shows the existing habitat types. The San Francisco Bay also provides essential natural resources for migratory birds on the Pacific Flyway.

While there are habitat areas adjacent to South San Francisco, the city consists almost entirely of developed areas. Pockets of parks and open space provide space for wildlife and humans alike. Colma Creek, San Bruno Creek, and Navigable Slough of San Bruno Creek provide connections between these open areas, and the city’s tree canopy supports wildlife and provides shade. The City is actively creating pollinator habitats in medians and landscapes to act as pollinator islands to give respite to wildlife foraging from the coastal range to San Bruno Mountain. Large infrastructure, like Highway 101, and urban development act as barriers separating the San Francisco Bay from the upper Colma Creek watershed and habitat areas on San Bruno Mountain. Figure 49 shows potential connectivity for species.

South San Franciscans have a long history of stewarding the San Bruno Mountain and Sign Hill. In 1973, Betty Higgins, a Paradise Valley mother, helped create “The Committee to Save San Bruno Mountain.” Likewise Alphonse Seubert, who was a long-time resident of South San Francisco and an original member of the San Bruno Mountain Beautification Committee, planted an estimated 5,000 trees on Sign Hill and helped develop the trails that are in use today.24 Pride and stewardship in the community is still active in South San Francisco; children and young adults now do their part in stewardship through high school capstones, student clubs, educational fieldtrips, City-operated conservation and volunteer programs and youth wildlife camp. There is an opportunity to introduce the mountains to more elementary and middle schools.

The General Plan provides the opportunity to better connect habitat areas and support biodiversity in the city. By continuing to develop a system of well-connected parks and open spaces; updating guidelines for landscape design and planting; discouraging the use of invasive non-native plantings; and better managing vegetation at parks and open spaces, the City can support biodiversity, improve air and water quality, improve public health, and adapt to a changing climate.

There is an opportunity to implement multi-benefit nature-based projects along the San Francisco Bay shoreline and Colma Creek that improve resilience and restore ecosystems. These projects can include marsh and wetlands development, a new beach area, and San Bruno habitat open space along the San Francisco Bay.


Colma Creek is located between San Bruno Mountain and the San Andreas Fault; it drains an area of 16.6 square miles as a single waterway at the center of the valley. Colma Creek is a perennial stream within the watershed that trends in a southeasterly direction through the center of the city and is the community’s main natural drainage system. The headwaters of Colma Creek originate from San Bruno Mountain located to the north of the city. There are two main tributaries to Colma Creek within the city: Twelve Mile Creek and Spruce Creek.

Twelve Mile Creek flows northeast to its confluence with Colma Creek, approximately 100 feet south of the Mission Road/Chesnut Avenue intersection.

At the end of the 19th century, South San Francisco was established next to marshland and a micro delta where Colma Creek met the San Francisco Bay. In the 20th century, the city urbanized over the natural system with industrial land creating “The Industrial City” and the associated road and rail infrastructure.

Since the establishment of the Colma Creek Flood Control Zone in 1964, the urbanization of the Colma Creek watershed saw peak stormwater flow steadily increase. The establishment of the Flood Control Zone in response to regular flooding in the sections of the creek downstream from Orange Memorial Park led to Colma Creek being culverted over until 2006. Deterioration of several sections of the creek were not restrained by concrete flood control walls raised above street level. Many of the areas around Colma Creek are existing or former industrial uses and present a potential risk for hazardous materials spilling into the watershed and San Francisco Bay. The San Mateo County Flood and Sea Level Rise Resiliency District (formerly the San Mateo County Flood Control District) contributes to the management of flood risk along Colma Creek.

Spruce Creek flows northeast in the vicinity of Spruce Avenue to its confluence with Colma Creek near Spruce Avenue. Both tributary creeks have been entirely channelized, and in many areas have been constructed underground.
ENVIRONMENTAL AND CULTURAL STEWARDSHIP

Flora & Fauna

The city’s natural and urbanized habitats provide areas to support a wide variety of wildlife and plant species. Recent surveys found over 40 sensitive plant species in the city, including eight federally listed species. These include Franciscan manzanita, Presidio manzanita, robust sphincterophora (beach lily), San Francisco lignum, white-rayed pensthelete, California sea-holly, and two-fork clover. There are six plant species that are State listed species and include: Presidio manzanita, beach lily, San Francisco lignum, white-rayed pensthelete, San Bruno Mountain manzanita, and Pacific manzanita.

Recent surveys found 31 sensitive wildlife species recorded throughout the city. This includes eight federally listed species, including the San Bruno elfin butterfly, tidewater goby, Bay checkerspot butterfly, mission blue butterfly, California Ridgway’s rail, California red-legged frog, callippe silverspot butterfly, and San Francisco gartersnake. Another five species are State listed species and include California Ridgway’s rail, San Francisco gartersnake, California black rail, bank swallow, and longfin smelt. Other non-listed species are given special status or are fully protected under the California Fish and Game Code and include Alameda song sparrow, American peregrine falcon, and Townsend’s big-eared bat.

The listed and special-status wildlife and plant species are most likely to be found in the riparian and estuary areas around San Francisco Bay, in the open spaces and hills on San Bruno Mountain and on Sign Hill, and possibly within the city’s existing parks. A few of these wildlife species, such as birds and bats, may find suitable nesting habitat within buildings and other human-made structures.

Surface Water

Surface water quality is impacted by two types of discharges: point sources and non-point sources. Discharges into surface water from a fixed point is a point source. For example, discharges from an industrial facility and municipal wastewater systems are considered point source discharges. Non-point source discharges to surface water include runoff from streets and urban areas that enter the stormwater system during storm events.

Stormwater runoff in the city is collected in storm drains and discharged into Colma Creek or the San Francisco Bay. Some stormwater runoff infiltrates into the ground, however, due to the large amount of impervious surfaces within the city, much of the stormwater flows over land and into existing storm drains. The City maintains all stormwater system facilities within the public right of way and adopted drainage easements within the City limits. As part of the Capital Improvement Program, the City is implementing a stormwater capture project at Orange Memorial Park to divert, treat, and store dry-weather urban runoff. A portion of the treated water is being used for irrigation of Orange Park, Centennial Way, and the new Civic Campus, preserving millions of gallons of drinking water annually. A portion of the water will restore groundwater.

In 2019, the City adopted a Green Infrastructure Plan that establishes guidelines for integrating green infrastructure measures into the city in combination with conventional storm drain system (gray) improvements to manage runoff from storm events. This plan will create a more resilient and sustainable stormwater system that reduces runoff volumes and improves runoff water quality protecting ecology.

Section 303(d) of the Clean Water Act requires States to identify waters that do not meet the water quality standards or objectives and thus, are considered “impaired.” Colma Creek and the San Francisco Bay are listed on the Section 303(d) list of the Clean Water Act. 38

South San Francisco is located within the boundaries of the Westside and Visitacion Valley Groundwater Basins. The Bayshore Water District of the California Water Service extracts groundwater from the Westside Basin from five wells located within the service area. Groundwater has historically supplied 20% of the Bayshore Water District’s water demand.

Climate change may impact local hydrology and affect natural recharge to the local groundwater aquifers and the quantity of groundwater that could be pumped sustainably over the long term. Lower rainfall and/or more intense rainfall, increased evaporation loss, and warmer and shorter winter seasons can alter natural recharge of groundwater. Salinization intrusion into coastal groundwater aquifers due to sea level rise could interfere with local groundwater use. Furthermore, additional reductions in imported water supplies would limit imported water availability for managed recharge of local groundwater basins and potentially more groundwater pumping in lieu of imported water availability.

The area southwest of Colma Creek is underlain by a portion of the San Mateo Groundwater Basin, which stretches from Daly City to Menlo Park. Groundwater flows westerly from Lake Merced in San Francisco toward the San Francisco Bay. Much of the alluvium that underlies the lowland areas of the City of South San Francisco is capable of transmitting groundwater, especially in the southwestern portion of the city. Recharge (percolation back to the water table) is generally concentrated in the immediate near-stream areas where open space is present. Groundwater quality may be impacted by former industrial uses and areas of unconfined waste disposal.

In 1977, the San Mateo County Harbor District assumed operational control over the Oyster Point Marina and Park. The Joint Powers Agreement between the San Mateo County Harbor District and the City of South San Francisco gave the Harbor District the authority to improve and complete construction of a recreational marina while retaining the berthing and other related fees. A Joint Powers Agreement in 2018 replaced the original joint powers agreement and will be in effect until at least 2033, which allows for the continued operation and management of the marina, and additional land management for the City.

The Harbor District Master Plan provides a comprehensive guide that will define the best possible use of its land and water resources and in identifying and achieving capital improvement projects. The Harbor District Master Plan balances resource protection, coastal access, sustainable infrastructure, coastal-dependent businesses, and active and passive public recreation.

San Francisco Bay Ferry

Harbors and Fisheries

In 1977, the San Mateo County Harbor District assumed operational control over the Oyster Point Marina and Park. The Joint Powers Agreement between the San Mateo County Harbor District and the City of South San Francisco gave the Harbor District the authority to improve and complete construction of a recreational marina while retaining the berthing and other related fees. A Joint Powers Agreement in 2018 replaced the original joint powers agreement and will be in effect until at least 2033, which allows for the continued operation and management of the marina, and additional land management for the City.

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San Francisco Bay Park
In the City of South San Francisco, cultural resources often take the form of buildings, structures, sites, and landscapes that are important to the history of the city. There may also be archaeological sites or locations that are important to the history and identity of Native American tribes who lived or traveled through this region along San Francisco Bay. This section provides a summary of the cultural resources in the city.

Categories of Cultural Resources

Cultural resources are buildings, objects, features, structures, sites, or landscapes with historic or prehistoric value. Cultural resources typically include properties that have been determined to be associated with important events, important persons, excellence in architecture or master architects, or archaeological sites and objects such as Native American artifacts discovered in the city. Specifically, cultural resources can be categorized in one of the following groups:

Architectural Resources
Historic, built-environment resources are associated with the recent past. In California, historic resources are typically associated with the American periods in the State’s history.

Archaeological Resources
Archaeology is the study of artifacts and material culture with the aim of understanding human activities and cultures in the past. Archaeological resources may be associated with prehistoric indigenous cultures as well as later periods of California’s history.

Tribal Cultural Resources
Tribal cultural resources include sites, features, places, or objects that are of cultural value to one or more California Native American Tribes.

Burial Sites and Cemeteries
Burial sites and cemeteries are formal or informal locations where human remains have been interred.
Historic Architectural Resources

The South San Francisco Land and Improvement Company designed a company town to attract industries and workers to South San Francisco, facilitating the city's growth and its incorporation in 1908. The city maintains a diversity of historic buildings and structures, constructed of a variety of materials. The earliest buildings were constructed of wood or brick, were modest in size, and most were vernacular interpretations of architectural styles popular at the time of their construction. Corrugated metal was commonplace for industrial facilities, and stucco became the preferred exterior finish, beginning from the 1920s through the 1940s.

Two National Register of Historic Places (NRHP)-listed properties are located within the city: the Martin Building located at 105 Grand Avenue (also known as the Metropolitan Hotel) and the South San Francisco Hillside Sign. These two properties are also the only resources listed on the California Register of Historic Places (CHR). South San Francisco also recognizes 42 designated Historic Landmarks that are considered cultural resources. An additional number of properties in South San Francisco have been determined eligible for listing in the National Register, California Register, or City Designated Landmark through the CEQA process. These listed properties encompass a broad range of building types and styles, including residential homes, commercial buildings (Mexico Tipico, Bank of South San Francisco), institutional buildings (City Hall, Grand Avenue Library), industrial facilities (South City Lumber), and commemorative monuments and features (Donors Sidewalk of Names, Martin Memorial Fountain). The Grand Avenue Commercial Historic District has been identified as a locally significant resource.

Archaeological and Tribal Cultural Resources

Archaeological resources span both historic and prehistoric periods and differ from built environment cultural resources in that they are largely sub-surface, and are most often encountered by pedestrian survey, archaeological testing, or during project-related ground disturbance. Tribal Cultural Resources are sites, features, places, cultural landscapes, sacred places, and objects with cultural value to a California Native American tribe.

The locations of known archaeological resources within the city must be kept confidential and cannot be disclosed to the public. Consultation with local stakeholders, including tribal authorities, on the location, nature, and mitigation required to protect these non-renewable resources, constitutes a vital part of the planning process.

Development within areas with known archaeological resources is a critical range. Some of South San Francisco's known archaeological resources are located within areas undergoing development, such as Tamaray and El Camino Real. First identified and protected during project design or ground disturbing activities, development in areas with known archaeological resources could result in the loss of these resources.

Sources: City of South San Francisco (2019); County of San Mateo (2019); ESRI (2021).
GOAL ES-1: The City supports nature in South San Francisco to encourage healthy ecosystems, improve air and water quality, improve public health, and adapt to a changing climate.

INTENT:
To foster urban ecology in South San Francisco including open space and connectivity, habitat diversity, urban forestry, planting and vegetation, and land and vegetation management.

Policy ES-1.1: Develop a connected open space network. Continue to develop a system of well-connected parks and open spaces to support biodiversity, enable the movement of wildlife, and increase climate resilience.

Policy ES-1.2: Strive for habitat diversity across the city. Strive for habitat diversity ranging from coastal wetlands and marshes to upland habitats.

Policy ES-1.3: Create a connected network of wildlife corridors. Transform Colma Creek, implement the City’s Urban Forest Master Plan, and manage the Bay Trail and Centennial Way to create a connected network of wildlife corridors.

Policy ES-1.4: Plant for biodiversity. Discourage the use of invasive non-native plantings in landscape areas across the city, working with regional agencies and local nurseries to educate residents and employers in removing non-native plant species and instead using native species.

Policy ES-1.5: Conduct equity assessments for conservation efforts. Assess conservation efforts for distributions of benefits and burdens to diverse and marginalized communities (both geographically bounded and identity-based), including implications for environmental and public health. Engage communities in decision-making about programs and priorities.

For related policies and implementation actions related to urban forestry, landscape design, and recreational programming about ecology and environmental stewardship, see Goals ES-4, ES-5, and PR-3.

GOAL ES-2: South San Francisco is a steward of the San Francisco Bay and its habitat.

INTENT:
To protect the San Francisco Bay and expand habitat through development standards and bird safe design.

Policy ES-2.1: Protect marsh and wetland habitat. Protect and expand existing marsh and wetland habitat to improve water quality, adapt to climate change, and provide habitat for wildlife.

Policy ES-2.2: Maintain development standards adjacent to the San Francisco Bay to support habitat. Maintain standards and guidelines for new construction within 150 feet of San Francisco Bay that support the health of the Bay. This policy includes:
- Requiring no net new impervious areas.
- Maintaining (or increasing) building setbacks to support habitat areas and adaptation.
- Requiring new construction to construct bioswales or similar features to treat runoff before it enters the Bay.
- Requiring low-intensity lighting to reduce the amount of light reaching sensitive habitat.
- Using a planting palette consisting of native species and species that provide valuable resources for native wildlife; and
- Requiring an assessment as part of the California Environmental Quality Act (CEQA) process to consider wildlife impacts before project approval to continue to protect special status of species.
GOAL ES-3: Colma Creek is an ecological corridor that supports community resilience and livability.

INTENT: To meet a series of overlapping objectives that reduce flooding, protect against sea level rise, increase desirable access and active mobility, improve water quality, and reduce biodiversity in the city.

Policy ES-3.1: Enhance Colma Creek as an ecological corridor. Enhance Colma Creek as an ecological corridor, restoring creek ecologies and creating transitional habitats to build resilience and ecosystem services.

Policy ES-3.2: Co-locate park and open space patches along Colma Creek to create opportunities for green infrastructure and patches for open space features along Colma Creek. Co-locate park and open space features along Colma Creek to create opportunities for green infrastructure and patches for open space features along Colma Creek.

Policy ES-3.3: Maintain stormwater management standards. Maintain development standards along Colma Creek to support habitat. Maintain stormwater management standards across the Colma Creek watershed, such as the Orange Memorial Park Stormwater Capture Project to improve water quality and increase trash capture.

Policy ES-3.4: Implement stormwater management throughout the Colma Creek watershed. Continue to implement stormwater management practices across the Colma Creek watershed, such as the Orange Memorial Park Stormwater Capture Project to improve water quality and increase trash capture.

Policy ES-3.5: Maintain development standards. Maintain development standards along Colma Creek to support habitat. Continue to develop public and private partnerships with agencies, developers, and non-profits to fund Colma Creek transformation.


Policy ES-3.7: Encourage on-site rainwater harvesting systems. To discourage the use of invasive, non-native plantings in landscape areas across the city, encourage rainwater harvesting systems. Use the Water Use Classification of Landscape Species (WUCOLS) ratings to establish preferences for landscape areas across the city.

Policy ES-4.1: Expand tree canopy cover. Promote good tree maintenance and healthy urban forest to enhance Colma Creek's ecological resilience.

Policy ES-4.2: Avoid tree removal. Avoid removing trees whenever possible. When removals are warranted, replace each removed tree with three new trees.

Policy ES-4.3: Support the staged succession of tree planting. Plan in advance to remove and replant trees to guide tree planting priorities and shape the character of the city.

Policy ES-4.4: Plan for tree planting to promote tree health. Plan for trees before planting to promote the health and longevity of individual trees, reduce mortality/tree removals, and improve habitat for wildlife. Establish a design standard for minimum soil depth to facilitate robust tree growth.

Policy ES-4.5: Promote good tree maintenance. Promote good maintenance practices for trees on private property by educating the public about tree care and certified professional tree workers.

Policy ES-4.6: Support education and engagement about the urban forest. Encourage support for the enhancement of the urban forest through forestry programming, information distribution, and advocacy groups.

Policy ES-4.7: Enforce the Tree Preservation Ordinance. Increase communication with code enforcement to increase enforcement of tree preservation ordinance. Consider adjustments to the code and fine structure to improve Ordinance implementation.

Policy ES-5.1: Remove invasive species. Prohibit invasive species identified on the California Invasive Plant Council list from new construction and landscape renovations.

Policy ES-5.2: Control and manage invasive plants found on site. Use Best Management Practices during construction and subsequent site maintenance to manage and control invasive species found on site, including cleared infested areas prior to construction, planting native seed from a local source, and avoiding seed dispersal through construction equipment use.

Policy ES-5.3: Use a waterwise planting palette during new construction. During new construction and landscape renovations, prioritize xeriscaping, low-water-use plants, and native plants, minimizing the total area of high-water-use plants (e.g., turf and water features).

Policy ES-5.4: Preserve native plants during construction. During new construction and landscape renovations, preserve portions of a site largely occupied by native species. Replace non-native vegetation with natives except when the non-native vegetation support habitat particularly useful to native wildlife.

GOAL ES-4: An abundant, robust forest that contributes to South San Francisco's quality of life as it combats the effects of climate change.

INTENT: To enhance South San Francisco’s environmental quality and the mental and physical health of its residents, while bringing significant economic benefits through increased property values. To make the city more resilient to the impacts of climate change and provide habitat for wildlife.

Policy ES-4.8: Promote native species. Using a planting palette consisting of native species and species that provide valuable resources for native wildlife.

Policy ES-4.9: Plan for trees before planting to promote the health and longevity of individual trees, reduce mortality/tree removals, and improve habitat for wildlife. Establish a design standard for minimum soil depth to facilitate robust tree growth.

Policy ES-4.10: Avoid tree removal. Avoid removing trees whenever possible. When removals are warranted, replace each removed tree with three new trees.

Policy ES-4.11: Support the staged succession of tree planting. Plan in advance to remove and replant trees to guide tree planting priorities and shape the character of the city.

Policy ES-4.12: Plan for tree planting to promote tree health. Plan for trees before planting to promote the health and longevity of individual trees, reduce mortality/tree removals, and improve habitat for wildlife. Establish a design standard for minimum soil depth to facilitate robust tree growth.

Policy ES-4.13: Promote good tree maintenance. Promote good maintenance practices for trees on private property by educating the public about tree care and certified professional tree workers.

Policy ES-4.14: Support education and engagement about the urban forest. Encourage support for the enhancement of the urban forest through forestry programming, information distribution, and advocacy groups.

Policy ES-4.15: Enforce the Tree Preservation Ordinance. Increase communication with code enforcement to increase enforcement of tree preservation ordinance. Consider adjustments to the code and fine structure to improve Ordinance implementation.

GOAL ES-5: Landscape design standards for new development enhance habitat quality, reduce water use, and support a diverse ecosystem.

INTENT: To discourage the use of invasive, non-native plantings in landscape areas across the city, encourage rainwater harvesting systems, and encourage innovation and ecosystem resilience in landscape design.

Policy ES-5.1: Remove invasive species. Prohibit invasive species identified on the California Invasive Plant Council list from new construction and landscape renovations.

Policy ES-5.2: Control and manage invasive plants found on site. Use Best Management Practices during construction and subsequent site maintenance to manage and control invasive species found on site, including cleared infested areas prior to construction, planting native seed from a local source, and avoiding seed dispersal through construction equipment use.

Policy ES-5.3: Use a waterwise planting palette during new construction. During new construction and landscape renovations, prioritize xeriscaping, low-water-use plants, and native plants, minimizing the total area of high-water-use plants (e.g., turf and water features).

Policy ES-5.4: Preserve native plants during construction. During new construction and landscape renovations, preserve portions of a site largely occupied by native species. Replace non-native vegetation with natives except when the non-native vegetation support habitat particularly useful to native wildlife.

Policy ES-5.5: Plant using a multi-layered cluster to support wildlife. Design planting in multi-layered clusters, placing groundwork, shrub, and tree canopy layers in the same area to support wildlife.

Policy ES-5.6: Create pollinator habitats in medians and landscapes. Continue to create pollinator habitats in medians and landscapes to act as pollinator islands for native wildlife going to the coastal range to San Bruno Mountain.

Policy ES-5.7: Discourage herbicide and pesticide use. Discourage the use of herbicides and pesticides.

Policy ES-5.8: Design irrigation systems for water conservation. Install water- and soil-moisture-based irrigation controllers in all new development. Cluster plants together with similar water requirements to conserve water. Use the Water Use Classification of Landscape Species (WUCOLS) ratings to establish watering needs.

Policy ES-5.9: Encourage alternative irrigation water sources. Encourage on-site rainwater harvesting and graywater systems for irrigation. Periodically study feasibility for delivering non-potable, recycled water from the South San Francisco - San Bruno Water Quality Control Plant, Orange Memorial Park Stormwater Capture Project, or similar.
GOAL ES-6: Threatened and endangered wildlife and plant species thrive in South San Francisco.

INTENT: To maintain inventories of, assess the impacts of new development on, and build community collaborations that support endangered wildlife and plant species, as well as ecologically sensitive habitats.

Policy ES-6.1: Catalog wildlife and plant inventories. 
Continue to catalog and update information on threatened and endangered species in the review of project proposals.

Policy ES-6.2: Conduct wildlife and plant assessments for new development. 
Require assessments for new development projects.

Policy ES-6.3: Conduct site-specific assessments for new development in ecologically sensitive habitats areas. 
On a parcel-by-parcel basis, require that permit applications for projects located within ecologically sensitive habitat areas, as shown on Figure 50, prepare site-specific biological assessments for review and approval by City Planning staff, and incorporation of the recommended measures during construction to protect ecologically sensitive habitat areas.

Policy ES-6.4: Manage and conserve natural areas at risk. 
Actively manage natural areas and landscapes threatened by human intervention and invasive species.

GOAL ES-7: The City increases stormwater infiltration and reduces the amount of pollutants entering the stormwater system.

INTENT: To promote the equitable distribution of green infrastructure in South San Francisco to improve human and watershed health, San Francisco Bay fisheries, and wildlife habitat, and to reduce the negative impacts of climate change. To couple policies and implementation actions related to the urban forest, which filters pollutants, stores water in canopy, and helps keep stormwater flow rates manageable.

Policy ES-7.1: Develop and implement comprehensive watershed management strategy.
Partner with regional and local agencies to develop a comprehensive watershed management strategy that identifies programs, partnerships, actions, and incentives that the City and partners can take to protect the city’s water resources and aquatic areas. Collaborate with regional agencies and neighboring jurisdictions to manage stormwater, reduce impervious surface areas, and improve water quality in the Colma Creek watershed.

Policy ES-7.2: Integrate green infrastructure in City projects.
Integrate green infrastructure strategies into city-owned landscapes to improve water quality and reduce the need to irrigate landscapes.

Policy ES-7.3: Require stormwater management plans for new and redevelopment projects.
Continue to require new development and redevelopment projects to meet federal, state, regional, and local stormwater requirements, including site design, stormwater treatment, stormwater infiltration, peak flow reduction, and trash removal.

Policy ES-7.4: Encourage pervious surfaces.
Encourage pervious surfaces in new developments. For related policies and implementation actions related to urban forestry, see Goal ES-4.

GOAL ES-8: Clean and sustainable groundwater.

INTENT: To promote sustainable city practices that alleviate water shortages and ensure access to a clean and sustainable groundwater supply.

Continue to optimize groundwater recharge from new and redevelopment projects by infiltrating stormwater in accordance with State, regional, and local requirements.

Policy ES-8.2: Implement potable water demand reduction measures.
Continue to update and implement the South San Francisco Urban Water Management Plan demand reduction measures to reduce groundwater pumping in the Westside Basin and to increase resilience to climate change. For related policies and implementation actions related to urban forestry, see Goal ES-4.

Policy ES-8.3: Protect important historic architectural resources for the aesthetic, educational, economic, and scientific contribution they make to South San Francisco’s identity and quality of life.

INTENT: To protect the historical identity of South San Francisco and encourage the community to explore the historical resources in South San Francisco.

Policy ES-9.1: Maintain a Historic Resources Inventory.
Maintain and update a Historic Resources Inventory at regular intervals to promote awareness of these community resources and as a tool to further their preservation. Give priority to identifying and establishing Historic Districts.

Policy ES-9.2: Identify historic resources.
Encourage the voluntary identification, conservation, and re-use of historic streets, squares, properties, and sites and special and recognized historic, architectural, or aesthetic value.

Policy ES-9.3: Protect hardscape and cultural landscape elements.
Protect and preserve historic sidewalks, street signs, lamp posts, street trees, and other historic and cultural landscape elements, in addition to designated historical buildings, structures, and sites that contribute to the historic character of a neighborhood, and the city.

GOAL ES-9: Protect important historic architectural resources for the aesthetic, educational, economic, and scientific contribution they make to South San Francisco’s identity and quality of life.

INTENT: To promote sustainable city practices that alleviate water shortages and ensure access to a clean and sustainable groundwater supply.

Continue to optimize groundwater recharge from new and redevelopment projects by infiltrating stormwater in accordance with State, regional, and local requirements.

Continue to update and implement the South San Francisco Urban Water Management Plan demand reduction measures to reduce groundwater pumping in the Westside Basin and to increase resilience to climate change. For related policies and implementation actions related to urban forestry, see Goal ES-4.

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GOAL ES-9: Protect important historic architectural resources for the aesthetic, educational, economic, and scientific contribution they make to South San Francisco’s identity and quality of life.

INTENT: To promote sustainable city practices that alleviate water shortages and ensure access to a clean and sustainable groundwater supply.

Continue to optimize groundwater recharge from new and redevelopment projects by infiltrating stormwater in accordance with State, regional, and local requirements.

Continue to update and implement the South San Francisco Urban Water Management Plan demand reduction measures to reduce groundwater pumping in the Westside Basin and to increase resilience to climate change. For related policies and implementation actions related to urban forestry, see Goal ES-4.

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Protect and preserve historic sidewalks, street signs, lamp posts, street trees, and other historic and cultural landscape elements, in addition to designated historical buildings, structures, and sites that contribute to the historic character of a neighborhood, and the city.
GOAL ES-10: South San Francisco’s archaeological resources provide a link to the city’s prehistoric and historic past and strengthen the city’s sense of place.

INTENT: To protect and educate the community about South San Francisco’s archaeological resources for the contributions they make to the city’s identity.

Policy ES-10.1: Maintain archaeological procedures for new development. Maintain formal procedures for minimizing and mitigating impacts to archaeological resources.

Policy ES-10.2: Support archaeological education. Support educational efforts that increase community awareness, appreciation, and support for South San Francisco’s archaeological resources.

Policy ES-10.3: Require that development proposals be referred to the Economic and Community Development Department after they have been approved by the Economic and Community Development Department. Require that development proposals be referred to a qualified archaeologist for appropriate protection and preservation measures; and work may only resume when appropriate protections are in place and have been approved by the Economic and Community Development Department.

GOAL ES-11: South San Francisco protects sites, features, places, or objects that are of cultural value to one or more California Native American Tribes.

INTENT: To protect and educate the community about South San Francisco’s cultural resources for the contributions they make to the city’s history, culture, and identity.

Policy ES-11.1: Identification of tribal cultural resources. Require that development proposals be referred to the Northwest Information Center of the California Archaeological Inventory, Native American Heritage Commission (NAHC), and local Native American Tribes for review and recommendations regarding supplemental field investigation.

Policy ES-11.2: Conduct tribal consultation during development review. Consult with local Native American tribes to identify, evaluate, and appropriately address tribal cultural resources and tribal sacred sites through the development review process.

Policy ES-11.3: Conduct tribal consultation during development review. Consult with local Native American tribes to identify, evaluate, and appropriately address tribal cultural resources and tribal sacred sites through the development review process.

Policy ES-11.4: Discovery of significant historic or prehistoric archaeological artifacts. If construction or grading activities result in the discovery of significant historic or prehistoric archaeological artifacts, then all work within 100 feet of the discovery shall cease, the Economic and Community Development Department shall be notified, the resources shall be examined by a qualified archaeologist for appropriate protection and preservation measures; and work may only resume when appropriate protections are in place and have been approved by the Economic and Community Development Department.

Policy ES-11.5: Discovery of significant historic or prehistoric archaeological artifacts. If construction or grading activities result in the discovery of significant historic or prehistoric archaeological artifacts, then all work within 100 feet of the discovery shall cease, the Economic and Community Development Department shall be notified, the resources shall be examined by a qualified archaeologist for appropriate protection and preservation measures; and work may only resume when appropriate protections are in place and have been approved by the Economic and Community Development Department.

IMPLEMENTATION ACTIONS

Policy Implementation Action Priority Primary Responsibility
GOAL ES-1: The City supports nature in South San Francisco to encourage healthy ecosystems, improve air and water quality, improve public health, and adapt to a changing climate.

Policy ES-1.1: Action ES-1.1.1: Manage vegetation at parks and open space for biodiversity. Manage vegetation at parks and open spaces in South San Francisco to support biodiversity by reducing pesticide use, reducing light pollution, reducing non-native species, and planting native species that provide valuable resources for native wildlife and to increase resilience.

Policy ES-1.2: Action ES-1.2.1: Require bird safe design East of 101. Develop a bird-safe design ordinance to minimize the adverse effects on native and migratory birds and require new development East of 101 to incorporate design measures.

Policy ES-1.3: Action ES-1.3.1: Implement Colma Creek interpretive signage. In coordination with the Flood and Resiliency District and other partners, incorporate interpretive signage that educate community members and visitors about the history and the unique biological resources around Colma Creek.


Policy ES-1.5: Action ES-1.5.1: Update planting guidelines. Evaluate and update existing guidelines for landscape design and planting to support native species and non-native species that provide valuable resources for native wildlife and reduce water use.

Policy ES-2: South San Francisco is a steward of the San Francisco Bay and its habitat.

Policy ES-2.1: Action ES-2.2.1: Require bird safe design East of 101. Develop a bird-safe design ordinance to minimize the adverse effects on native and migratory birds and require new development East of 101 to incorporate design measures.

Policy ES-3: Colma Creek is an ecological corridor that supports community resilience and livability.

Policy ES-3.1: Action ES-3.1.1: Implement Colma Creek interpretive signage. In coordination with the Flood and Resiliency District and other partners, incorporate interpretive signage that educate community members and visitors about the history and the unique biological resources around Colma Creek.

Policy ES-4: An abundant, robust urban forest that contributes to South San Francisco’s quality of life as it combats the effects of climate change.


Policy ES-5: Landscape design standards for new development enhance habitat quality, reduce water use, and support a diverse ecosystem.

Policy ES-5.1: Action ES-5.3.1: Update planting guidelines. Evaluate and update existing guidelines for landscape design and planting to support native species and non-native species that provide valuable resources for native wildlife and reduce water use.

Policy ES-5.2: Action ES-5.3.2: Update planting guidelines. Evaluate and update existing guidelines for landscape design and planting to support native species and non-native species that provide valuable resources for native wildlife and reduce water use.

Policy ES-5.3: Action ES-5.3.3: Update planting guidelines. Evaluate and update existing guidelines for landscape design and planting to support native species and non-native species that provide valuable resources for native wildlife and reduce water use.
GOAL ES-7: The City increases stormwater infiltration and reduces the amount of pollutants entering the stormwater system.

**Policy ES-7.2**
- **Action ES-7.2.1:** Implement Green Infrastructure Plan. **Implement the City’s Green Infrastructure Plan.** High Engineering Division (PW)
- **Action ES-7.2.2:** Identify opportunities to implement green infrastructure in parks and open space. Identify opportunities for nearby parks and open space to support better management with stormwater infrastructure. High Parks Division (P&R)

GOAL ES-9: The City’s goal is to protect important historic architectural resources for the aesthetic, educational, economic, and scientific contributions they make to South San Francisco’s identity and quality of life.

**Policy ES-9.1**
- **Action ES-9.1.1:** Explore the feasibility of a Downtown Historic Commercial District development. Explore the feasibility of establishing a Downtown South San Francisco Historical Commercial District to promote the revitalization and redevelopment of the area while supporting existing small business owners in the district from being displaced. Medium Planning Division (ECD)
- **Action ES-9.1.2:** Prepare Downtown urban design guidelines. Institute Downtown urban design guidelines and require design review of developments in the proposed Downtown South San Francisco Historical Commercial District to ensure that the height, massing, and design of buildings further Downtown’s character. Low Planning Division (ECD)
- **Action ES-9.1.3:** Expand historic markers and maps to promote and celebrate history. Expand resources such as historic maps, historic markers, or self-guided walking tours to promote and celebrate historic preservation in South San Francisco. Medium Planning Division (ECD)
- **Action ES-9.1.4:** Expand historic resources education through partnerships. Work with neighborhood groups and historic preservation advocacy groups on events, materials, and efforts to educate the public on the benefits of historic preservation generally and in specific neighborhoods. Medium Planning Division (ECD)
- **Action ES-9.1.5:** Preservation resources. Prepare a vision for the preservation of historic resources using the Mills Act, State Tax Credit Program, or other available tools. Medium Planning Division (ECD)

PERFORMANCE METRICS

**PERFORMANCE METRIC:** Habitat area
- **Target** An increase in the acreage of habitat area for local flora and fauna
- **HABITAT AREA AS OF 2021:** 426 ACRES
- **2020 Data:** 47.6%

**PERFORMANCE METRIC:** Tree canopy
- **Target** A citywide tree canopy coverage of 22.6% by 2040
- **Overall Tree Canopy:** 2.7%

**PERFORMANCE METRIC:** Environmental stewardship programs
- **Target** An increase in environmental stewardship education and interpretation programs and volunteerism
- **Data Source** Participants in recreation programming related to stewardship

**PERFORMANCE METRIC:** Historic resource protection
- **Target** An increase in the number of historic resources and historic architectural resources eligible for listing in the National Register of Historic Places and California Register of Historic Places
- **Data Source** Historic Resources Surveys
CHAPTER 16

Noise

Acceptable Noise Levels

Quiet Noise Environment
WHERE WE WANT TO BE IN THE FUTURE

Residents and employees experience acceptable noise and vibration levels throughout South San Francisco.

Land use and noise compatibility guidelines direct the siting, design, and insulation of new development to minimize noise impacts on sensitive land uses, such as residential, schools, and healthcare facilities.

The Noise Ordinance in the South San Francisco Municipal Code regulates noise performance standards for existing and all future city-wide stationary source operations and potential nuisances.

The City of South San Francisco has groundborne vibration exposure thresholds for construction activities and for vibration-sensitive land uses near existing sources of vibration, such as railroads.

The City of South San Francisco prevents construction-related vibration impacts on historic structures.

How Our Plan Gets Us There

A quiet noise environment can contribute to a high quality of life, healthy living and working conditions, and positive physical and mental health impacts.

The City of South San Francisco generally has an acceptable noise environment for living and working, but it does experience impacts that can impact quality of life. As a center of industrial and commercial activity, South San Francisco is surrounded by major streets and highways (U.S. Highway 101, Interstate 280, State Route 80, State Route 30, and Interstate 380). The proximity of these local and regional arteries, and the large amount of truck traffic serving industrial, warehousing, and freight forwarding uses in the city, make South San Francisco susceptible to traffic noise and vibration.

Other primary sources of noise and vibration around the city include the San Francisco International (SFO) Airport and rail lines (BART and Caltrain). The Noise Element is designed to provide policies that will guide development in a manner that protects the residents and employees of South San Francisco from exposure to unacceptable noise and vibration levels and make the city a healthier place for all. Through identification, preservation, and education initiatives.

Performance Metrics

Before viewing a full list of the performance metrics for this chapter.

1 PERFORMANCE METRIC

Exposure to unacceptable noise levels.

Target:
Zero noise complaints received by residents, employees, and businesses.

CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.

2 PERFORMANCE METRIC

Exposure to unacceptable vibration levels.

Target:
Zero complaints received by residents, employees, and businesses in the city related to groundborne vibration.

CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.
KEY ISSUES AND OPPORTUNITIES

Existing Noise Levels

The primary sources of noise generated within the City of South San Francisco are vehicular traffic, rail, and industrial uses. The city is also affected by air traffic noise associated with San Francisco International Airport (SFO).

Traffic noise depends primarily on traffic speed and the proportion of truck traffic. Traffic volume does not have a major influence on traffic noise levels, but a doubling of traffic volume results in a 3 dB to 5 dB increase in noise levels. As a result, projected traffic increases on U.S. Highway 101 (US-101), Interstate 280, and major arterials within the city should not have an appreciable impact on noise levels in the city. As traditional industrial uses make way for less intensive research and development, office, and residential activities, it is expected that truck traffic will decline in the city, particularly in areas west of US-101 and north of Interstate 280.

Rail Traffic Noise

The number of trains passing through South San Francisco on the Southern Pacific Railroad lines is expected to increase through 2040. Caltrain is seeking to expand services to keep up with increased ridership. The current weekday Caltrain operating schedule is comprised of a mix of 52 expresses (Baby Bullet) and limited, and local trains. As of 2014, Caltrain had an average weekday ridership of more than 54,000. As of the time of writing, Caltrain ridership and service levels have been affected by the COVID-19 pandemic. Caltrain is seeking to implement much of its 2040 Long Range Service Plan. For example, Caltrain aims to build toward an “enhanced growth” level of service, beyond initial electrification, that includes the provision of six trains per hour on peak-hour service levels between San Francisco and San Jose, and enhanced service south of San Jose to the extent achievable.

The Bay Area Rapid Transit (BART) extension to SFO passes through South San Francisco. The BART route is underground before it reaches the South San Francisco Station and remains underground through the San Bruno Station. As BART remains underground through the entirety of the city, airborne noise impacts should remain minor through the 2040 planning horizon. Any future changes to the BART line in the city would be required to comply with current environmental review laws. Groundborne noise and vibration impacts have also been determined by BART to be minor, with several mitigation measures (floating trackbeds, etc.) implemented along this line as were determined necessary in the environmental review process.

Vehicle Traffic Noise

One of the city’s most important locational advantages is its excellent road access; however, this access also results in fairly high noise impacts over much of the city. Traffic noise depends primarily on traffic speed—high frequency tire noise increases with speed and the proportion of truck traffic—that generates engine, exhaust, and wind noise. The proximity of freeways and major streets, and the large amount of truck traffic serving industrial, warehousing, and freight forwarding uses in the city, make the city susceptible to traffic noise. Figure 51 shows the traffic noise contours for major roadways in the city. The noise contours do not take into account terrain or structure shielding.

Traffic noise depends primarily on traffic speed and the proportion of truck traffic. Traffic volume does not have a major influence on traffic noise levels, but a doubling of traffic volume results in a 3 dB to 5 dB increase in noise levels. As a result, projected traffic increases on U.S. Highway 101 (US-101), Interstate 280, and major arterials within the city should not have an appreciable impact on noise levels in the city. As traditional industrial uses make way for less intensive research and development, office, and residential activities, it is expected that truck traffic will decline in the city, particularly in areas west of US-101 and north of Interstate 280.

Figure 51

Traffic Contours

Caltrain waiting at station

South Bound Train


46. “Caltrain 927 at South San Francisco” by Donnie Marcos, licensed under CC BY-SA 2.0

47. “Southbound Train Arriving at South San Francisco Station” by Pi.1415926535, licensed under CC BY-SA 3.0
Industrial Noise

Industrial uses are an important part of the existing noise environment in the city. Industrial noise is generated from on-site activities or from associated truck traffic off site. The General Plan land use map introduces mixed-use development (including residential use) adjacent to industrial land uses in the Lindenville and East of 101 sub-areas, neighborhoods that currently do not have residential uses. As such, the City will need to ensure future residents and employees in these areas are not substantially impacted by noise generated by industrial land uses. While industrial uses in the East of 101 and Lindenville sub-areas do generate noise, impacts on noise sensitive uses is minimal due to distance from sensitive receptors.

Air Traffic Noise

The City of South San Francisco experiences air traffic noise impacts due to its close proximity to SFO. Aircraft noise in South San Francisco results from aircraft departing from Runway 28 and, to a lesser degree, southbound flights departing from Runway 1. According to the SFO Airport Master Plan Draft Environmental Impact Report (EIR), Runways 28 and 1 accommodate approximately 95 percent of departures from the airport. Flights departing from Runway 28 climb directly over noise sensitive land uses at altitudes between several hundred feet and 2,000 feet, resulting in high pass by noise levels in residential areas, including areas outside the contours that define noise impacted areas.

The SFO Airport Master Plan established projected increases in aircraft operations as well as predicted noise contours. The SFO Airport noise contours encompass the following sub-areas: Lindenville, Orange Park, Avon, Brentwood, El Camino, Winston, Sierra and, Westborough. As aircraft operations increase over time, the areas of the city that lie within the 65 dBA CNEL noise contours of the SFO Airport are expected to expand. As such, the City will need to ensure future residents and employees in these areas are not substantially impacted by noise generated by aircraft operations. The SFO Airport’s most recently available noise contours are shown on Figure 52.

The Airport Land Use Compatibility Plan for the Environs of San Francisco International Airport (ALUCP) specifies how land near airports is to be used, based on safety and noise compatibility considerations, develops height restrictions for new development to protect airspace in the vicinity of the airport, and establishes construction standards for new buildings near airports, including sound insulation requirements, local plans, policy actions, or development activities that affect areas within that boundary must receive ALUCP approval or have a finding of overriding considerations prior to local permit issuance.
Existing Vibration Levels

The primary source of groundborne vibration generated within the City of South San Francisco is rail activity. Based on the Federal Transit Administration’s guidelines, the screening distance for conventional commuter railroad activity is 200 feet for residences and buildings where people sleep. The General Plan land use map plans for mixed-use development (including residential uses) along the Caltrain rail line. Therefore, groundborne vibration from rail activity could result in levels of annoyance or disturbance for residential type land uses located within 200 feet of existing rail lines within the city. There are no other known major sources of groundborne vibration in the city, other than temporary construction-related vibration.
GOAL NOI-1: Residents and employees of South San Francisco are exposed to acceptable noise levels.

Policy NOI-1.1: Ensure new development complies with Noise Compatibility guidelines. Ensure that all new development within the city complies with the Land Use/Noise Compatibility guidelines shown in Table 11.


Table 11 identifies acceptable exterior and interior noise standards for various land use categories within the city.

<table>
<thead>
<tr>
<th>Land Use Categories</th>
<th>CNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td></td>
</tr>
<tr>
<td>Single Family, Duplex, Multiple-Family, Mobile Homes, Residence Care</td>
<td>45¹</td>
</tr>
<tr>
<td>Commercial</td>
<td></td>
</tr>
<tr>
<td>Hotel, Motel, Transient Lodging</td>
<td>45¹</td>
</tr>
<tr>
<td>Commercial, Retail, Bank, Restaurant, Health Clubs</td>
<td>55</td>
</tr>
<tr>
<td>Office Buildings, Research and Development, Professional Offices</td>
<td>50</td>
</tr>
<tr>
<td>Amphitheater, Concert Hall, Auditorium, Meeting Hall, Movie Theater</td>
<td>50</td>
</tr>
<tr>
<td>Manufacturing, Warehousing, Wholesale, Utilities</td>
<td>65</td>
</tr>
<tr>
<td>Open Space</td>
<td></td>
</tr>
<tr>
<td>Parks, Neighborhood/Parks, Playgrounds</td>
<td>--</td>
</tr>
<tr>
<td>Institutional/Public Facility</td>
<td></td>
</tr>
<tr>
<td>Hospital, Schools, Classrooms</td>
<td>45¹</td>
</tr>
<tr>
<td>Churches, Libraries</td>
<td>45¹</td>
</tr>
</tbody>
</table>

Interpretation:
1. Interior environment excludes bathrooms, toilets, closets, and corridors.
2. Outdoor environment limited to private yard of single-family residential, multifamily residential and mobile home park outdoor common area, hospital patio, park picnic area, school playground, and hotel and motel recreation area.
3. Noise level requirement with closed windows. Mechanical ventilating system or other means of natural ventilation shall be provided pursuant to UBC requirements.
4. Multifamily developments with private balconies that would not meet the 65-dB CNEL standard are required to provide occupancy disclosure notice to all future tenants regarding potential noise impacts.
GOAL NOI-1: Residents and employees of South San Francisco are exposed to acceptable noise levels.

Policy NOI-1.1.1: Enforce Exterior and interior noise limits. Enforce the standards of Table 11 – Land Use/Noise Compatibility Matrix, which specify acceptable exterior and interior noise levels for various land uses throughout the city.

Policy Implementation Action Priority Primary Responsibility
Action NOI-1.1.1: Enforce Exterior and interior noise limits. Enforce the standards of Table 11 – Land Use/Noise Compatibility Matrix, which specify acceptable exterior and interior noise levels for various land uses throughout the city. Medium Medium Building Division (ECD)

Policy NOI-1.1.2: Incorporate noise compatibility conditions of approval. Continue to assess projects through the subdivision, site plan, conditional use permit, and other development review processes and incorporate conditions of approval and mitigation measures that ensure noise compatibility where appropriate.

Policy Implementation Action Priority Primary Responsibility
Action NOI-1.1.2: Incorporate noise compatibility conditions of approval. Continue to assess projects through the subdivision, site plan, conditional use permit, and other development review processes and incorporate conditions of approval and mitigation measures that ensure noise compatibility where appropriate. Medium Medium Planning Division (ECD)

Policy NOI-1.1.3: Require noise study in applicable areas. Require a noise study to be performed and appropriate noise attenuation to be incorporated to reduce interior noise levels to 45 dB CNEL or less prior to approving any multifamily or mixed-use residential development in an area with a CNEL of 65 dB or greater.

Policy Implementation Action Priority Primary Responsibility
Action NOI-1.1.3: Require noise study in applicable areas. Require a noise study to be performed and appropriate noise attenuation to be incorporated to reduce interior noise levels to 45 dB CNEL or less prior to approving any multifamily or mixed-use residential development in an area with a CNEL of 65 dB or greater. Medium Medium Planning Division (ECD)

Policy NOI-1.1.4: Enforce Noise Insulation Standards. Continue to enforce the noise insulation standards of the State of California Administrative Code, Title 24 and the Uniform Building Code, Chapter 35 for residential development.

Policy Implementation Action Priority Primary Responsibility
Action NOI-1.1.4: Enforce Noise Insulation Standards. Continue to enforce the noise insulation standards of the State of California Administrative Code, Title 24 and the Uniform Building Code, Chapter 35 for residential development. Medium Medium Building Division (ECD)

Policy NOI-1.1.5: Require noise control for new developments. Require the control of noise at the source through site design, building design, landscaping, hours of operation, and other techniques, for new developments deemed to be noise generators.

Policy Implementation Action Priority Primary Responsibility
Action NOI-1.1.5: Require noise control for new developments. Require the control of noise at the source through site design, building design, landscaping, hours of operation, and other techniques, for new developments deemed to be noise generators. Medium Medium Planning Division (ECD)
Policy Implementation Action Priority Primary Responsibility

**Policy NOI.1.2**

Action NOI.1.2:1. Update Municipal Code section related to the Noise Ordinance. Update the Noise Ordinance in the South San Francisco Municipal Code to establish standards for permissible construction hours, and controls related to other potential nuisances such as music, dogs, special events, and mechanical/sound equipment, and encourage enforcement and penalties for violations of the Noise Ordinance. The update should not interfere with the regular course of business in commercial and industrial zones.

- **General Activity Noise Performance Standards:** Establish general noise performance standards for the City’s established land use zones.
- **Construction Noise:** Continue to restrict construction activities to acceptable time periods. Consider constructing temporary sound walls surrounding construction sites during construction.
- **Special Event Noise:** Allow single-event occurrences at specific sites subject to special permit conditions which alleviate noise to the greatest extent possible. Limit the permissible hours for special single events and the number of special single events that are allowed to take place each year.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Primary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>

**PERFORMANCE METRICS**

**PERFORMANCE METRIC:** Exposure to unacceptable noise levels.

- **Target** Zero noise complaints received by residents, employees, and businesses. **CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.**

**PERFORMANCE METRIC:** Exposure to unacceptable vibration levels.

- **Target** Zero complaints received by residents, employees, and businesses in the city related to groundborne vibration. **CITY TO BEGIN TRACKING DATA AND PROVIDE IN THE FUTURE.**
CHAPTER 17

Our Plan to Get There

PART V: OUR PLAN TO GET THERE

Implementation Approach

Statutory Requirements
This chapter describes actions to implement the goals and policies of Shape SSF 2040. Generally, implementation actions are needed to direct City staff and decision makers to execute specific policies within the General Plan, such as creating an ordinance or updating a master plan. Shape SSF 2040 will be implemented over an extended period of time—estimated to be 20 years with a time horizon of 2040. During this time, long-range planning efforts will continue using the goals and policies in the General Plan as a guide.

Although the General Plan is a living document, State law allows it to be updated and refined over the coming decades. It encourages annual review of implementation actions and recommends that the entire General Plan be thoroughly reviewed every five years to ensure that it is still consistent with the community’s goals. The General Plan may be amended up to four times per year to accommodate changing conditions. The below section on statutory requirements provides more detailed information on recent State laws impacting the General Plan.

This implementation chapter includes programmatic actions to be completed by the City, such as updating plans, completing studies, or implementing new programs. At the end of this chapter, there is a matrix that identifies the responsible City Departments, a level of priority (high, medium, or low), and a suggested time frame for each implementation program.

**OVERVIEW**

**IMPLEMENTATION APPROACH**

Since Shape SSF 2040 is South San Francisco’s guiding vision and blueprint for the next twenty years, the City seeks to ensure that all residents are aware of its implementation. To achieve this goal, the City will proactively adopt strategies to advance transparency and accountability during the General Plan’s implementation, including maintaining a General Plan website, ShapeSSF.com, which will track achievement of General Plan milestones. The City has developed an open data portal and will update the General Plan’s performance metrics on an annual basis on the General Plan website to continue to track the implementation process and ensure equitable outcomes. Moreover, as part of the Mayor’s annual Town Hall meeting, the Mayor will update residents on progress of the General Plan’s implementation.

Internally, the City will develop a cross-departmental team of City staff members that meet quarterly to implement Shape SSF 2040. This implementation team will be responsible for coordinating efforts to execute implementation actions and to provide updates to the City Manager’s Office. On an annual basis, the City Manager’s Office will publish an annual staff report on the City’s progress towards achieving the goals, policies, and actions of the General Plan, and they will share these reports with the Planning Commission, City Council, and other interested stakeholders.
In addition to the high-level statutory requirements described in Chapter 4, there has been significant changes to California’s general plan requirements since the City last updated its General Plan in 1999. This section provides brief descriptions of State laws related to general plans that have been approved by the State legislature since 1999. All of these new statutory requirements were considered during the General Plan Update process. However, this section does not include new state legislation related specifically to housing elements. Please refer to Chapter 6 for recent statutory requirements related to housing elements.

**Land Use Element**

Assembly Bill 1348 (Wiggins, 2004) authorizes the text and diagrams in the land use element that address the location and extent of land uses and the zoning ordinances that implement these provisions to express community intentions regarding urban form and design.

Senate Bill 244 (Wolk, 2011) requires the land use element to include analysis of the presence of island, fringe, or legacy unincorporated communities. This requirement was subsequently amended by Senate Bill 1090 (Wolk, 2012) to require the update of the land use element to be based on specified available data and to include identification of each island or fringe community that is a disadvantaged unincorporated community.

**Mobility Element**

The Complete Streets Act

Assembly Bill 1358 (Leno, 2008) requires circulation elements to plan for a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways, in a manner that is suitable to the rural, suburban, or urban context of the general plan. The Complete Streets Act also requires circulation elements to consider the multiple users of the transportation system, including children, adults, seniors, and people with disabilities.

Assembly Bill 1158 (Leno, 2020) requires circulation elements to plan for a balanced, multimodal transportation network that meets the needs of all users of streets, roads, and highways, in a manner that is suitable to the rural, suburban, or urban context of the general plan. The Complete Streets Act also requires circulation elements to consider the multiple users of the transportation system, including children, adults, seniors, and people with disabilities.

**CEQA Changes to Transportation Impacts**

Senate Bill 743 (Steinberg, 2013) deemphasizes auto delay, level of service (LOS), and other similar measures of vehicular capacity or traffic congestion as a basis for determining significant impacts under the California Environmental Quality Act (CEQA). According to the legislative intent contained in SB 743, these changes to current practice were necessary to “More appropriately balance the needs of congestion management with statewide goals related to infill development, promotion of public health through active transportation, and reductions of greenhouse gas emissions.”

SB 743 requires impacts to transportation network performance to be viewed through a filter that promotes the reduction of greenhouse gas emissions, the development of multi-modal transportation networks, and the diversification of land uses. Some alternative metrics were identified in the law, including vehicle miles traveled (VMT) or automobile trip generation rates. SB 743 does not prevent a city or county from continuing to analyze delay or LOS as part of other plans (i.e., the general plan), studies, or ongoing network monitoring, but these metrics may no longer constitute the sole basis for determining CEQA impacts.

**Safety Element**

Assembly Bill 3065 (Kehoe, 2004) revises safety element requirements for State responsibility areas and very high fire hazard severity zones. It also requires that the safety element be submitted to the State Board of Forestry and Fire Protection and to local agencies that provide fire protection to territory in the city or county.

Senate Bill 926 (Knight, 2004) makes several changes to planning and general plan law, including changes to procedure for military consultation, and requires consultation with the Department of Conservation (DOC) and the Office of Emergency Services (OES) prior to preparation of the safety element.

Senate Bill 1241 (Knight, 2010) revises safety element requirements for State responsibility areas and very high fire hazard severity zones and requires the safety elements to take into account specified considerations, including the most recent version of the Office of Planning and Research’s “Fire Hazard Planning” document.
Environmental Justice Element

The Planning for Healthy Communities Act

Senate Bill 100 (Serrano, 2016) requires jurisdictions with disadvantaged communities to develop an environmental justice element, or related environmental justice goals and policies, as part of their general plans. The goal of SB 100 is to help identify and reduce risks in communities disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation. A general plan must address, at a minimum, six topic areas: reduce pollution exposure, promote public facilities, promote food access, promote safe and sanitary homes, promote physical activity, and promote civic engagement. In doing so, SB 100 offers an opportunity to address existing community health concerns and mitigate the impacts of future health issues.

Cross-Cutting Legislations

The Global Warming Solutions Act

Assembly Bill 32 (Nunez and Pavley, 2006) established a comprehensive program to reduce greenhouse gas emissions to combat climate change. This bill requires the California Air Resources Board (CARB) to develop regulations to reduce greenhouse gas emissions (GHGs) to 1990 levels by 2022. The AB 32 Scoping Plan contains the main strategies California will use to reduce greenhouse gases, which include direct regulations, alternative compliance mechanisms, monetary and non-monetary incentives, voluntary actions, market-based mechanisms (e.g., cap-and-trade system), and an AB 32 program implementation regulation to fund the program.

CARB recognizes cities as “essential partners” in reducing GHGs. In such, the Air Resources Board has developed a local Government Toolkit with guidance for GHG reduction strategies, such as improving transit, developing bicycle/pedestrian infrastructure, and increasing city fleet vehicle efficiency, among other strategies. The City of South San Francisco seeks to be a leader in striving to achieve the goal of AB 32 and implement GHG reduction strategies into the City’s General Plan.

The Sustainable Communities and Climate Protection Act

Senate Bill 375 (Steinberg, 2008) provides incentives for cities and developers to bring housing and jobs closer together and to improve public transit. The goal is to reduce the number and length of automobile commuting trips, which will help to meet the statewide targets for reducing greenhouse gas emissions set by SB 32.

SB 375 requires each Metropolitan Planning Organization to add a broader vision for growth, called a Sustainable Communities Strategy (SCS), to its transportation plan. The SCS must lay out a plan to meet the region’s transportation, housing, economic, and environmental needs in a way that enables the area to lower greenhouse gas emissions. The SCS should integrate transportation, land-use, and housing policies to plan for achieving the emissions target for their region. The SCS for the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) was adopted in 2021.

The City of South San Francisco has incorporated SCS components to comply with SB 375 by incorporating components into the General Plan.

Applicable components of the SCS include:

- Improve mixed land use development
- Support infill housing development and redevelopment
- Support mixed use development that improves community walkability
- Improve jobs to housing ratio
- Promote land use patterns that encourage the use of alternatives to single-occupant automobile use
- Apply Transportation System Management (TSM) and complete streets practices to arterial to maximize efficiency
- Improve modes through travel behavior, frequency, convenience, and choices
- Expand and enhance Transportation Demand Management (TDM) strategies to reduce barriers to alternative travel modes and attract commuters away from single occupant vehicle travel.

Noise Element

Senate Bill 1462 (Committee On Governance and Finance, 2014) eliminates the requirement that the noise element recognize the guidelines established by the Office of Noise Control. The Planning for Healthy Communities Act

Senate Bill 100 (Serrano, 2016) requires jurisdictions with disadvantaged communities to develop an environmental justice element, or related environmental justice goals and policies, as part of their general plans. The goal of SB 100 is to help identify and reduce risks in communities disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation. A general plan must address, at a minimum, six topic areas: reduce pollution exposure, promote public facilities, promote food access, promote safe and sanitary homes, promote physical activity, and promote civic engagement. In doing so, SB 100 offers an opportunity to address existing community health concerns and mitigate the impacts of future health issues.

Evacuation

Assembly Bill 126 (Rolo, 2007) requires specified elements to address flood hazards and identify areas that may accommodate floodwaters for purposes of groundwater recharge and stormwater management. Requires safety element to address flood hazards as specified.

Climate Resilience

Senate Bill 1035 (Jackson, 2018) requires climate adaptation and readiness information contained in a general plan be regularly updated. Specifically, it requires the safety element to be revised to identify new information on fire hazards, flood hazards, and climate adaptation and readiness strategies applicable to the city and county that was not available during the previous revision of the safety element. Further, this revision is to occur upon each revision of the housing element or local hazard mitigation plan, but not less than every eight years.

Water

Assembly Bill 1179 (Ximomson, 2014) requires, prior to the adoption or any substantial amendment of a general plan, the planning agency to review and consider specified groundwater plans and refer a proposed action to certain specified groundwater management agencies.

The Sustainable Communities Strategy (SCS) enables the area to lower greenhouse gas emissions. The SCS should integrate transportation, land-use, and housing policies to plan for achieving the emissions target for their region. The SCS for the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) was adopted in 2021.

The City of South San Francisco has incorporated SCS components to comply with SB 375 by incorporating components into the General Plan.

Applicable components of the SCS include:

- Improve mixed land use development
- Support infill housing development and redevelopment
- Support mixed use development that improves community walkability
- Improve jobs to housing ratio
- Promote land use patterns that encourage the use of alternatives to single-occupant automobile use
- Apply Transportation System Management (TSM) and complete streets practices to arterial to maximize efficiency
- Improve modes through travel behavior, frequency, convenience, and choices
- Expand and enhance Transportation Demand Management (TDM) strategies to reduce barriers to alternative travel modes and attract commuters away from single occupant vehicle travel.

Noise Element

Senate Bill 1462 (Committee On Governance and Finance, 2014) eliminates the requirement that the noise element recognize the guidelines established by the Office of Noise Control.

The Planning for Healthy Communities Act

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Water

Assembly Bill 1179 (Ximomson, 2014) requires, prior to the adoption or any substantial amendment of a general plan, the planning agency to review and consider specified groundwater plans and refer a proposed action to certain specified groundwater management agencies.
The following table identifies the programs, policy updates, planning efforts, coordination efforts, and other actions that will help implement the vision, goals, and policies of Shape SSP 2040. These implementation actions are organized by timeframe (i.e., ongoing, 1–2 years, 3–5 years, 6–10 years, and 10+ years). The table below include information on priority status, type of activity, and the departments with primary and secondary responsibilities for implementing each action.

### Ongoing

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Timeframe</th>
<th>Priority</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action LU-3.1.2:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>Department coordination for complete neighborhoods planning.</td>
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<tr>
<td>Ensure coordination between the Economic &amp; Community Development and Public Works Departments to align needed transportation improvement projects with land use planning in complete neighborhoods.</td>
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<tr>
<td>Action LU-2.3.4:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Maintenance and Operations Division (P&amp;R)</td>
</tr>
<tr>
<td>Upgrade pedestrian/bicycle scaled lighting.</td>
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<tr>
<td>Determine areas where pedestrian- and bicycle-scaled lighting could be installed to create safe and dynamic corridors and destinations.</td>
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<tr>
<td>Action LU-5.1.4:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Maintenance and Operations Division (P&amp;R)</td>
</tr>
<tr>
<td>Periodic review of development procedures.</td>
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<tr>
<td>Review the city’s design guidelines, development standards and development review procedures on a periodic basis to allow for new and innovative design techniques and working methodologies.</td>
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<tr>
<td>Action SA-3.1.1:</td>
<td>Ongoing</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
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<tr>
<td>Brush management.</td>
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<tr>
<td>Proactively manage brush and vegetation in the Sign Hill open space to reduce fire risk.</td>
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<tr>
<td>Action PE-1.1.1:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Economic Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Monitor constraints to biotechnology and related businesses.</td>
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</tr>
<tr>
<td>Through business, broker, and developers contact, monitor and address potential constraints to ongoing growth of biotechnology and related businesses, including zoning, land use, transportation, and infrastructure.</td>
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<td></td>
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<tr>
<td>Action PE-1.2.2:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Economic Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Biotechnology outreach.</td>
<td></td>
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</tr>
<tr>
<td>Gauge and pursue opportunities to support attraction and retention of businesses in the linear biotechnology and science cluster through participation in industry organizations and one-on-one contacts with businesses, developers, and real-estate brokers.</td>
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<tr>
<td>Action PE-2.2:</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Economic Division (ECD)</td>
<td></td>
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<tr>
<td>Conduct outreach to industrial property owners.</td>
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<tr>
<td>Conduct outreach to property owners seeking relevant permits to determine opportunities for the City to facilitate reinvestment.</td>
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</tbody>
</table>
Action PE-3.1.2: Conduct regular outreach with the business community. Conduct regular outreach and meetings with business and organizations such as the South San Francisco Chamber of Commerce and district-based organizations (or groups of businesses) to share information and to identify challenges and opportunities. Work through promoters, community navigators, and the Economic Advancement Center to ensure businesses owned by people of color and historically disenfranchised community members are reached.

Action PE-3.2.1: Monitor business license data. Modify business license monitoring system to permit analysis of business license data.

Action PE-3.2.2: Ensure City staff have access to appropriate data sources. Ensure that key City staff have access to data sources required to track business conditions and opportunities (e.g., ensure GIS analysts have access to sales tax and business license data, to the extent allowed by law).

Action PE-3.2.3: Maintain an accessible public database of economic development projects, goals, and city demographics.

Action PE-3.4.1: Communicate trends and news to the business community. Communicate economic development trends and news to the business community, including multimodal communications and communication channels focused on businesses owned by people of color and historically disenfranchised community members.

Action PE-3.4.2: Provide situating assistance. In partnership with real estate brokers, provide site location information to prospective businesses.

Action PE-3.4.3: Promote the city’s “business friendly” reputation in all promotional materials.

Action PE-3.4.4: Expand transit and active transportation alternatives. Maintain efforts to coordinate across agencies to share key DOT data with the City for expanded alternatives to automobile access to businesses, including improved bicycle and pedestrian infrastructure and support for regional public transportation improvements.

Action PE-4.1.1: Partner with impacted property owners. Partner with impacted property owners to explore potential mitigations and funding mechanisms for mitigating the risk of sea level rise, communicate property owner responsibilities to protect their own properties.

Action PE-4.1.2: Regional collaboration. Monitor and pin (as appropriate) regional/state efforts to fund and address mitigations for the impacts of climate change and sea level rise.

Action PE-5.1.1: Create design and building standards for ground-floor space. Create design and building standards for ground-floor commercial space in new mixed-use development projects that promote spaces which are sufficiently flexible to meet the needs of multiple kinds of tenants, including consideration of restaurant needs.

Action PE-5.2.1: Support retention and attraction of resident-serving businesses. Provide services and outreach that support retention and attraction of businesses that provide affordable goods and services and services representing South San Francisco’s diverse population.

Action PE-5.2.2: Expand use of public facilities. Explore expanded use of public facilities in Downtown for arts and culture event programming that highlights the city’s existing cultural diversity.

Action PE-5.3.1: Ensure appropriate zoning. Ensure that appropriate zoning and land use regulations are in place to allow for the redevelopment of shopping centers as mixed-use centers.

Action PE-5.3.2: Monitor sales tax performance. Identify underperforming shopping centers and retail properties by monitoring reductions in sales tax revenue generated at each center.

Action PE-5.3.3: Ensure zoning accommodates arts and culture uses. Ensure zoning and other city regulations accommodate arts and culture uses such as artist studios, performance spaces, and offices of related non-profit organizations to support local artists and arts organizations.

Action PE-5.3.4: Support retention and attraction of resident-serving businesses. Provide services and outreach that support retention and attraction of businesses that provide affordable goods and services representing South San Francisco’s diverse population.

Action PE-5.5.1: Maintain goods and services inventory. Identify the goods and services missing in each city neighborhood that would contribute toward meeting a more complete set of needs in “20-minute neighborhoods.”

Action PE-5.5.2: Prioritize recruitment of anchor businesses. As needed, prioritize recruitment of anchor businesses to retail districts and shopping centers, and focus efforts on either a larger geographic area or on a regular basis, and can potentially include large retail stores, gyms, entertainment and gaming, and even medical offices.
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**9 Action PE-6.1.1: Determine skills needs of South San Francisco residents.** Regularly reassess the skills needs of businesses and industries in South San Francisco, San Mateo County, and San Francisco to determine what kinds of training programs may be most beneficial for South San Francisco residents, including residents with a high school degree or partial college completion.

**9 Action PE-6.1.2: Seek funding and partnerships for workforce development programs.** Seek out new funding streams and partnerships for workforce development programs, such as funding from federal sources and partnerships with companies located in South San Francisco and with trade unions.

**9 Action PE-6.1.3: Coordinate with workforce development agencies.** Continue working with local workforce development agencies that provide rapid re-employment services, training services, and other workforce development services as needed.

**9 Action PE-6.1.4: Provide customized local workforce training.** Coordinate with local job training providers to ensure that programs are aligned with middle- and high-wage industries located in South San Francisco. If mismatches exist between the focus areas of countywide or regional workforce development agencies versus unique skill needs in South San Francisco, continue to pursue the creation of local customized workforce development services.

**9 Action PE-6.1.5: Expand partnerships with major local employers.** Expand partnerships with major local employers that create pathways for job training and placement for residents and students, such as Genentech's Gene Academy, Futurelab, and other STEM initiatives.

**9 Action PE-6.1.6: Support community wide efforts to provide English as a Second Language education.** Regularly reassess the skills needs of fast-growing and culturally diverse communities in South San Francisco, San Mateo County, and San Francisco to determine what kinds of training programs may be most beneficial for South San Francisco residents, including residents with a high school degree or partial college completion.

**9 Action PE-6.1.7: Disseminate resources.** Disseminate available resources through all contacts with businesses and industries in South San Francisco, San Mateo County, and San Francisco to determine what kinds of training programs may be most beneficial for South San Francisco residents, including residents with a high school degree or partial college completion.

**9 Action PE-6.2.1: Develop shared work program with SSFUSD.** Develop and maintain a shared work program with the South San Francisco Unified School District to coordinate job training and placement for residents and students, such as Genentech's Gene Academy, Futurelab, and other STEM initiatives.

**9 Action PE-6.2.2: Establish youth job training with local employers.** Establish agreements with major city employers to provide job training for local youth.

**9 Action PE-6.2.3: Continue City practice of providing internships and mentoring.** Continue working with local workforce development agencies that provide rapid re-employment services, training services, and other workforce development services as needed.

**9 Action PE-6.2.4: Illustrate with case studies.** Illustrate with case studies how local businesses are providing job training and placement for residents and students.

**9 Action PE-6.2.5: Conduct targeted engagement.** Conduct outreach to and share technical and other resources with these entrepreneurs through partnerships with culturally relevant organizations and via the promoters, community navigators, and the Economic Advancement Center.

**9 Action PE-6.3.1: Maintain and expand density bonus incentive program.** As appropriate, maintain and expand the City's existing density bonus incentive program for commercial properties.

**9 Action PE-6.3.2: Update traffic operations metrics.** Use appropriate metrics (e.g., travel time, vehicle queues, vehicle speed) to determine the effectiveness of changes to the City's traffic operations, and adjust as necessary.

**9 Action PE-6.3.3: Implement Safe Routes to Schools program.** Collaborate with the South San Francisco Unified School District to implement Safe Routes to Schools programs and improvements, with an emphasis on schools serving equity priority communities.

**9 Action PE-6.3.4: Incorporate equitable prioritization process.** Incorporate equity in identifying and prioritizing Capital Improvement Program (CIP) transportation projects.

**9 Action PE-6.3.5: Implement and enforce TDM Ordinance.** Implement, monitor, and enforce compliance with the City's TDM Ordinance. Incorporate a fine structure for noncompliance.

**9 Action PE-6.3.6: Update flood risk management plans.** Update flood risk management plans to reflect changing development conditions and supportable fee levels.

**9 Action PE-6.4.1: Periodically update impact fees.** Periodically update impact fees to reflect changing development conditions and supportable fee levels.

**9 Action PE-6.4.2: Provide recreational programming in joint use facilities.** Provide recreational programming in joint use facilities, such as after-school fitness and education programs.

**9 Action PE-6.4.3: Provide targeted engagement.** Provide targeted engagement with these entrepreneurs through partnerships with culturally relevant organizations and via the promoters, community navigators, and the Economic Advancement Center.

**9 Action PE-6.4.4: Illustrate with case studies.** Illustrate with case studies how local businesses are providing job training and placement for residents and students.

**9 Action PE-6.4.5: Conduct targeted engagement.** Conduct outreach to and share technical and other resources with these entrepreneurs through partnerships with culturally relevant organizations and via the promoters, community navigators, and the Economic Advancement Center.

**9 Action PE-6.4.6: Illustrate with case studies.** Illustrate with case studies how local businesses are providing job training and placement for residents and students.

**9 Action PE-6.4.7: Demonstrate (ECD) Planning Division of the Plan every 5-to-10 years.** Demonstrate the Plan every 5-to-10 years.

**9 Action PR-4.2.2: Provide recreational programming in joint use facilities.** Coordinate with the South San Francisco Unified School District and San Mateo County Health Department, as well as local health providers and other community organizations, to provide recreational programming not offered in nearby parks or recreation centers, such as after-school fitness and education programs.

**9 Action PR-4.2.3: Expand afereschool and summer childcare.** Continue to work with the South San Francisco Unified School District to expand after-school and summer childcare.
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### Implementation Action

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Timeframe</th>
<th>Priority</th>
<th>Primary Responsibility</th>
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</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Action CS-5.1.1: Update the Zoning Code to: Expand public and institutional uses, especially near educational facilities in each neighborhood.</td>
<td>Ongoing</td>
<td>High</td>
<td>Planning Division (EC)</td>
<td>Secondary Responsibility</td>
</tr>
<tr>
<td>11</td>
<td>Action CS-6.1.1: Strengthen community cohesion by building community trust.</td>
<td>Ongoing</td>
<td>High</td>
<td>Police</td>
<td>City Manager</td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-1.2.1: Provide navigation of City services.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
<td>Library</td>
</tr>
<tr>
<td>13</td>
<td>Action CHEJ-3.2.1: Continue working with San Mateo Fall Prevention Task Force in creating safer homes for older adults.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Building Division (EC)</td>
<td>Economic Development and Housing Division (EC)</td>
</tr>
<tr>
<td>14</td>
<td>Action CHEJ-7.1.1: Continue working with San Mateo Fall Prevention Task Force in creating safer homes for older adults.</td>
<td>Ongoing</td>
<td>High</td>
<td>Economic Development and Housing Division (EC)</td>
<td>City Manager</td>
</tr>
<tr>
<td>15</td>
<td>Action CR-1.2.1: Strengthen community cohesion through engagement with Police and Fire.</td>
<td>Ongoing</td>
<td>High</td>
<td>Community服务</td>
<td>City Manager</td>
</tr>
<tr>
<td>#</td>
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<td>Timeframe</td>
<td>Priority</td>
<td>Primary Responsibility</td>
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<tr>
<td>13</td>
<td>Action CR-2.3.2: Develop and maintain building performance reports for historic buildings.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
<td>Planning (ECD)</td>
</tr>
<tr>
<td>14</td>
<td>Action CR-3.3.4: Update building code to incorporate current earthquake standards.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>Planning (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action CR-4.4.2: Require site-specific soils and geologic reports for projects located in high-hazard areas.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>16</td>
<td>Action CR-7.4.1: Require site-specific soils and geologic reports for projects located in high-hazard areas.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>17</td>
<td>Action CR-7.1.4: Offer educational programming on hazardous materials disposal and pesticides.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Maintenance and Operations (PM)</td>
<td>City Manager</td>
</tr>
<tr>
<td>18</td>
<td>Action CP-1.1.1: Update greenhouse gas reduction measures. Regularly (every 3-5 years) refine goals, policies, and actions designed to achieve the greenhouse gas reduction goal.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
<td>Planning (ECD)</td>
</tr>
<tr>
<td>19</td>
<td>Action CP-1.1.2: Establish greenhouse gas emission thresholds. Establish greenhouse gas (GHG) emission thresholds for use in evaluating non-exempt discretionary project consistent with the California Environmental Quality Act and require projects above that threshold to substantially mitigate all feasible GHG emissions and to reduce emissions below the established thresholds.</td>
<td>Ongoing</td>
<td>High</td>
<td>Planning (ECD)</td>
<td>City Manager</td>
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<tr>
<td>20</td>
<td>Action CP-1.2.1: Update the community greenhouse gas inventory every five years.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
<td>Planning (ECD)</td>
</tr>
<tr>
<td>22</td>
<td>Action CP-6.1.2: SSF Scavenger partnership. Continue to work with SSF Scavenger to ensure implement waste reduction targets.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Sustainability (CM)</td>
<td>Planning (ECD)</td>
</tr>
<tr>
<td>23</td>
<td>Action ES-1.4.1. Manage vegetation at parks and open space for biodiversity. Manage vegetation at parks and open spaces in South San Francisco to support biodiversity by reducing non-native use, reducing light pollution, reducing non-native species, and planting native species that provide valuable resources for native wildlife and to increase resilience.</td>
<td>Ongoing</td>
<td>High</td>
<td>Parks Division (P&amp;R)</td>
<td>Planning (P&amp;R)</td>
</tr>
<tr>
<td>26</td>
<td>Action ES-11.1.1: Enforce Exterior and Interior noise limits. Enforce the standards of Table 11 – Land Use Noise Compatibility Matrix, which specify acceptable exterior and interior noise limits for various land uses throughout the city.</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>Planning (ECD)</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Objective</th>
<th>Division (ECD)</th>
<th>Division (PW)</th>
<th>Division (P&amp;R)</th>
<th>City Manager</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action CR-2.3.1: Participate in the countywide Hazard Mitigation Plan. Actively partake in the San Mateo County Hazard Mitigation Plan maintenance protocols and County-wide initiatives. Adopt the Hazard Mitigation Plan by reference upon update. Update emergency operations plans and protocols to account for regularly updated hazard information.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CR-2.3.2: Conduct municipal building and facility sea level rise studies. Conduct site-specific vulnerability assessments of municipal buildings and facilities at risk to sea level rise and flooding, including the Water Quality Control Plant and Oyster Point Marina.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CR-2.6.5: Maintain evacuation route plans. Maintain and communicate evacuation route plans for businesses and residents.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CR-3.1.2: Foster Community Emergency Response Team - Promote collaboration. Work closely with the promotions program to deepen and expand relationships with partnerships, community members and organizations that serve diverse South San Francisco community members including those who do not speak English as their first language, the Latin, and faith-based communities. Collaboration can serve to identify needs and solutions and communicate on programs.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CP-1.1.1: Update greenhouse gas reduction measures. Regularly (every 3-5 years) refine goals, policies, and actions designed to achieve the greenhouse gas reduction goal.</td>
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<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
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<tr>
<td>Action CP-1.1.2: Establish greenhouse gas emission thresholds. Establish greenhouse gas (GHG) emission thresholds for use in evaluating non-exempt discretionary project consistent with the California Environmental Quality Act and require projects above that threshold to substantially mitigate all feasible GHG emissions and to reduce emissions below the established thresholds.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CP-1.2.1: Update the community greenhouse gas inventory every five years.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action CP-3.1.1: Incentivize energy efficient new construction. Provide incentives to encourage new construction to exceed California Building Energy Efficiency Standards outlined in Title 24, Part 6.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
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<tr>
<td>Action CP-6.1.2: SSF Scavenger partnership. Continue to work with SSF Scavenger to ensure implement waste reduction targets.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action ES-1.4.1: Manage vegetation at parks and open space for biodiversity. Manage vegetation at parks and open spaces in South San Francisco to support biodiversity by reducing non-native use, reducing light pollution, reducing non-native species, and planting native species that provide valuable resources for native wildlife and to increase resilience.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action ES-4.1.1: Implement Urban Forest Plan: Implement the City’s Urban Forest Plan.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action ES-7.2.1: Implement the Green Infrastructure Plan. Implement the City’s Green Infrastructure Plan.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
<tr>
<td>Action ES-11.1.1: Enforce Exterior and Interior noise limits. Enforce the standards of Table 11 – Land Use Noise Compatibility Matrix, which specify acceptable exterior and interior noise limits for various land uses throughout the city.</td>
<td>City Manager</td>
<td>Planning (ECD)</td>
<td>Planning (P&amp;R)</td>
<td>City Manager</td>
<td>Other</td>
</tr>
</tbody>
</table>
**SHAPE SSF: 2040 GENERAL PLAN**

**OUR PLAN TO GET THERE**

<table>
<thead>
<tr>
<th>Ch. #</th>
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<th>Primary Responsibility</th>
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</thead>
<tbody>
<tr>
<td>16</td>
<td>Action NOI-1.1.4: Enforce Noise Insulation Standards</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>Maintenance and Operations Division (PW)</td>
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<tr>
<td></td>
<td>Establish general noise performance standards for the City’s established land use zones.</td>
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<tr>
<td></td>
<td>• Construction noise: Continue to restrict construction activities to acceptable time periods. Consider constructing temporary sound walls surrounding construction sites during construction.</td>
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<tr>
<td></td>
<td>• Special Event Noise: Allow single-event occurrences at specific sites subject to special permit conditions which alleviate noise to the greatest extent possible. Limit the permissible hours for special events and the number of special single events that are allowed to take place each year.</td>
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<tr>
<td>16</td>
<td>Action NOI-1.2.1: Update Municipal Code section related to the Noise Ordinance</td>
<td>Ongoing</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update the Noise Ordinance in the South San Francisco Municipal Code to establish standards for permissible construction hours, and controls related to other potential nuisances such as music, dogs, special events, and mechanical/sound equipment; and encourage enforcement and penalties for violations of the Noise Ordinance. The update should not interfere with the regular course of business in commercial and industrial zones.</td>
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<tr>
<td></td>
<td>• General Activity Noise Performance Standards: Establish general noise performance standards for the City’s established land use zones.</td>
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<td>• Construction Noise: Continue to restrict construction activities to acceptable time periods. Consider constructing temporary sound walls surrounding construction sites during construction.</td>
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<tr>
<td>5</td>
<td>Action LU-1.1.2: Implement mixed use rezoning</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify key activity areas that currently feature single-use commercial or residential zoning designations, and re-zone to allow for mixed use development that could provide more convenient access to local commercial.</td>
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<tr>
<td>5</td>
<td>Action LU-1.6.1: Zone for Childcare and pre-K</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Revise the Zoning Ordinance to allow childcare and pre-K facilities throughout the City.</td>
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<tr>
<td>5</td>
<td>Action LU-2.1.1: Explore incentives to increase the provision of affordable housing</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Develop incentives to provide the City’s Inclusionary Housing Ordinance that would provide incentives to increase the provision of affordable housing units throughout the City.</td>
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<tr>
<td>5</td>
<td>Action LU-2.1.3: Update existing Specific Plans</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
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<tr>
<td></td>
<td>Following the adoption of the General Plan, review the existing Oyster Point Specific Plan (2011) and other plans and make changes to ensure consistency.</td>
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<tr>
<td>5</td>
<td>Action LU-3.1.2: Allow housing on sites with institutional uses</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
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<tr>
<td></td>
<td>Revise the Zoning Ordinance to allow housing development on sites used for institutional purposes, such as educational facilities and churches.</td>
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<tr>
<td>5</td>
<td>Action LU-3.9.2: Explore equity homeownership models</td>
<td>1–2 yrs</td>
<td>Low</td>
<td>Economic Development and Housing Division (ECD) Planning Division (ECD)</td>
<td></td>
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<tr>
<td></td>
<td>Explore expanded use of shared equity homeownership models, including a Community Land Trust, to increase homeownership.</td>
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<tr>
<td>5</td>
<td>Action LU-9.1.2: Form-based codes</td>
<td>1–2 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
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<tr>
<td></td>
<td>Develop form-based codes for the new mixed use and high-density residential areas proposed in the Lindenville, East of 101, and El Camino Real sub-areas.</td>
<td></td>
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<tr>
<td>6</td>
<td>Action SA-8.1.1: Remove ground floor retail requirement</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update the Zoning Ordinance to remove ground floor retail requirement along the corridor to allow for residential-only buildings with a focus on active ground-floor uses and design.</td>
<td></td>
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</tr>
<tr>
<td>6</td>
<td>Action SA-8.1.2: Allow mixed use development along Mission Road</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update the Zoning Ordinance to allow mixed use development, including housing and non-residential uses, along portions of Mission Road.</td>
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<tr>
<td>6</td>
<td>Action SA-11.1.1: Reduce building heights to be consistent with residential height allowances Downtown.</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update the El Camino Real/Chestnut Avenue Specific Plan to reduce maximum allowable building heights on the Chestnut Avenue corridor, but not the allowable residential densities.</td>
<td></td>
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<tr>
<td>6</td>
<td>Action SA-12.1.1: Increase residential densities in proximity to El Camino Real and South Spruce Avenue</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update the Zoning Ordinance to increase maximum allowed densities near the intersection of South Spruce Avenue and El Camino Real to accommodate higher-density mixed use development at and around this intersection.</td>
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</tbody>
</table>
**OUR PLAN TO GET THERE**

### SHAPE SSF: 2040 GENERAL PLAN

**Ch. 6**

### Implementation Action

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<tr>
<th>#</th>
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<tbody>
<tr>
<td>6</td>
<td>Action SA-22.1.1: Develop Lindenville master or specific plan. Develop a master plan or specific plan for new mixed-use neighborhoods in Lindenville.</td>
<td>1-2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-3.2.5: Identify vulnerable businesses. Use sales tax data, employment data, and qualitative information to identify existing businesses and businesses likely to close or relocate.</td>
<td>12 years</td>
<td>High</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-3.4.2: Conduct regular outreach. Conduct outreach to businesses found to be likely to close or relocate to share available resources and identify needs.</td>
<td>12 years</td>
<td>High</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-5.5.2: Collaborate with Downtown community to support events. Work with technical assistance partners at these locations.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-5.5.1: Target growth of arts and culture uses to Downtown and Lindenville. Target growth of arts and culture uses in Downtown and Lindenville, with particular focus on attracting uses that are culturally relevant to city residents.</td>
<td>1-2 years</td>
<td>High</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-5.5.5: Collaborate with Downtown community to support events. Collaborate with merchants and merchant organizations to support cultural festivals and events that draw customers to Downtown businesses.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-5.5.2: Coordinate with real estate community on space needs of goods and services businesses. Coordinate with real estate brokers to develop an understanding of what types of spaces are required by businesses providing goods and services needed in 20-minute neighborhoods.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-5.5.3: Identify existing shopping destinations and retail locations. Identify existing shopping centers and retail locations through a combination of ongoing owner outreach and appropriate code enforcement actions.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-2.1.3: Implement Active South City Plan. All capital improvements and development projects incorporate bicycle and pedestrian improvements identified in the Active South City Plan, such as trails, bikeways, bicycle detection at traffic signals, high-visibility crosswalks, and pedestrian-oriented site plans.</td>
<td>1-2 years</td>
<td>High</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-2.1.2: Create multimodal prioritization process. Develop and implement a Vision Zero Action Plan that incorporates a prioritization approach for the Capital Improvement Program (CIP) and maintenance response process and identifies safety countermeasures to incorporate into all development projects and capital improvements.</td>
<td>1-2 yrs</td>
<td>High</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-2.1.1: Complete multimodal design and impact analysis. Ensure that all roadway and development projects are designed and evaluated to meet the needs of all street users, and that development projects contribute to multimodal improvements in proportion to their potential impacts on vehicle miles traveled.</td>
<td>1-2 years</td>
<td>High</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-2.1.2: Create multimodal prioritization process. Develop a Capital Improvement Program (CIP) prioritization criteria to strategically advance multimodal complete streets projects.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
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<td>8</td>
<td>Action MOB-2.1.1: Implement Active South City Plan. All capital improvements and development projects incorporate bicycle and pedestrian improvements identified in the Active South City Plan, such as trails, bikeways, bicycle detection at traffic signals, high-visibility crosswalks, and pedestrian-oriented site plans.</td>
<td>1-2 years</td>
<td>High</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-3.3.1: Incorporate parking maximums. Incorporate maximum parking requirements for new residential and office/R&amp;D projects that align with TDM Ordinance goals.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-5.1.3: Expand bicycle parking at activity centers. Incorporate maximum parking requirements for new residential and office/R&amp;D projects that align with TDM Ordinance goals.</td>
<td>1-2 yrs</td>
<td>High</td>
<td>Engineering Division (PW)</td>
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<td>8</td>
<td>Action MOB-5.1.2: Create multimodal prioritization process. Develop and implement a Vision Zero Action Plan that incorporates a prioritization approach for the Capital Improvement Program (CIP) and maintenance response process and identifies safety countermeasures to incorporate into all development projects and capital improvements.</td>
<td>1-2 yrs</td>
<td>High</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-7.3.1: Increase coordination with business organizations. Increase cooperation and coordinate with the South San Francisco Chamber of Commerce, the regional ethnic chambers of commerce, and other local business groups.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-7.3.2: Ensure informational materials for businesses are published in multiple languages.</td>
<td>1-2 years</td>
<td>High</td>
<td>Economic Development Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action PE-7.3.1: Consider creation of a program that provides low-cost business loans. Explore the creation of a low-cost business loan program for local small businesses and entrepreneurs, administered and/or funded by the City of South San Francisco or outside partners.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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<tr>
<td>8</td>
<td>Action PE-7.3.2: Explore the creation of a program that provides low-cost business loans. Explore the creation of a low-cost business loan program for local small businesses and entrepreneurs, administered and/or funded by the City of South San Francisco or outside partners.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
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**Ch. 8**

### Implementation Action

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<tr>
<td>8</td>
<td>Action MOB-1.1: Develop a Vision Zero Action Plan. Develop and implement a Vision Zero Action Plan that incorporates a prioritization approach for the Capital Improvement Program (CIP) and maintenance response process and identifies safety countermeasures to incorporate into all development projects and capital improvements.</td>
<td>1-2 yrs</td>
<td>High</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-1.2: Create multimodal prioritization process. Develop a Capital Improvement Program (CIP) prioritization criteria to strategically advance multimodal complete streets projects.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
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<td>Planning Division (PW)</td>
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<td>1-2 years</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Action MOB-5.1.3: Expand bicycle parking at activity centers. Expand bicycle parking at major activity centers throughout the city.</td>
<td>1-2 years</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
<td>Engineering Division (PW)</td>
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<tr>
<td>Action PR-7.7.1: Adopt Public Art Master Plan. Adopt and implement the Public Art Master Plan, updating the Master Plan every 5-to-10 years.</td>
<td>1–2 yrs High</td>
<td>Capital Projects (CF)</td>
<td>Planning Division (ECS)</td>
<td></td>
</tr>
<tr>
<td>Action PR-8.1.2: Target locations for enrichment programs. Use targeted locations and coordinate with existing programs/organizations to strengthen/expand youth development opportunities specifically for youth of color and youth from other historically disenfranchised communities.</td>
<td>1–2 yrs Medium</td>
<td>Recreation Division (P&amp;R)</td>
<td>Library</td>
<td></td>
</tr>
<tr>
<td>Action EC-1.1.2: Establish Community Safety and Equity Advisory Board. Establish a Community Safety and Equity Advisory Board to review data, provide recommendations, and build trust. The Board may make recommendations related to public safety or to any issue by issue throughout City departments and programs.</td>
<td>1–2 yrs High</td>
<td>Police</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>Action EC-1.2.1: Continue to participate in mental health crisis response pilot. Continue to participate in a community wellness and crisis response pilot program to respond to emergency calls related to mental health, including substance use, homelessness, and domestic violence. This response team will be focused on conflict management, de-escalation, and linking residents to supportive services.</td>
<td>1–2 yrs High</td>
<td>Fire</td>
<td>City Manager</td>
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</tbody>
</table>
12 Action CHEJ-1.2.2: Connect health and homeless services. Continue to work with homeless service providers to conduct outreach and connect unhoused individuals to health care, housing and shelter, and other services.

12 Action CHEJ-1.4.2: Develop healthy development guidelines. Conduct a review of existing development guidelines to promote healthy living and working environments.

12 Action CHEJ-2.1.1: Explore economic incentives for food access. Utilize economic development incentives to encourage existing stores to sell fresh, healthy foods in disadvantaged communities. Pursue funding and partnerships to develop incentive programs to encourage the availability of healthy food options.

12 Action CHEJ-2.1.4: Expand farmers’ markets. Partner with County agencies and non-profit organizations to expand farmers markets in South San Francisco, including in Downtown.

12 Action CHEJ-2.5.1: Adopt an ordinance that requires City-funded events offer healthy food choices to participants.

12 Action CHEJ-6.4.1: Provide safe restroom facilities. Provide mobile shower, bathroom, and needle exchange sites and facilities for unhoused residents.

12 Action CHEJ-7.5.1: Provide resident housing rights education. Provide education, outreach, and referral services for residents regarding their rights as tenants and buyers.

12 Action CHEJ-7.5.2: Provide landlord housing rights education. Provide education and outreach to landlords, property managers, real estate agents, and others on their obligations as they make or manage properties available for housing.

15 Action CR-1.7.2: Increase Community Emergency Response Team outreach in community. Target outreach for South San Francisco CERT offerings in specific South San Francisco neighborhoods, such as Downtown.

15 Action CR-1.7.3: Expand Community Emergency Response Team outreach at the library. Partner with library to ensure that key populations have access to information about Community Emergency Response Team and other South San Francisco programs and resources.

15 Action CR-2.4.1: Conduct Fire Station 61 and 62 relocation feasibility study. Evaluate the feasibility of relocating Fire Station 61 and 62 outside of the flood zone.

15 Action CR-4.1.1: Review seismic assessments for municipal assets. Regularly complete seismic assessments of critical municipal buildings, facilities, and infrastructure. Develop locally specific seismic hazard maps to improve zoning resolution and support more informed and nuanced decision making about development and hazard mitigation, particularly where other hazards like sea level rise compound the risk.

15 Action CR-6.1.1: Review and update funding programs for resilient building design. Review and update existing funding programs, such as the Property-Assessed Clean Energy program to promote climate-resilient design and retrofits.

15 Action CR-6.2.2: Work with utilities to prevent shutoff during extreme events. Work with Pacific Gas & Electric and Peninsula Clean Energy to prevent utility shutoff during extreme heat events.

15 Action CR-6.3.2: Work with utilities to prevent shutoff during extreme events. Will work with Pacific Gas & Electric and Peninsula Clean Energy to prevent utility shutoff during extreme heat events.

15 Action CR-6.4.1: Prepare a cooling and warming centers distribution plan. Maintain the capability to operate cooling and warming centers equitably throughout the city when needed.

15 Action CP-1.2.2: Prepare Municipal Greenhouse Gas inventory. Prepare an inventory of emissions from municipal operations, establish a greenhouse gas reduction target, and develop a work plan to reduce municipal emissions.

15 Action CP-3.2.2: Update landscaping water requirements. Require all new landscaping to use low-water plants and efficient irrigation, planting native and non-native species that provide valuable resources for native wildlife.
### Implementation Actions

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<tr>
<td>Action CP-4.2.2:</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Sustainability (CM)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>Action CP-4.2.2: Adopt Burnout Ordinance. Adopt a Burnout Ordinance that requires a gas appliance (e.g., stove or furnace) be replaced with an electric version when it stops working.</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Sustainability (CM)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>Action CP-6.1.1:</td>
<td>1–2 yrs</td>
<td>Medium</td>
<td>Maintenance and Operations Division (PM)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>Action CP-6.1.1: Adopt a Zero-waste plan. Adopt an SB 1383 compliant zero-waste plan for municipal operations and the community that includes:</td>
<td>1–2 yrs</td>
<td>Medium</td>
<td>Maintenance and Operations Division (PM)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>• Mandatory residential and commercial recycling and collection of organics, food waste. • Mandatory commercial edible food recovery program (per ROU with San Mateo County Office of Sustainability) • Update trash &amp; bin space and access requirements based on hauler recommendations to accommodate all waste streams (e.g., recycling, trash, and organics).</td>
<td>1–2 yrs</td>
<td>Medium</td>
<td>Maintenance and Operations Division (PM)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>Action CP-6.1.1: Establish waste reduction compliance pathways. Establish compliance pathways and enforcement mechanisms for mandatory organics and food waste diversion.</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Sustainability (CM)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>Action ES-2.2.1:</td>
<td>1–2 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>Action ES-2.2.1: Require bird safe design East of 101. Develop a bird safe design ordinance to minimize the adverse effects on native and migratory birds and require new development East of 101 to incorporate design measures.</td>
<td>1–2 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action ES-5.3.1:</td>
<td>5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action ES-5.3.1: Update the planting guidelines. Evaluate and update existing guidelines for landscape design and planting to support native species and non-native species that provide valuable resources for native wildlife and reduce water use.</td>
<td>5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action NOI-1.1.2:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action NOI-1.1.2: Incorporate noise compatibility conditions of approval. Continue to assess projects through the subdivision, site plan, conditional use permit, and other development review processes and incorporate conditions of approval and mitigation measures that ensure noise compatibility where appropriate.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action LU-2.3.2:</td>
<td>5 yrs</td>
<td>Medium</td>
<td>Engineering Division (P&amp;R)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action LU-2.3.2: Incorporate wayfinding signage. Incorporate wayfinding signage near transit to guide people to local destinations, including schools, Downtown, parks, shopping, healthcare, and public facilities.</td>
<td>5 yrs</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.1.2:</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (P&amp;R)</td>
</tr>
<tr>
<td>Action LU-2.1.2: Develop infrastructure improvement program for complete neighborhoods. Develop a formal program and structure to evaluate and facilitate the life repairs, maintenance, and expansion of bike, pedestrian, and transit infrastructure in complete neighborhoods.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Parks Division (ECD)</td>
</tr>
<tr>
<td>Action LU-1.6.2:</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Recreation Division (P&amp;R)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-1.6.2: Fund and expand child care and pre-K. Coordinate with public institutions, including San Mateo County, and seek State, federal, and private funding sources to maximize resources to fund and expand child care, including after school care, and pre-K in South San Francisco.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.1.2:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>Action LU-2.1.2: Develop Specific Plans around transit centers. Initiate a request for proposals (RFP) process to develop specific plans around key transit centers, including Caltrain and BART.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.1.4:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>Action LU-2.1.4: Community benefits framework. Continue to update the community benefits framework that requires new non-residential development near transit centers to contribute to community goals and amenities, including parks and public spaces, affordable housing, and transportation demand management.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.1.5:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.1.5: Community engagement near transit centers. Engage closely with residents, business owners, and other stakeholders to ensure the community receives desired benefits from new development at transit centers and to ensure the community is approved of development.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>Action LU-2.3.1:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (P&amp;R)</td>
</tr>
<tr>
<td>Action LU-2.3.1: Coordination with local and regional transit agencies. Ensure coordination between local agencies including Community Development Department, Transportation Department, and Public Works, along with regional transit agencies including Caltrain, BART, and SamTrans to align mobility and infrastructure improvements efforts.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (P&amp;R)</td>
</tr>
<tr>
<td>Action LU-2.3.2:</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (P&amp;R)</td>
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<tr>
<td>Action LU-2.3.2: Incorporate wayfinding signage. Incorporate wayfinding signage near transit to guide people to local destinations, including schools, Downtown, parks, shopping, healthcare, and public facilities.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Engineering Division (P&amp;R)</td>
</tr>
<tr>
<td>Ch.</td>
<td>Implementation Action</td>
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<td>Priority</td>
<td>Primary Responsibility</td>
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</tr>
<tr>
<td>5</td>
<td>Action LU-2.3.3: Incorporate gateway elements near transit centers.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-2.4.1: Mobility hubs study.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-2.3.1: Coordinate with SSFUSD regarding housing on closed school sites.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td></td>
<td>Action LU-3.1.3: Develop workforce housing program.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-3.1.2: Create location-specific design guidelines.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-7.6.2: Support formalization of business associations.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-7.6.1: Create standards for mobile food markets.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-8.1.2: Create design policies for arts and cultural areas.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-8.1.1: Aspirational design standards.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
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<tr>
<td></td>
<td>Action LU-7.6.1: Develop programs related to building upkeep and maintenance.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
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<tr>
<td></td>
<td>Action LU-7.8.1: Create standards for mobile food markets.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-9.1.1: Aspirational design standards.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Action LU-9.1.3: Create location-specific design guidelines.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>Ch.</td>
<td>Implementation Action</td>
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</tr>
<tr>
<td>6</td>
<td>Action LU-9.4.1: Develop utility equipment design standards.</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Develop and adopt new standards to minimize the detrimental appearance of accessory utility equipment (transformers, cable cabinets, utility meters, utility lines, etc.)</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-10.1.2: Create station area access plan.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Prepare a station area access plan for the South San Francisco BART Station that includes street, sidewalk, biking, and infrastructure improvements.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-11.1.1: Business support for El Camino Real businesses.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Develop a mechanism to support building upkeep and maintenance, signage, and façade improvements for El Camino Real businesses.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-14.3.1: Implement El Camino Real wayfinding signage.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td></td>
<td>Add wayfinding signage to improve connections to the South San Francisco BART Station, Water Permanente Medical Center, Colma Creek Trail, and the Centennial Way Trail.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-14.4.1: Chestnut Avenue and Antiochette Lane intersection improvement.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td></td>
<td>Provide and maintain safe and convenient pedestrian and bicycle connections, including improved signage, lighting, and flashing beacons along Antiochette Lane across Chestnut Avenue to link the two ends of the Centennial Way Trail.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-15.1.1: Develop retail, restaurants, and vendors strategy.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Develop a retail, restaurant, and mobile vendors strategy to support diverse populations, including residents and workers.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-17.1.1: Designate residential priority sites.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td></td>
<td>Designate residential priority sites, which require a specific amount of future development projects be dedicated to residential land use.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-17.1.2: Remove parking minimums in East of 101.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td></td>
<td>Remove parking minimums in East of 101. Encourage the assemblage of adjacent parcels by providing greater development incentives for master planned redevelopment along South Airport Boulevard than would be available for development on a parcel-by-parcel basis.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-17.1.3: Encourage property assemblage and master planning along South Airport Boulevard.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td></td>
<td>Encourage the assemblage of adjacent parcels by providing greater development incentives for master planned redevelopment along South Airport Boulevard than would be available for development on a parcel-by-parcel basis.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-17.4.1: South Airport Boulevard Specific Plan.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td></td>
<td>Develop a Specific Plan with design guidelines for residential uses for South Airport Boulevard.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
</tr>
<tr>
<td>Action</td>
<td>Implementation Action</td>
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<td>Priority</td>
<td>Primary Responsibility</td>
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</tr>
<tr>
<td>SA-18.4.2</td>
<td>Study other potential roadway connections. Study potential for creating the following roadway connections:</td>
<td>6</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>SA-20.1.2</td>
<td>Identify funds for roadway maintenance and repairs.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-22.1.2</td>
<td>Designate residential priority sites.</td>
<td>6</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-28.1.1</td>
<td>Create publicly accessible open spaces. Create new publicly accessible open spaces including parks, plazas, and green spaces within the Specific Plan area for the use of employees, residents, and visitors.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>SA-29.1.1</td>
<td>Engage with community on Downtown growth. Understand priorities and desired benefits resulting from Downtown growth.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-3.1.1</td>
<td>Engage with community on Downtown growth. Have an understanding of the community’s priorities and desired benefits resulting from Downtown growth.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-19.3.2</td>
<td>Develop zoning regulations that promote mixed-use development along South Linden and South Spruce Avenues that recognizes the streets' role as a connector between the San Bruno BART station and Downtown.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>SA-27.3.2</td>
<td>Prepare and implement streetscape improvement plan: Prepare and implement a streetscape improvement plan for South Linden and South Spruce Avenues that recognizes the streets’ role as a connector between the San Bruno BART station and Downtown.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
</tr>
<tr>
<td>SA-28.2.2</td>
<td>Create convenient and safe pedestrian and bike access. Support implementation of the new east-west roadway connection between Shined Lane and S. Linden Avenue, that is included and analyzed in the Southline Specific Plan.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>SA-31.1.1</td>
<td>Coordinate with Cal Water to purchase or lease land.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
</tr>
<tr>
<td>SA-35.2.1</td>
<td>Implement designated bicycle lane on Mission Road.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Parking Division (P&amp;R)</td>
</tr>
<tr>
<td>SA-36.4.1</td>
<td>Support the development of a new park and bicycle and pedestrian trails along Skyline Boulevard in collaboration with Caltrans. Support the development of a new park and bicycle and pedestrian trails along Skyline Boulevard in collaboration with Caltrans.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>#</td>
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<tr>
<td>6</td>
<td>Action SA-39.1.1: Implement linear parks in Winton Serra. Develop a new linear park as outlined in the Parks and Recreation Master Plan.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-39.1.2: Develop new park at SPUC site. Develop a new park on the existing SPUC site that provides pedestrian connections to Alta Loma Middle School.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
</tr>
<tr>
<td>8</td>
<td>Action 2.1.2: Attract tenants to ground floor spaces that support day-to-day services in the neighborhood. Explore incentives, opportunities, forecast demand, and identify tenants to attracting small businesses and tenants to ground floor spaces outside of the city’s best-located retail nodes (such as on blocks of Downtown away from Grand Avenue).</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>9</td>
<td>Action PE-3.2.2: Establish business districts. In partnership with the Chamber of Commerce, conduct outreach to businesses to encourage local district-based efforts to establish business organizations and form business improvement districts (such as in areas of Downtown, Lindenville, and segments of El Camino Real) that can provide funds to enhance district services, potential locations include Downtown South San Francisco, Lindenville, segments of El Camino Real, the BART station area, and portions of East of 101.</td>
<td>3-5 yrs</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>10</td>
<td>Action PE-3.2.2: Engage businesses. Use active mechanisms to stay informed of business needs through such tools as business surveys, customer surveys, personal contact, and business functions.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>11</td>
<td>Action PE-3.2.2: Prepare/update economic development strategic plans. Regularly prepare/update a multi-year economic development strategic plan to provide a comprehensive understanding of current economic and market conditions and to guide City staff economic development activities.</td>
<td>3-5 yrs</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>12</td>
<td>Action 3.4.4: Promote the city’s “business friendly” reputation in all promotional materials.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>13</td>
<td>Action 3.4.4: Increase and improve communication with the public about new development promotions.</td>
<td>3-5 yrs</td>
<td>Low</td>
<td>Communications (CM)</td>
</tr>
<tr>
<td>14</td>
<td>Action 3.5.1: Create a Downtown marketing program. Create a marketing program for Downtown that can be expanded to promote the entire city.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Communications (CM)</td>
</tr>
</tbody>
</table>

**OUR PLAN TO GET THERE**
<table>
<thead>
<tr>
<th>No.</th>
<th>Implementation Action</th>
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<th>Priority</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Action MOB-2.1.2: Evaluate reducing speed limits. Evaluate reducing speed limits on the city's high injury network, transit priority streets, school areas, and other streets with high concentrations of vulnerable street users</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-2.1.4: Implement transit speed, reliability, and access improvements. All-capit improvements and development projects near regional transit stations or bus/shuttle routes incorporate improvements to advance speed, reliability, and access, such as in-lane bus-side bus stops, bus-only lanes, sparse queues, and pedestrian/bicycle gap closures.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-2.1.5: Address ADA accessibility. ADA accessibility gaps in the City’s transportation infrastructure, including at sidewalks, curbs, crosswalks, and bus stops.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-3.1.2: Implement East of 101 Trip Cap. Implement an East of 101 area trip cap with internal monitoring and corrective actions if exceeded. Implement project-specific trip caps for large campus developments,</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-3.1.3: Evaluate curb management practice. Evaluate the current and best use of curb space in the City’s activity centers and repurpose space to maximize people served (i.e., for loading, bikeways, bike parking, bus lanes, or parklets)</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (PW)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-3.2.1: Create a funding and staffing plan for the Residential Parking Permit Program. Create a funding and staffing plan for a Residential Parking Permit Program in higher density neighborhoods.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td></td>
</tr>
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<td>9</td>
<td>Action MOB-3.4.1: Create a funding and staffing plan for the Residential Parking Permit Program. Create a funding and staffing plan for a Residential Parking Permit Program in higher density neighborhoods.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-1.2.1: Designate new Downtown/Lindenville park site. Designate a site for a new neighborhood park adjacent to Downtown and Lindenville on the block bounded by Railroad Avenue, Spruce Avenue, Colma Creek, and Linden Avenue and require parkland dedication.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Action MOB-1.2.2: Study City Hall park space opportunities. Study opportunities to expand active park space on the City Hall property.</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Capital Projects (CM)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-7.7.2: Facilitate community engagement on public art selection. Establish a process to allow community input into public art selection.</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Recreation Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-7.7.4: Support community-based creation of public art. Develop and coordinate community-based efforts to create public art pieces.</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Recreation Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-10.1: Identify and pilot enrichment programs. Identify and pilot new ways to engage young people and their families who have not previously participated in City-run enrichment programming, and use these efforts to identify common reasons youth and families have not participated in these community resources.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Recreation Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-9.3.2: Maintain land inventory for childcare. Conduct an inventory of property that may be converted or developed into public or private Early Childcare Education facilities.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECO)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-9.3.4: Provide incentives for new development to create childcare facilities. Provide incentives to new development to create childcare facilities as a community benefit. Encourage new development to provide on-site childcare facilities rather than paying an in-lieu fee.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Economic Development and Housing Division (ECO)</td>
<td>Planning Division (ECO)</td>
</tr>
<tr>
<td>10</td>
<td>Action PR-9.3.5: Coordinate childcare enrichment programs. Coordinate and integrate child care programs with existing housing, community, and social programs as described in the Child Care Master Plan.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Planning Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-9.4.1: Explore grant funding for childcare. Explore the provision of one-time grants to Family Child Care homes for zoning permit application or to update homes to be ready for babies and toddlers, including removing penalties for those who want to legalize their Family Child Care homes.</td>
<td>3–5 yrs</td>
<td>High</td>
<td>Planning Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-9.4.2: Create and maintain online portal for childcare. Create and maintain an online portal and resources for childcare business development.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (P&amp;R)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action ECS-3.1.3: Develop ongoing feedback portal. Develop an online, multilingual portal where residents can provide feedback on an ongoing basis regarding the General Plan, City services, and other needs and barriers that the City may be able to address.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td>Planning Division (ECO)</td>
</tr>
</tbody>
</table>
**OUR PLAN TO GET THERE**

### Action ECS-2.1.3: Partner regionally to build capacity on racial and social equity

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Mateo County and throughout the Bay Area to build capacity on racial and social equity, and to advance regional equity priorities.

### Action ECS-3.1.3: Explore Downtown Resource Center

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Capital Projects (CM)
- **Secondary Responsibility:**
  - Develop a standardized approach to tracking data to address racial and social inequities.
  - Ensure equitable distribution of services and programming moving forward.

### Action ECS-3.2.1: Conduct ongoing evaluation of services

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Regularly evaluate impact of public investments to ensure equitable distribution of services and programming.

### Action ECS-6.1.2: Identify special education opportunities

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Recreation Division (P&R)
- **Secondary Responsibility:**
  - Develop partnerships with art organizations and associations to provide special education students with internships, awards, and equipment.

### Action CHEJ-1.1.1: Assist in the provision of non-profit and community health centers

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Economic Development and Housing Division (ECD)
- **Secondary Responsibility:**
  - Support San Mateo County in their provision of nonprofit and community health centers to provide free or low-cost health care to low-income households.

### Action CHEJ-1.3.1: Maintain and report health data

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Continue to maintain and report out indicators and metrics about the health status of residents over time by race/ethnicity.

### Action CHEJ-2.1.2: Provide healthy food education

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Work with other local non-profit organizations and public agencies, such as the San Mateo County Health, to create a Healthy Food Awareness campaign that educates the community about healthy and culturally relevant food options within the community.

### Action CHEJ-3.3.2: Reduce indoor air pollution

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Building Division (ECD)
- **Secondary Responsibility:**
  - Implement any future City-prepared sea level rise adaptation plan for the Oyster Point Marina and landfill to prevent the release of toxins into the Bay.

### Action CHEJ-4.1.2: Precautions for Oyster Point Landfill

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Capital Projects (CM)
- **Secondary Responsibility:**
  - Implement any future City-prepared sea level rise adaptation plan for the Oyster Point Marina and landfill to prevent the release of toxins into the Bay.

### Action CHEJ-7.1.2: Develop anti-displacement plan

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Economic Development and Housing Division (ECD)
- **Secondary Responsibility:**
  - Develop an anti-displacement plan to halt displacement in the city, particularly in Downtown, Sign Hill, El Camino, and Sunshine Gardens, which may include tenant and landlord mediation programs, right of first refusal, rental assistance, tenant legal counseling, and a rent board to implement the program.

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### SHAPES SSF: 2040 GENERAL PLAN

**OUR PLAN TO GET THERE**

### Action CHEJ-1.2.5.2: Partner with SFUSD to implement school nutrition education programs

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Partner with South San Francisco School District to create and implement educational programs for children on healthy eating, such as school Visible and Healthy cooking classes.

### Action CHEJ-3.1.1: Monitor air quality in Lindenville, East of 101, and Downtown

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Work with the Bay Area Air Quality Management District to establish and identify funding for air-quality monitoring and reduction strategies.
  - Establish a local ordinance that exceeds the state vehicle idling restrictions where appropriate, including restrictions for buses, delivery vehicles, trucks at warehouses and distribution facilities, and taxis, particularly when these activities take place near sensitive land uses (schools, healthcare facilities, affordable housing, and elder and childcare centers).

### Action CHEJ-3.1.2: Reduce indoor air pollution

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Establish a local ordinance to reduce indoor air pollution such as air filtration/ventilation systems, landscaping, and other physical improvements as recommended by the California Air Resources Board and/or the Bay Area Air Quality Management District.

### Action CHEJ-4.1.4.1: Implement permanent supportive housing

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Implement the program.

### Action CHEJ-7.1.2: Develop anti-displacement plan

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Develop an anti-displacement plan to halt displacement in the city, particularly in Downtown, Sign Hill, El Camino, and Sunshine Gardens, which may include tenant and landlord mediation programs, right of first refusal, rental assistance, tenant legal counseling, and a rent board to implement the program.

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### Action ECS-2.2.2: Develop standardized reporting

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Develop a standardized approach to tracking data to address racial and social inequities.

### Action ECS-3.2.1: Conduct ongoing evaluation of services

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Explore Downtown Resource Center.

### Action ECS-3.1.3: Explore Downtown Resource Center

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Study the feasibility of a Community Resource Center in Downtown where multiple services will be offered.

### Action ECS-3.1.2: Conduct ongoing evaluation of services

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Regularly evaluate impact of public investments to ensure equitable distribution of services and programming.

### Action ECS-6.1.2: Identify special education opportunities

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Recreation Division (P&R)
- **Secondary Responsibility:**
  - Develop partnerships with art organizations and associations to provide special education students with internships, awards, and equipment.

### Action CHEJ-1.1.1: Assist in the provision of non-profit and community health centers

- **Timeframe:** 3–5 yrs
- **Priority:** High
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Support San Mateo County in their provision of nonprofit and community health centers to provide free or low-cost health care to low-income households.

### Action CHEJ-1.3.1: Maintain and report health data

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** City Manager
- **Secondary Responsibility:**
  - Continue to maintain and report out indicators and metrics about the health status of residents over time by race/ethnicity.

### Action CHEJ-2.1.2: Provide healthy food education

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Planning Division (ECD)
- **Secondary Responsibility:**
  - Work with other local non-profit organizations and public agencies, such as the San Mateo County Health, to create a Healthy Food Awareness campaign that educates the community about healthy and culturally relevant food options within the community.

### Action CHEJ-3.3.2: Reduce indoor air pollution

- **Timeframe:** 3–5 yrs
- **Priority:** Medium
- **Primary Responsibility:** Building Division (ECD)
- **Secondary Responsibility:**
  - Implement any future City-prepared sea level rise adaptation plan for the Oyster Point Marina and landfill to prevent the release of toxins into the Bay.
<table>
<thead>
<tr>
<th>Ch.</th>
<th>Action</th>
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<th>Priority</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
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</thead>
<tbody>
<tr>
<td>12</td>
<td>Action CHE-7.1.4:</td>
<td>Provide housing for people with disabilities. Consider adding disability to the existing livework process prior to policy promoting providing housing to people with disabilities.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.3.3:</td>
<td>Require multi-hazard real estate disclosure. Enact an ordinance to require real estate disclosures of all hazards identified in the Hazard Mitigation Plan, including hazards associated with anticipatory sea level rise and flooding, geologic hazards, groundwater inundation, wildfire for commercial and residential properties, including ownership and rental.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Economic Development and Housing Division (ECD)</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.6.1:</td>
<td>Develop a resiliency hub program. Develop a resiliency hub program to help community members with disaster planning assistance and supplies.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Fire</td>
<td>City Manager</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.6.2:</td>
<td>Upgrade the Emergency Operations Center. Add second floor to the City’s Emergency Operations Center (EOC) and a warehouse to store supplies to support the city in the event of a disaster. Ensure the EOC has the necessary capabilities and can continue operations after all future hazards.</td>
<td>3-5 yrs</td>
<td>High</td>
<td>Fire</td>
<td>Capital Projects (CM)</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.6.4:</td>
<td>Identify locations for post-disaster emergency housing. Add second floor to the City’s Emergency Operations Center.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td>Fire</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.8.1:</td>
<td>Prepare a post-disaster recovery plan. Establish a community resilience education program in collaboration with San Mateo County and local community partners. Work with the Community Emergency Response Team and promotions programs to disseminate the information.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.8.2:</td>
<td>Adopt post-disaster repair standards for existing buildings. Develop and adopt special repair and upgrade standards for existing buildings, in the case of post-disaster reconstruction and/or conversion to mixed use or more compact residential use.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>13</td>
<td>Action CR-1.8.3:</td>
<td>Adopt post-disaster repair standards for existing buildings. Expand efforts to incentivize retrofits of buildings and other mitigation measures in severe and predatory hazards zones. Explore developing a specific program to address seismic retrofit needs within South San Francisco’s affordable housing stock.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>City Manager</td>
</tr>
<tr>
<td>14</td>
<td>Action CR-6.3.1:</td>
<td>Identify heat island priority areas. Identify areas of greatest risk of urban heat island effect and target resources in these areas, including tree planting, cool roofs, and installation of cool pavement.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action CR-6.1.2:</td>
<td>Create a community engagement for weatherization programs. Work with PG&amp;E to expand deep retrofit and Energy Upgrade to provide free to low-cost energy audits.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action CR-6.1.3:</td>
<td>Require multi-hazard real estate disclosure. Work with Peninsula Clean Energy, San Mateo County Energy Upgrade to provide free to low-cost energy audits.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Building Division (ECD)</td>
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<tr>
<td>15</td>
<td>Action CR-6.1.4:</td>
<td>Identify heat island priority areas. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Communications (CM)</td>
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<td>15</td>
<td>Action CR-6.1.5:</td>
<td>Identify heat island priority areas. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Communications (CM)</td>
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<tr>
<td>15</td>
<td>Action CP-4.1.1:</td>
<td>Energy audits for homes and businesses. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>High</td>
<td>Building Division (ECD)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>14</td>
<td>Action CP-3.1.2:</td>
<td>Require non-residential all-electric new construction. Require all new nonresidential buildings to be all-electric and prohibit new gas infrastructure for new buildings.</td>
<td>3-5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>14</td>
<td>Action CP-3.2.1:</td>
<td>Require high-efficiency indoor water fixture. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Sustainability (CM)</td>
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<td>Action CP-3.2.2:</td>
<td>Require high-efficiency indoor water fixture. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
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<td>Action CP-4.1.1:</td>
<td>Energy audits for homes and businesses. Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>Sustainability (CM)</td>
</tr>
<tr>
<td>14</td>
<td>Action CP-4.1.2:</td>
<td>Adopt Commercial Benchmarking ordinance. Adopt energy and water benchmarking ordinance for commercial buildings over 10,000 square feet to empower owners to control utility costs.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td>Sustainability (CM)</td>
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<td>14</td>
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<td>Adopt Commercial Benchmarking ordinance. Adopt energy and water benchmarking ordinance for commercial buildings over 10,000 square feet to empower owners to control utility costs.</td>
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<td>Building Division (ECD)</td>
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<tr>
<td>14</td>
<td>Action CP-4.2.1:</td>
<td>Require electric panel upgrade at point of sale. Require high-efficiency fixtures in all new construction, like CALGreen Tier 1 or 2.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Building Division (ECD)</td>
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<tr>
<td>14</td>
<td>Action CP-4.2.2:</td>
<td>Require electric panel upgrade at point of sale. Require high-efficiency fixtures in all new construction, like CALGreen Tier 1 or 2.</td>
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<td>Low</td>
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<td>14</td>
<td>Action ES-7.2.1:</td>
<td>Develop a targeted outreach regarding weatherization assistance program for low-income households.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
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<tr>
<td>15</td>
<td>Action ES-7.2.2:</td>
<td>Identify opportunities to implement green infrastructure in parks and open space. Identify opportunities for nearby parks and open spaces to support water management with stormwater infrastructure.</td>
<td>3-5 yrs</td>
<td>Medium</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
</tr>
</tbody>
</table>
### Implementation Action

<table>
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<tr>
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<tbody>
<tr>
<td>15</td>
<td>Action ES-9.1.2: Prepare Downtown urban design guidelines. Institute Downtown urban design guidelines and require design reviews of developments in the proposed Downtown South San Francisco Historical District to ensure that the height, massing, and design of buildings furthers Downtown's character.</td>
<td>3–5 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action ES-9.1.3: Expand historic markers and maps to promote and celebrate history. Expand resources such as historic maps, historic markers, or guide walking tours to promote and celebrate historic preservation in South San Francisco.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action ES-9.1.4: Expand historic resources education through partnerships. Work with neighborhood groups and historic preservation advocacy groups on events, materials, and efforts to educate the public on the positive benefits of historic preservation generally and in specific neighborhoods.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action ES-9.1.5: Preservation resources. Prepare a vision for the preservation of historic resources using the Mills Act, State Tax Credit Program, or other available tools.</td>
<td>3–5 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action ND-11.2: Plan for multifamily residential in appropriate areas. Plan for multifamily residential in appropriate areas to help meet South San Francisco's housing needs.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>15</td>
<td>Action LU-1.1.1: Maintain vacant building inventory. Maintain an inventory of vacant buildings and encourage developers and potential business owners to locate their development/businesses in areas most in need of their resources.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Economic Development and Housing Division (ECD)</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>5</td>
<td>Action LU-2.5.1: Study parking strategies near transit centers. Study potential parking strategies near transit centers, including parking maximums, park-once strategies, parking fees, and shared parking.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>5</td>
<td>Action LU-6.6.1: Cleanup of Hazardous sites. Seek funding to finance cleanup and redevelopment of contaminated sites.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Sustainability (CM)</td>
<td>Planning Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-8.5.1: Facilitate affordable housing development on the Municipal Services Building site. Facilitate development of affordable housing with community-serving amenities, such as open space or recreational facilities, on the Municipal Services Building site.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-10.1.1: Coordinate with BART on developing housing at SSF BART station. Coordinate with BART to conduct studies to determine the feasibility of developing the surface parking lot on Mission Road into housing.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-11.1.2: Continue to implement the El Camino Real/Chestnut Avenue Area Plan. Continue to implement the El Camino Real/Chestnut Avenue Area Plan as necessary.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-12.6.1: Review consistency with San Francisco International Airport Land Use Compatibility Plan. Review the San Francisco International Airport Land Use Compatibility Plan (ALUACP) and as needed, update the City of South San Francisco's General Plan to be in conformance with land use compatibility standards in the ALUACP.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-14.5.1: New roadway connection in El Camino Real in SFPUC / Kaiser area. Study potential to connect Sequoia Avenue and Las Flores Avenue as an El Camino Real extension.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>6</td>
<td>Action SA-15.1.1: Introduce shared district parking. Introduce shared, district parking facilities to support visitors and employees.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Building Division (ECD)</td>
</tr>
<tr>
<td>Implementation Action</td>
<td>Timeframe</td>
<td>Priority</td>
<td>Primary Responsibility</td>
<td>Secondary Responsibility</td>
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<tr>
<td>Action SA-14.4.1: Create new connection between Lindendale and East of 101. Study potential for creating a roadway connection from Utah Avenue to San Mateo Avenue over US-101 to connect Lindendale with East of 101.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Engineering Division (PW)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-27.1.1. Develop a park near Colma Creek. Develop a park to serve Lindendale and Downtown residents near Colma Creek.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Parks Division (P&amp;R)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-21.1.1. Minimize El Camino Real parking overflow. Introduce cleaner and more frequent signage about residential streets to prevent parking overflow from El Camino Real or major thoroughfares.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Maintenance and Operations Division (PW)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-21.1.2. Coordinate with the County of San Mateo on infrastructure. Coordinate with the County of San Mateo to standardize infrastructure between the unincorporated area and the remainder of the city, including consistent sidewalks, railways, and utility infrastructure.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Engineering Division (PW)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-21.1.3. Conduct amenity planning study. Conduct a study that considers long-term planning for the unincorporated Sphere of Influence.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-33.1.4. Coordinate with local and regional open space agencies. Collaborate with County of San Mateo Parks Department regarding upkeep and expansion of pedestrian facilities to connect to the San Bruno Mountains.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Parks Division (P&amp;R)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action SA-35.1.3. Maintain “Button Property” as Open Space. Continue the previous General Plan policy to maintain the open space designation of the County of San Mateo’s “Button Property”, located on the northeast corner of Westborough Boulevard and Junipero Serra Boulevard.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Planning Division (ECD)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action PE-2.1.2. Support infrastructure improvements. Pursue infrastructure and placemaking improvements that enhance the functionality of industrial districts.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action PE-2.6.4. Implement public realm improvements along South Airport Blvd. Implement infrastructure, placemaking, and safety investments to improve the pedestrian experience along South Airport Boulevard for visitors traveling between the South San Francisco Conference Center, hotels, and nearby businesses in East of 101 and Downtown South San Francisco.</td>
<td>6–10 yrs</td>
<td>High</td>
<td>Capital Projects (ECD)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>Action NOD-2.2.2. Develop free bus and shuttle services for residents. Develop a dedicated funding source or leverage private sector contributions to fund the South City shuttle and free bus service for South City residents.</td>
<td>6–10 yrs</td>
<td>High</td>
<td>City Manager (PW)</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
</tbody>
</table>

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**OUR PLAN TO GET THERE**

**SHAPE SSF: 2040 GENERAL PLAN**

6. **Action MOB-2.1.2:** Incorporate new street connections. Incorporate new street connections to better distribute vehicle trips across South San Francisco’s street network, especially in the East of 101 Area (as illustrated in Figure 14 and Table 6).

7. **Action MOB-5.1.1:** Complete Rails to Trails project. Leverage public-private partnerships to complete the conversion of the City’s freight rail lines to multi-use trails. 6–10 yrs | Medium | Engineering Division (PW) | Planning Division (ECD) |

8. **Action MOB-3.2.2:** Incorporate new street connections. Incorporate new street connections to better distribute vehicle trips across South San Francisco’s street network, especially in the East of 101 Area (as illustrated in Figure 14 and Table 6).

9. **Action MOB-5.1.2:** Building bicycle boulevards and Slow Streets. Grow network of bicycle boulevards/Slow Streets that prioritize direct access to recreation and active transportation within the city’s neighborhoods.

10. **Action MOB-6.1.2:** Implement active transportation improvements to parks and open space. Implement new active transportation connections to the Centennial Way Trail, Colma Creek, and the San Francisco Bay Trail.

11. **Action PR-6.1.1:** Implement Centennial Trail Vision Plan. Implement the Centennial Trail Vision Plan. Seek opportunities to create more real estate access to Centennial Way trail.

12. **Action PR-6.1.4:** Develop Pacific Gas and Electric and Union Pacific trails. Partner with Pacific Gas & Electric and Union Pacific to reuse utility corridors and rail rights-of-way as trails.

13. **Action PR-7.7.3:** Educate community on public art. Produce public art educational materials for each artwork in the City’s collection and make these available to the public. Detail the locations of public art installations in materials such as walking tour guideposts, physical markers, web-based maps, or podcasts.

14. **Action PR-8.7.7:** Create community on public art. Produce public art educational materials for each artwork in the City’s collection and make these available to the public. Detail the locations of public art installations in materials such as walking tour guideposts, physical markers, web-based maps, or podcasts.

15. **Action PR-9.2.1:** Expand funding for universal preschool. Continue exploring possible funding to establish and maintain universal preschool or to establish universal preschool for lower-income families.
### Implementation Action

<table>
<thead>
<tr>
<th>Ch.</th>
<th>Implementation Action</th>
<th>Timeframe</th>
<th>Priority</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Action ECS-3.3.1: Expand internet connection. Offer free high-speed internet inside and outside City facilities, especially in disadvantaged communities.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Information Technology</td>
<td>• Parks Division (PW) • Library • Maintenance and Operations Division (PW)</td>
</tr>
<tr>
<td>11</td>
<td>Action CHEJ-3.2.3: Transition the City’s vehicle fleet to lower-emission fuel technologies.</td>
<td>6–10 yrs</td>
<td>High</td>
<td>Economy and Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-2.1.3: Work with developers to provide a grocery store.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-1.1.5: Explore healthcare public-private partnerships.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Sustainability (CM)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-1.1.7: Establish community paramedicine program. Explore the establishment of a community paramedic program to help identify residents who suffer from chronic illness and educate and connect them with appropriate healthcare services.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-1.2.1: Transition the City’s vehicle fleet to lower-emission fuel technologies.</td>
<td>6–10 yrs</td>
<td>High</td>
<td>Economic Development and Housing Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-3.3.1: Explore incentives for pollution reduction.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CHEJ-4.2.1: Establish lead and asbestos removal program.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Sustainability (CM)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action CP-3.1.4: Require installation of photovoltaic panels.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Building Division (ECD)</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Action PR-6.1.1: Create Colma Creek trail.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Parks Division (PW)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Action CR-6.2.1: Develop an early warning systems for heat and air quality.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Fire Manager</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Action CP-3.1.4: Require installation of photovoltaic panels.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Sustainability (CM)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Action ES-3.1.1: Implement Colma Creek interpretive signage.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Parks Division (PW)</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Action ES-9.1.1: Explore the feasibility of a Downtown Historic Commercial District development.</td>
<td>6–10 yrs</td>
<td>Medium</td>
<td>Planning Division (ECD)</td>
<td></td>
</tr>
</tbody>
</table>

### 10+ Years

<table>
<thead>
<tr>
<th>Ch.</th>
<th>Implementation Action</th>
<th>Timeframe</th>
<th>Priority</th>
<th>Primary Responsibility</th>
<th>Secondary Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Action CHEJ-1.2.2: Develop pandemic preparedness plan. Work with San Mateo County Health and local jurisdictions to develop a local pandemic preparedness plan in case of future pandemics.</td>
<td>10+ yrs</td>
<td>Medium</td>
<td>City Manager</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action PR-6.1.1: Create Colma Creek trail.</td>
<td>10+ yrs</td>
<td>Medium</td>
<td>Parks Division (PW)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action CB-3.3.1: Expand internet connection. Offer free high-speed internet inside and outside City facilities, especially in disadvantaged communities.</td>
<td>6–10 yrs</td>
<td>Low</td>
<td>Engineering Division (PW)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Action CHEJ-1.2.3: Develop pandemic preparedness plan.</td>
<td>10+ yrs</td>
<td>Low</td>
<td>Finance</td>
<td></td>
</tr>
</tbody>
</table>

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*Note: The table above highlights key implementation actions related to environmental and public health initiatives within the context of the city's general plan. The actions are categorized by their primary responsibility and secondary responsibility, along with the timeframes and priorities associated with their implementation.*
A

Active transportation
This is a non-motorized form of transportation, primarily made up of walking and bicycling.

Adaptation
Adaptation is an adjustment in natural or human systems to a new or changing environment.

Affordability
Affordability refers to a household’s ability to pay for housing costs, where housing is commonly understood to be affordable if households are paying less than 30% of their income towards housing costs.

Anti-displacement
Strategies to reduce and stop the number of low-income residents who are forced to move out of rental housing units or cannot move into certain neighborhoods due to economic or physical barriers.

Aquifer
A saturated area below the water table that stores water underground.

Archaeological Resources
Archaeology is the study of artifacts and material culture with the aim of understanding human activities and cultures in the past. Archaeological resources may be associated with prehistoric indigenous cultures as well as historic periods.

B

Biodiversity
The biological variety of life in an ecosystem.

Biogas
Gases (usually methane and carbon dioxide) emitted from organic materials, typically agricultural waste, food waste, or municipal waste. These gases are a type of renewable energy source.

Bioswales
Channels designed to receive rainwater runoff and have vegetation to capture water and remove pollutants before releasing to a storm sewer. Bioswales can also be designed for water to infiltrate and recharge groundwater.

Bird safe design
Design choices that minimize the adverse effects of new development & construction on native and migratory birds.

Burial Sites and Cemeteries
Burial sites and cemeteries are formal or informal locations where human remains have been interred.

C

Carbon farming
The practice of using agricultural methods to remove carbon dioxide from the atmosphere and into the soil and crops.

Carbon neutrality
The balance between carbon emissions and carbon absorption from the atmosphere.

Carbon sequestration
The process of capturing and storing carbon dioxide from the atmosphere.

Climate change
Climate change refers to changes in the average and/or the variability of temperature, rainfall, and extreme weather that persist for an extended period.

Community Emergency Response Team (CERT)
CERT is a volunteer-based organization that trains individuals in emergency preparedness and basic disaster response techniques.

Community resilience
The ability of a group to prepare for, withstand, adapt, and recover from disruptions or harmful situations.

Community solar
A solar power project where the energy and benefits of that project go towards multiple energy customers (e.g., individuals, businesses, nonprofit).
Creative economy

An economic sector that involves careers and activities at the intersection of arts, culture, and technology. The creative economy is made up of the businesses and individuals who support these efforts through venues, education, and funding.

Decibel

A unit used to express the intensity of a sound as it is heard by the human ear. The lowest volume a normal ear can detect under laboratory conditions is 0 dB, the threshold of human hearing. Since the decibel scale is logarithmic, 10 decibels are ten times more intense, and 20 decibels are a hundred times more intense than, 1 dB.

Decibel A (dBA)

The “A-weighted” scale for measuring sound in decibels, which weighs or reduces the effects of low and high frequencies in order to simulate human hearing. Every increase of 10 dB doubles the perceived loudness even though the noise is actually ten times more intense.

Density bonus incentive

Incentive tool that allows developers to increase their development in allowed dwelling units per acre, floor area ratio, or height, typically in exchange for community benefits in the form of funding or in-kind support.

Disadvantaged Communities

A disadvantaged community is defined as “a low-income area that is disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.”

Decay

A natural, technological, or human-caused event that results in deaths, injuries, property damage/loss, and/or destruction resulting in serious disruptions and that exceeds the ability of local authorities to cope without outside assistance.

Displacement

Displacement is the process through which households and businesses are forced to leave their residence and/or place of business in response to the economic and social pressures of gentrification.

Distributed Energy Resources (DERs)

Resources that provide electricity from small-scale, multipurpose, energy generation and storage systems that provide electricity or energy and can be connected or independent from the larger electrical power grid.

Ecosystem

The collection of organisms and the natural elements with which they interact.

Environmental Justice

Environmental Justice is defined in California’s Government Code (Section 65040.12(e)) as “the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.”

Existing Building Electrification Plan

A strategy to electrify and eliminate natural gas use from existing buildings.

Flood Area Ratio (FAR)

The development intensity of buildings can be measured through floor area ratio (FAR), which divides the development intensity of buildings that generate new private and public investments.

Gentrification

Gentrification is the process of change that neighborhoods experience when they begin to attract new private and public investments.

Graywater

This system collects domestic, uncontaminated wastewater and reuses it for irrigation or toilet flushing. Sources of graywater include sinks, showers, washing machines, and dishwashers.

Green infrastructure

This type of infrastructure uses permeable surfaces, vegetation, stormwater harvest systems, or landscaping to capture and filter stormwater before releasing water to the sewer system or surface water sources.

Graywater generation from buildings that is not contaminated (e.g., sinks, dishwashers).

Health in All Policies

“Health in All Policies (HiAP) is a collaborative approach to improving the health of all people by incorporating health, equity, and sustainability considerations into decision-making across sectors and policy areas.” HiAP recognizes that health is influenced by many factors beyond healthcare and, in many cases, beyond the scope of traditional public health activities.

Healthy Communities

Healthy communities are places that foster positive health outcomes for all who live, work, and play in them. Good nutrition, physical activity, and access to health care are key factors, however, they are also influenced by many other factors, including access to economic opportunities, safety and sanitary housing, high-quality education, and low exposure to pollution.

Historic Architectural Resources

These are buildings, structures, features, and landscapes that have reached a sufficient scope of traditional public health activities.

Hazard

Hazards are something that is potentially dangerous or harmful.

Hazard mitigation

Any action taken to reduce or eliminate the long-term risk to human life and property from hazards.

Historical Resources

Historic resources are those buildings, structures, features, and landscapes that have reached a sufficient age (generally over 50 years) to be evaluated for their importance to the history of the city and eligibility for inclusion in the California Register of Historic Resources (CHR).
**Impact Fee**
A fee charged to a developer by the City according to the proposed development project, typically by number of units, square footage or acreage. The fee is often used for City services and infrastructure development such as schools, roads, police and fire services, and parks.

**Impervious**
An impervious surface does not allow for the infiltration of liquids. Impervious materials include concrete, brick, and stone.

**Infill**
A pattern of construction that builds on unused or underutilized parcels within an area that has pre-existing development.

**Innovation district**
A neighborhood made up of employment-generating technology companies and creative start-ups, research-oriented institutions, and community amenities for residents who live and/or work in that neighborhood.

**Invasive plants**
These plants are non-native to the ecosystem being examined, can spread quickly, and are likely to cause harm to the ecosystem’s native plant species.

**King tide**
Exceptionally high tides that typically occur during a new or full moon.

**LEED**
The Leadership in Energy and Environmental Design (LEED) green building rating system is used to evaluate the sustainable design strategies of new and retrofitted projects.

**Mobility**
The movement from one place to another through one or more modes of transportation.

**Mobility hubs**
Places where different travel networks (including walking, biking, transit, and shared mobility) meet and provide convenient connections to destinations.

**Multimodal**
Having different types of travel options within a transportation network.

**Multi-layered cluster planting**
This landscape design technique involves planting in layered groupings so that tree canopy, shrubs, and ground cover overlap and interconnect.

**Native plants**
These plants have adapted to their ecosystem or region over hundreds of years and have a symbiotic relationship with other native wildlife.

**Naturally-Occurring Affordable Housing (NOAH)**
Existing residential units that have maintained affordable costs for middle to lower income households.

**Noise contour**
A line connecting points of equal noise level as measured on the same scale. Noise levels greater than the 60 Ldn contour (measured in dBA) require noise attenuation in residential development.

**Permanent supportive housing**
A housing strategy that pairs affordable housing assistance with health and social services for households experiencing homelessness.

**Potable water**
Drinking water that is safe to drink or use in the preparation of food.

**Procedural equity**
Processes that are transparent, fair, and inclusive in developing and implementing any program, plan, or policy. They ensure that all people are treated openly and fairly.

**Promotores**
Is the plural form of Promotor or Promotora. A promotor is often referred to as a Community Health Worker. Promotores are members of the community who are involved in championing health and social services in their own communities. They bridge communities to tangible services, provide support and peer education, and are fully vested in improving the overall well-being of their community.

**Public Safety Power Shutoffs**
A preventative strategy used by utility companies when extreme weather conditions could lead to their utility system to trip a fire.

**Rainwater harvesting**
The collection and storage of rain, where it is then stored in a tank, cistern, or reservoir. This water can be used to recharge groundwater supply, treated and used in buildings, or used for irrigation.

**Reach code**
A local building energy code that sets targets beyond the state requirements for energy use or energy efficiency.

**Regional Housing Need Allocations (RHNA)**
A projection of the total amount of housing units needed over time to accommodate households at different income levels within a city, county, or region.

**Research and Development (R&D)**
Innovative activities that work towards the development of new and improvement of existing products, processes, and services.

**Resilience**
Resilience is the ability of an individual, a community, an organization, or a natural system to prepare for disruptions, to adapt to changing conditions, withstand and rapidly recover from shocks and stresses, and to adapt and grow from a disruptive experience.

**Resilience Hubs**
A centralized program that coordinates disaster recovery planning, assistance, and supplies.

**Retro-commissioning**
The process of improving and retrofitting building equipment and operation systems.

**Risk**
The potential for an adverse outcome assessed as a function of hazards/threats, assets and their vulnerabilities, and consequences.
Safe Routes to School
A strategy to promote walking and bicycling to school for students and families. This program is supported by infrastructure improvements, education, and incentives.

Safety countermeasures
Actions meant to prevent collisions and injuries on transportation networks.

Sea level rise
The increase in the level of the ocean due to the effects of global warming, such as the melting of glaciers and ice sheets.

Senate Bill 1000 (Environmental Justice)
This bill requires cities and counties with “disadvantaged communities” to develop an Environmental Justice element, or related environmental justice goals and policies, as part of their general plans. The goal of SB 1000 is to help identify and reduce risks in communities disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.

Sensitive receptors
Locations where occupants are more sensitive to noise such as residential areas, hospitals, convalescent homes and facilities, and schools.

Social equity
Social equity is when socioeconomic and environmental factors (race, gender, income, place, education) can no longer be used to predict life outcomes and outcomes for all groups are improved. These factors are not decided by an individual alone, but by policies and laws that negatively impact certain communities. In the United States, race, income, and wealth are connected, but when we hold income constant, we still see inequities across race. These inequities are apparent in education, jobs, incarceration, health, and housing.

The Cortese List
The Hazardous Waste and Substances Sites (Cortese) List is a planning document used by the State, local agencies, and developers to comply with the California Environmental Quality Act requirements in providing information about the location of hazardous materials release sites.

Transportation Demand Management (TDM)
Strategies and policies implemented to reduce the amount of traffic and improve the efficiency and use of transportation services and options.

Tribal Cultural Resources
Tribal cultural resources include sites, features, places, or objects that are of cultural value to one or more California Native American Tribes.

Trip cap
A limit on the number of vehicles that can enter a specific area.

Sphere of Influence (SOI)
The planning boundary and service area of a city, as determined by the Local Agency Formation Commission.

Structural equity
Structural equity strategies make a commitment to correct past harms and prevent future unintended consequences. They also address the underlying structural and institutional systems that are the root causes of social and racial inequities.

Universal preschool or pre-K
Publicly funded preschools that are available to all families.

Urban ecology
The study of humans in cities, of wildlife & nature in cities, and the relationship between humans & wildlife in an urban context.

Urban forest
The collection of trees and vegetation within a city, town, or suburb.

Urban forest
The collection of trees and vegetation within a city, town, or suburb.

Vulnerability
A qualitative or quantitative expression of the level to which an entity is susceptible to harm when it experiences a hazard.

Walkability
The ability of an area to accommodate pedestrians, including sidewalks, crosswalks, and other features that promote pedestrian use and connectivity.

Watershed
An area of land that drains into a larger body of water or waterway.

Wayfinding signage/stations
Individual or centralized signage designed to help people navigate by providing relevant information on nearby destinations, transit systems, and more.

Xeriscaping
A form of landscaping that requires little or no irrigation.

Zero waste
A closed loop system where the production, consumption, reuse, and recovery of materials does not impact natural resources or human health.